BOARD OF VISITORS

MEETING

August 18-20, 2025

Virginia Polytechnic Institute and State University

(As of 8/7/25)

Board of Visitors Meeting Schedule
August 18-20, 2025

Monday, August 18: *[All activities will be at the Pete Dye River Course; business casual attire]*
All times are approximate.

8:45 a.m.	Arrive at the **Pete Dye River Course, 8400 River Course Drive, Radford, VA** **Opening Comments** by President Sands and Rector Rocovich
9:00 a.m.	**Briefing on Legal and Regulatory Responsibilities** by Legal Counsel
9:45 a.m.	**Session 1: Enrollment Strategy**
11:15 a.m.	**Session 2: Virginia Tech Global Distinction**
12:30 p.m.	**Lunch for Board members** and retreat participants with guest speakers
1:45 p.m.	**Session 3: The Future of Athletics**
3:30 p.m.	**Session 4: Resourcing our Strategic Priorities**
5:00 pm	**Buffet dinner** for Board members and select retreat participants at the Pete Dye River Course

Tuesday, August 19: *[Attire is business/business casual; all meetings are at The Inn in Latham A/B.]*

8:00 a.m.	**Executive Committee** meets with President Sands in Closed Session in Old Guard
9:00 a.m.	**Academic, Research, and Student Affairs Committee** meets in Closed, then Open Sessions
10:30 a.m.	**Compliance, Audit, and Risk Committee** meets in Open, then Closed Session
12:00 noon	**Lunch** for Board Members and invited administrators in Latham CDEF
1:15 p.m.	**Buildings & Grounds Committee** meets in Open Session
2:30 p.m.	**Finance & Resource Management and Buildings and Grounds Committees** meet jointly in Open Session
3:00 p.m.	**Finance & Resource Management Committee** meets in Open, then Closed Session
5:30 p.m.	**Dinner** for Board members and invited administrators at The Inn

Wednesday, August 20: [*Attire is business/business casual. All meetings are at the Inn in Latham A/B.]*

8:00 a.m.	**Committee Chairs** meet with Administrators in Open Session in Old Guard
9:15 a.m.	**Full Board Meeting**
12:00 noon	(time approximate) Meeting adjourns.

BOARD MEMBERS ARE ENCOURAGED TO ATTEND OTHER COMMITTEE MEETINGS WHENEVER THEIRS IS NOT IN SESSION

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- **Approval of Resolution for Planning the Campbell Hall Renovation
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- **Approval of Resolution for Planning the Academic Building One – Sixth Floor Upfit
- **Approval of Resolution for Planning the Campbell Hall Renovation
- **Approval of Resolution for Planning a New Residence Hall
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- Staff Representative to the Board – Amber Hagan
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- Litigation Report

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These items have been reviewed by the Academic, Research, and Student Affairs Committee and the Finance and Resource Management Committee of the Board of Visitors.

****These items have been reviewed by the Buildings and Grounds Committee and the Finance and Resource Management Committee of the Board of Visitors.***

There is no public comment period at this meeting.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

CURRENT MEMBERS OF THE BOARD OF VISITORS:

Dr. Rosa Atkins
Mr. Edward H. Baine
Ms. Sandy C. Davis, Vice Rector
Dr. Nancy Dye
Mr. Ted Hanson
Mr. William Holtzman
Ms. Starlette Johnson
Mr. Ryan D. McCarthy
Mr. Jim Miller
Mr. Robert Moser, Jr.
Mr. J. Pearson
Mr. John Rocovich, Jr., Rector
Ms. Margaret Ann Smith
Ms. Jeanne Stosser

Undergraduate Student Representative: Thomas Feely
Graduate/Professional Student Representative: Katherine Drinkwater Gregg
Staff Senate Representative: Amber Hagan
Administrative and Professional Faculty Representative: Marlena Lester
Faculty Senate Representative: Justin Lemkul

ADMINISTRATIVE STAFF:

Dr. Timothy D. Sands: President
Dr. Cyril R. Clarke: Executive Vice President and Provost
Ms. Amy Sebring: Executive Vice President and Chief Operating Officer

Mr. Simon Allen: Vice President for Finance and Chief Financial Officer
Ms. Lynsay Belshe: Vice President for Auxiliary and Business Services
Dr. Lance Collins: Vice President and Executive Director for the Innovation Campus
Dr. Michael J. Friedlander: Vice President for Health Sciences and Technology
Mr. Bryan Garey: Vice President for Human Resources
Dr. Guru Ghosh: Vice President for Outreach and International Affairs
Dr. Frances B. Keene: Vice President for Student Affairs
Ms. Sharon M. Kurek: Vice President for Audit, Risk, and Compliance and Chief Risk Officer
Dr. Steven H. McKnight: Vice President for Strategic Research Alliances
Ms. Kim O'Rourke: Vice President for Policy and Governance and Secretary to the Board
Mr. Mark Owczarski: Interim Vice President for Communications and Marketing
Ms. Sharon Pitt: Vice President for Information Technology and Chief Information Officer
Dr. Menah Pratt: Vice President for Strategic Affairs
Dr. Brandy Salmon: Vice President for Innovation and Partnerships
Dr. Daniel Sui: Senior Vice President and Chief Research and Innovation Officer
Mr. Dwyn Taylor: Vice President for Facilities and Chief Facilities Officer
Ms. Monecia Taylor: Vice President for Advancement
Mr. Tom Wamsley: Senior Vice President for Advancement
Dr. Lisa J. Wilkes: Vice President for Strategic Initiatives & Special Assistant to the President
Mr. Christopher Yianilos: Vice President for Government and Community Relations

Ms. Kay K. Heidbreder: University Legal Counsel

BOARD OF VISITORS
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
Committee Assignments for 2025-26

Academic, Research, and Student Affairs Committee
Nancy Dye, *Committee Chair*
Rosa Atkins
Sandy Davis
Bill Holtzman
Robby Moser
J. Pearson
Jeanne Stosser

Buildings and Grounds Committee
Jeanne Stosser, *Committee Chair*
Sandy Davis
Nancy Dye
Ted Hanson
Bill Holtzman
Robby Moser
J. Pearson

Compliance, Audit, and Risk Committee
Ryan McCarthy, *Committee Chair*
Rosa Atkins
Ed Baine
Starlette Johnson
Jim Miller
Margaret Ann Smith

Finance and Resource Management Committee
Jim Miller, *Committee Chair*
Ed Baine
Ted Hanson
Starlette Johnson
Ryan McCarthy
Margaret Ann Smith

Governance and Administration Committee
Sandy Davis, *Committee Chair*
Nancy Dye
Starlette Johnson
Margaret Ann Smith

Executive Committee (6 members)
John Rocovich, Rector
Nancy Dye, *Academic, Research, and Student Affairs Committee Chair*
Jeanne Stosser, *Buildings & Grounds Committee Chair*
Ryan McCarthy, *Compliance, Audit, and Risk Committee Chair*
Jim Miller, *Finance and Resource Management Committee Chair*
Sandy Davis, Vice Rector, *Governance and Administration Committee Chair*

The Rector is an ex officio member of all standing committees when in attendance.

The constituent representatives will sit in on the committee meetings of their choice:
Faculty Senate President – Justin Lemkul
Administrative and Professional Faculty Senate President – Marlena Lester
Staff Senate President – Amber Hagan
Graduate/Professional Student Representative – Katherine Drinkwater Gregg
Undergraduate Student Representative – Thomas Feely

Virginia Tech Board of Visitors Retreat Agenda

Monday, August 18, 2025
8:45 a.m. – 5:00 p.m.

Pete Dye River Course
8400 River Course Drive, Radford, VA 24141

Welcome and Opening Remarks **8:45-9:00**

- John Rocovich – Rector
- Tim Sands - President

Board Basics: Legal and Regulatory Responsibilities of the Board **9:00-9:30**

- Kay Heidbreder – University Legal Counsel

Topic 1: Enrollment Strategy **9:45 – 11:00**

Topic Leader: Cyril Clarke, Executive Vice President and Provost
Contributors:

- Tim Sands – President
- Juan Espinoza – Vice Provost for Enrollment Management

a. Undergraduate Enrollment: The Case for Growth –
    i. Capacity for growth – are there enough qualified students applying for admission?
    ii. Enrollment mix (in-state, out-of-state, international)
    iii. Balancing the tension between areas of emphasis and disciplinary scope of the land-grant university of the future
b. Graduate Enrollment: Laying the Foundation for Global Distinction
    i. Professional graduate programs (PGP) versus research-based (R-B) – contributions to Global Distinction, E&G income, workforce development
    ii. Challenges and opportunities

Topic 2: Virginia Tech Global Distinction **11:15 – 12:30**

Topic Leader: Tim Sands - President
Contributors:

- Cyril Clarke - Executive Vice President and Provost
- Dan Sui - Senior Vice President for Research and Innovation

a. Importance of Seeking Global Distinction
b. Progress in Research Expenditures
c. Peer Comparisons and Gap Analysis
d. Threats to Achieving Global Distinction
e. Virginia Tech's Emerging Innovation Network

Lunch – Guest Speakers 12:30 – 1:30

- Jeff Kimbell –President, Jeffrey J. Kimbell & Associates
- Mat Lapinski – CEO, Crossroads Strategies, LLC
- Wally Burnett – Principal, Crossroads Strategies, LLC

Topic 3: Future of Athletics 1:45 – 3:15

Topic Leader: Whit Babcock

Contributors:

- Tim Sands – President
- Cyril Clarke – Executive Vice President and Provost
- Amy Sebring – Executive Vice President and Chief Operating Officer

a. The Economics and Changing Elements of College Sports
b. New ACC Revenue Distribution Model Resulting from the Settlement with Florida State and Clemson
c. Athletics Budget and Resources: Peer Analysis
d. Strategic Investment Opportunities; Investments to Win

Topic 4: Resourcing Our Strategic Priorities 3:30 – 5:00

Topic Leader: Amy Sebring – Executive Vice President and Chief Operating Officer

Contributors:

- Cyril Clarke – Executive Vice President and Provost
- Simon Allen – Vice President for Finance and Chief Financial Officer
- Elizabeth McClanahan – Chief Executive Officer, Virginia Tech Foundation

a. Investing in Global Distinction
b. Funding Athletics as an Emerging Focus
c. Overview of VT and VTF Real Estate Purpose and Approach
d. Competing for Resources – Balancing Strategic Priorities (Global Distinction and VT Advantage, Enabling Infrastructure, and Athletics) in an Uncertain Environment

MINUTES

June 3, 2025

The Board of Visitors of Virginia Polytechnic Institute and State University met on Tuesday, June 3, 2025, at 1:15 p.m. in the Classroom Building (Room 260), Virginia Tech Campus, 1455 Perry Street, Blacksburg, Virginia 24061.

Present	**Absent**
Edward H. Baine (Rector)	
David Calhoun (Vice Rector)	
Sandy C. Davis	
Nancy Dye	
William Holtzman	
Donald Horsley	
Anna L. James	
Starlette Johnson	
Letitia A. Long	
Ryan D. McCarthy	
Jim Miller	
J. Pearson	
John Rocovich	
Jeanne Stosser	

Constituent Representatives:
Leslie Orellana, Undergraduate Student Representative
William Poland, Graduate/Professional Student Representative
LaTawnya Burleson, Staff Representative
Janice Austin, Administrative and Professional Faculty Representative
Rachel Miles, Faculty Representative

Also present were the following: President Timothy Sands, Kim O'Rourke (Secretary to the Board), Simon Allen, Mac Babb, Whit Babcock, David Baker, Brian Britt, Eric Brooks, Brock Burroughs, Kristie Caddick, Ann Cassell, Cyril Clarke, Lance Collins, Al Cooper, Nicholas Copeland, Deborah Day, Katherine Drinkwater, Heather Ducote, Corey Earles, Abbey Erwin, Juan Espinoza, Ron Fricker, Ian Friend, Rachel Gabriele, Guru Ghosh, Nannette Gordon, Chelsea Haines, Dee Harris, Kay Heidbreder, Cyndi Hutchison, Frances Keene, Sharon Kurek, Christine Labuski, Justin Lemkul, Elizabeth McClanahan, Nancy Meacham, Joe Merola, April Myers, Mark Owczarski, Kevin Pitts, Lauren Pollard, Audrey Reeves, Paul Richter, Tanya Rogers, Lori Rose, Lisa Royal, Brandy Salmon, Saonee Sarker, Amy Sebring, Brennan Shepard, Dee Dee Somervell, Michael Staples, Michael Stowe, Dan Sui, Aimée Surprenant, John Tarter, Dwyn Taylor, Mollie Taylor, Jon Clark Teglas, Luke Weir, Andrew Woodall, and Chris Yianilos.

The meeting was livestreamed for the public via YouTube; there were 110 concurrent viewers on YouTube and a total of 283 views.

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There was no public comment period.

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Rector Baine convened the meeting and welcomed everyone.

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APPROVAL/ACCEPTANCE OF THE CONSENT AGENDA OPEN ITEMS*
(Refer to Attachments A through Q)

[*Note: Items on the consent agenda are matters of importance that have been reviewed carefully by members of the board in preparation for the meeting but have been determined not to require discussion by the board or its committees.]

During the open session of the Academic, Research, and Student Affairs Committee meeting on June 2, six items were removed from the consent agenda for individual consideration, and thus those six were removed from the full board's consent agenda and are not included in the list below. One of those six resolutions that were shifted to individual consideration by the ARSA committee failed in committee and thus was not brought forward to the full board.

Rector Baine asked for a motion to approve/accept the 18 consent agenda open session items as listed. The motion was made by Mr. Rocovich, seconded by Ms. Davis, and approved unanimously.

- **Minutes from March 25, 2025, BOV Meeting**
- **Minutes from June 2, 2025, BOV Executive Committee Meeting** - Attachment A
- **Minutes from June 2, 2025, Nominating Committee Meeting** – Attachment B
- **Minutes from June 3, 2025, Committee Chairs Meeting** – Attachment C
- **Academic, Research, and Student Affairs Committee General Report (6/2/25)** - Attachment D
- **Buildings and Grounds Committee General Report (6/3/25)** - Attachment E
- **Compliance, Audit, and Risk Committee General Report (6/2/25)** - Attachment F
- **Finance and Resource Management Committee General Report (6/3/25)** - Attachment G
- **Governance and Administration Committee General Report (6/2/25)** - Attachment H

From the Academic, Research, and Student Affairs Committee Consent Agenda:

- **Resolution to Rename the Department of Biomedical Engineering and Mechanics** – Attachment I
- **Resolution to Approve 2025-26 Student Code of Conduct** – Attachment J
- **Resolution to Revise Graduate Honor System Constitution** – Attachment K

From the Finance and Resource Management Committee Consent Agenda:

- **Approval of 2025-26 Hotel Roanoke Conference Center Commission Budget** – Attachment L
- **Approval of 9(d) Debt Financing Resolution for the New Business Building** – Attachment M

From the Governance and Administration Committee Consent Agenda:

- **Resolution to Affirm Board Policies on Electronic Meetings** – Attachment N

Consent agenda information item; no Board of Visitors action required:

- **Notification of Provisions of the Appropriation Act Relating to Indebtedness of State Agencies** - Attachment O

- **Atlantic Coast Conference Governing Board Certification** - Attachment P

- **Report of Research and Development Disclosures** - Attachment Q

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REPORT OF THE ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

Rector Baine called on Dr. Dye for the report of the Academic, Research, and Student Affairs Committee.

As part of the Academic, Research, and Student Affairs Committee report, approval of the following resolution was moved by Dr. Dye, seconded by Ms. Davis, and passed unanimously.

Resolution to Clarify Eligibility for Postdoctoral Associate Status

That the resolution to clarify eligibility for postdoctoral status be approved and included in the 2025-26 Faculty Handbook. (Copy filed with the permanent minutes and marked Attachment R.)

*****

As part of the Academic, Research, and Student Affairs Committee report, approval of the following resolution was moved by Dr. Dye, seconded by Mr. Calhoun, and passed unanimously.

Resolution to Amend the Faculty Handbook to Codify Interest- or Discipline-Based Faculty Organizations

That the resolution to codify interest-based or discipline-based faculty organizations as amended in committee be approved and included in the 2025-26 Faculty Handbook. (Copy filed with the permanent minutes and marked Attachment S.)

*****

As part of the Academic, Research, and Student Affairs Committee report, approval of the following resolution was moved by Dr. Dye, seconded by Ms. Long, and passed unanimously.

Resolution to Integrate Chapter 12 into Chapters 2 and 5 of the Faculty Handbook

That the resolution to integrate chapter 12 of the Faculty Handbook into chapters 2 and 5 be approved and included in the 2025-26 Faculty Handbook. (Copy filed with the permanent minutes and marked Attachment T.)

*****

As part of the Academic, Research, and Student Affairs Committee report, approval of the following resolution was moved by Dr. Dye, seconded by Ms. Long, and passed unanimously.

Resolution to Codify the Faculty Reconciliation Process Within the Office of Faculty Affairs

That the resolution to codify the faculty reconciliation process within the Office of Faculty Affairs be approved and included in the 2025-26 Faculty Handbook. (Copy filed with the permanent minutes and marked Attachment U.)

*****

As part of the Academic, Research, and Student Affairs Committee report, approval of the following resolution was moved by Dr. Dye, seconded by Ms. Long, and passed unanimously.

Ratification of 2025-26 Faculty Handbook, as amended

That the resolution to ratify the 2025-26 Faculty Handbook as amended in committee be approved. (Copy filed with the permanent minutes and marked Attachment V.)

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REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE

Rector Baine called on Ms. Long for the report of the Buildings and Grounds Committee.

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REPORT OF THE COMPLIANCE, AUDIT, AND RISK COMMITTEE

Rector Baine called on Ms. James for the report of the Compliance, Audit, and Risk Committee.

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REPORT OF THE FINANCE AND RESOURCE MANAGEMENT COMMITTEE

Rector Baine called on Mr. Calhoun for the report of the Finance and Resource Management Committee.

As part of the Finance and Resource Management Committee report, approval of the following resolution was moved by Mr. Calhoun, seconded by Mr. Rocovich, and passed unanimously.

Approval of Year-to-Date Financial Performance Report (July 1, 2024 – March 31, 2025)

That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2024, through March 31, 2025, and the Capital Outlay Report be approved. (Copy filed with the permanent minutes and marked Attachment W.)

*****

As part of the Finance and Resource Management Committee report, approval of the following resolution was moved by Mr. Calhoun, seconded by Mr. Rocovich, and passed unanimously.

Approval of 2025-26 University Operating and Capital Budgets

That the proposed fiscal year 2025-26 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved. (Copy filed with the permanent minutes and marked Attachment X.)

*****

As part of the Finance and Resource Management Committee report by Mr. Calhoun and with the endorsement of the Academic, Research, and Student Affairs Committee, approval of the following resolution was moved by Mr. Calhoun, seconded by Mr. Rocovich, and passed unanimously.

Approval of 2025-26 Faculty Compensation Plan

That the proposed 2025-26 Faculty Compensation Plan be approved. (Copy filed with the permanent minutes and marked Attachment Y.)

*****

As part of the Finance and Resource Management Committee report, approval of the following resolution was moved by Mr. Calhoun, seconded by Mr. Rocovich, and passed unanimously.

Approval of 2025-26 Compensation for Graduate Assistants

That the graduate assistant compensation program for 2025-26 be approved. (Copy filed with the permanent minutes and marked Attachment Z.)

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REPORT OF THE GOVERNANCE AND ADMINISTRATION COMMITTEE

Rector Baine called on Ms. Davis for the report of the Governance and Administration Committee.

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PRESIDENT'S REPORT

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

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CONSTITUENT REPORTS (no action required)

- Undergraduate Student Representative to the Board – Leslie Orellana
- Graduate and Professional Student Representative to the Board – William Poland
- Staff Representative to the Board – LaTawnya Burleson
- Administrative and Professional Faculty Representative to the Board – Janice Austin
- Faculty Representative to the Board – Rachel Miles

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

Rector Baine and President Sands presented certificates of appreciation to the five constituent representatives whose terms are ending: Janice Austin, LaTawnya Burleson, Rachel Miles, Leslie Orellana, and William Poland.

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Motion to Begin Closed Session

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

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

2. Discussion of information contained in student academic records.

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

all pursuant to the following subparts of 2.2-3711 (A), Code of Virginia, as amended, .1, .2, and .7.

The motion was seconded by Mr. Rocovich and passed unanimously. The livestream was suspended.

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CLOSED SESSION REPORTS
(No Board action required)

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Motion to Return to Open Session

Following the closed session, the doors were opened, members of the public were invited to return to the meeting, and the livestream resumed. Rector Baine asked Mr. Calhoun to make the motion to return to open session. Mr. Calhoun made the following motion:

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

The motion was seconded by Ms. James and passed unanimously.

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Upon motion by Ms. Long and seconded by Ms. James, approval was given to the following resolution considered in closed session.

- **Resolution to Ratify Personnel Changes Report, as amended** – Attachment CC

Upon motion by Mr. Pearson and seconded by Mr. Rocovich, approval was given to the following group of resolutions considered in closed session.

- **Resolution to Approve Appointments to Emeritus/a Status (8)** – Attachment DD
- **Resolution to Approve Appointments to Endowed Chairs, Professorships, or Fellowships (4)** - Attachment EE
- **Resolution to Approve Reappointments to Endowed Chairs, Professorships, or Fellowships (11)** - Attachment FF
- **Resolution to Approve Appointments with Tenure (3)** – Attachment GG
- **Resolution to Approve Faculty Research Leaves, as amended in committee (6)** – Attachment HH
- **Resolution to Approve 2024-25 Promotion, Tenure, and Continued Appointments, as amended in committee** – Attachment II

- **Resolution to Approve Facility Namings (5)** – Attachment JJ

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Election of Rector and Vice Rector for 2025-2026

Rector Baine called on Ms. Long, for a report of the Nominating Committee for officers of the board. On behalf of the Nominating Committee, which Ms. Long chaired and which also included Ms. James and Mr. Pearson, Ms. Long presented the following nominees:

Rector: No nominee
Vice Rector: Sandy Davis

With regard to the Rector position, Ms. Long stated that Mr. Rocovich had expressed interest in the position, but the Nominating Committee was not putting his name forward because, per the board's bylaws, he is not eligible for consideration.

Rector Baine stated that the board would proceed with one position at a time beginning with the position of Rector. He stated that there is no nominee from the Nominating Committee and in accordance with the board's bylaws asked for a nomination for Rector from the floor.

Mr. Miller nominated Mr. Rocovich for Rector, notwithstanding the board's bylaws provision that is at issue.

Rector Baine stated that Mr. Rocovich has been nominated for Rector. He explained that according to the board's bylaws, Article I, Section 4, the Rector and Vice Rector may serve a maximum of two one-year terms. Mr. Rocovich has already served as Rector for two one-year terms from 2002 to 2004; therefore, according to the board's bylaws, he is ineligible to serve another term as Rector. He explained that a vote for Mr. Rocovich for Rector would also be a vote for an exception to the board's bylaws, in other words to set aside the term limit in the bylaws in this particular instance for the one-year term beginning July 1, 2025; the board's bylaws would not be changed.

Rector Baine asked if there were any other nominations from the floor for the position of Rector. There being none, he stated that nominations for the position of Rector were closed and called for the vote by a show of hands. He noted that it requires a majority affirmative vote of those board members who are voting to elect the Rector.

Mr. Rocovich was elected the next Rector by a vote of 11 to 2, with Ms. James and Ms. Long opposing and Rector Baine abstaining. After the vote count was announced, Ms. Long clarified her negative vote, explaining that it sets a bad precedent to make an exception to the board's bylaws, and that her vote was not against Mr. Rocovich.

[Note: To enable more board members to have leadership opportunities, the board instituted the term limits for Rector and Vice Rector in 2004 by adding the following

language to their bylaws: “The Rector and Vice Rector may serve a maximum of two one-year terms.” This provision has withstood numerous revisions to the board’s bylaws that have been approved by the board in the ensuing decades.]
Rector Baine then proceeded to the position of Vice Rector. He announced that the Nominating Committee nominated Ms. Davis, and in accordance with the board’s bylaws, he asked if there were any other nominations from the floor for the position of Vice Rector. There being no further nominations, the nominations were closed and Rector Baine called for a vote by a show of hands. Ms. Davis was elected unanimously as the next Vice Rector.

In accordance with the board’s bylaws, Ms. Kim O’Rourke, Vice President for Policy and Governance, serves as Secretary to the board.

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Rector Baine, along with President Sands, thanked Ms. James, Ms. Long, and Mr. Horsley for their service on the board as their terms come to an end.

They then thanked Mr. Calhoun for his service as Vice Rector for the past two years.

* * * * * * * * * * *

President Sands thanked Rector Baine for his service as Rector for the past two years and presented him with his gavel. In his closing remarks, Rector Baine thanked Governor Northam for appointing him and Governor Youngkin for reappointing him to the board. He stated that Virginia Tech is about serving all citizens across the commonwealth. Addressing the faculty, administrative and professional faculty, staff, and students, he told them that they—the people—are what make Virginia Tech special.

* * * * * * * * * * *

The meeting was adjourned at 3:57 p.m.

The dates of the next regular meeting are August 18-20, 2025, in Blacksburg, VA.

_____
Edward H. Baine, Rector

_____
Kim O'Rourke, Secretary

RESOLUTION FOR EXCLUSION OF CERTAIN OFFICERS/DIRECTORS

WHEREAS, Virginia Polytechnic Institute and State University (Virginia Tech) was determined by the U.S. Department of Defense (DoD) to be a facility authorized to be eligible for access to classified information or award of classified contracts in 1960, and years following, with the most recent authorization in May 2022; and

WHEREAS, in accordance with the National Industry Security Program Operating Manual (NISPOM) under 32 CFR 117, Cognizant Security Agencies (CSAs) require that certain principal officers, directors, partners, regents, or trustees, and those occupying similar positions at institutions of higher education meet the personnel security clearance requirements established for the level of the institution's facility security clearance or be formally excluded; and

WHEREAS, the NISPOM permits the exclusion from the personnel clearance requirements of said principal officers et al. on the basis that these cited individuals shall not require, shall not have, and can be effectively excluded from access to all classified information disclosed to Virginia Tech, and do not occupy positions that would enable them to affect adversely corporate policies or practices in the performance of classified contracts, as determined by a CSA;

NOW, THEREFORE, BE IT DECLARED that the Virginia Tech Board of Visitors hereby formally appoints a managerial group with the authority and responsibility for the negotiation, execution, and administration of classified contracts (Key Management Personnel), consisting of the following principal officers within Virginia Tech: President; University Legal Counsel; Chief Contracting Officer; Senior Vice President and Chief Research and Innovation Officer; Senior Associate Vice President for Research and Innovation; Associate Vice President for Research and Innovation, Sponsored Programs; Facility Security Officer; and Insider Threat Program Senior Official (specified by name in Attachment A); and

BE IT RESOLVED that the President, and the said managerial group, at the present time do possess the required security clearance; and

BE IT RESOLVED FURTHER that in the future, when a CSA determines that additional Virginia Tech officials must be added to said managerial group and be granted personnel clearances or excluded from classified access pursuant to the NISPOM, such requirements shall be made and approved by the Key Management Personnel, and not the Board of Visitors, unless approval by the Board of Visitors is formally required by a CSA; and

LASTLY, BE IT RESOLVED, that the appended list of all members of the Board of Visitors and certain University Principal Officers (specified by name in Attachment B) shall not require, shall not have, and can be effectively excluded from access to all classified information in the possession of Virginia Tech, and do not occupy a position that would enable them to adversely affect Virginia Tech policies or practices in the performance of classified contracts. A copy of this resolution shall be provided to CSAs as required by the NISPOM.

RECOMMENDATION:

That this resolution be adopted August 20, 2025.

ATTACHMENT A:

Key Management Personnel who must be granted personnel clearances or excluded from classified access pursuant to the NISPOM per Board of Visitors Resolution, August 20, 2025

President	Timothy D. Sands, Ph.D.
University Legal Counsel	Kay K. Heidbreder, Esq.
Chief Contracting Officer	Timothy D. Sands, Ph.D.
Sr. VP and Chief Research & Innovation Officer	Daniel Sui, Ph.D.
Sr. AVP, Research & Innovation	James R. Heflin, Ph.D.
AVP, Sponsored Programs	Linda Feuster Duffy
Facility Security Officer and Insider Threat Program Senior Official	John J. Talerico, III

ATTACHMENT B:

Members of the Virginia Tech Board of Visitors to be excluded per Board of Visitors Resolution, August 20, 2025.

John Rocovich (Rector)
Ms. Sandy Davis (Vice Rector)
Dr. Rosa Atkins
Mr. Edward H. Baine
Dr. Nancy Dye
Mr. Theodore “Ted” Hanson
Mr. William Holtzman
Ms. Starlette Johnson
Mr. Ryan McCarthy
Mr. Jim Miller
Mr. Robert “Robby” Moser, Jr.
Mr. J. Pearson
Ms. Margaret Smith
Ms. Jeanne Stosser

List of Virginia Tech Principal Officers to be excluded per Board of Visitors Resolution, August 20, 2025

Executive Vice President and Provost	Dr. Cyril R. Clarke
Executive Vice President and Chief Operating Officer	Ms. Amy S. Sebring

RESOLUTION TO APPROVE BACHELOR OF ARTS (B.A.)/ BACHELOR OF SCIENCE (B.S.) DEGREE DESIGNATION IN GEOGRAPHY

MATERIALS INCLUDED

- Resolution
- Degree Designation Proposal

BACHELOR OF ARTS (B.A.)/ BACHELOR OF SCIENCE (B.S.) DEGREE DESIGNATION IN GEOGRAPHY

Academic Area: College of Natural Resources and Environment

Requested initiation: Spring 2026

The Board of Visitors approved a Bachelor of Science degree designation in Geography in spring 2025. The Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography is requested to clarify the two designations for review by the State Council of Higher Education in Virginia (SCHEV).

Students pursuing the B.A. in Geography will develop broad, interdisciplinary knowledge with an emphasis on human and environmental geography, cultural and regional studies, and the social dimensions of spatial patterns. This pathway is well-suited for students interested in careers in urban and regional planning, policy analysis, education, international development, or sustainability work in nonprofit and government sectors.

Students pursuing the B.S. in Geography will engage in a more technically focused curriculum that emphasizes geospatial science, quantitative methods, and the physical science aspects of geography. Coursework will include hands-on training in data collection techniques (e.g., fieldwork, GPS mapping), spatial analysis, and technologies such as GIS, satellite imagery, and remote sensing. B.S. graduates will be prepared to conduct complex spatial analyses, identify trends and patterns in large datasets, and apply technical expertise in roles such as geographers, GIS analysts, cartographers, and remote sensing specialists across academia, industry, nonprofit organizations, and all levels of government.

RECOMMENDATION:

That the resolution to approve a Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) in Geography degree designation be approved and the proposal forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval.

August 20, 2025

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Description of the Proposed Program

Program Background

Virginia Polytechnic Institute and State University (Virginia Tech) seeks approval for a Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree in Geography. The proposed B.A./B.S. degree program in Geography will be located in the College of Natural Resources and Environment, Department of Geography. The new degree program would be initiated in spring 2026.

The purpose of the proposed B.A./B.S. degree in Geography is to equip students with the knowledge and skills necessary for entry-level positions in fields such as geography, cartography, geographic information science (GIS), and remote sensing, or for graduate study in the physical or social sciences. The program will provide students with a strong foundation in the physical and human processes that shape the Earth's surface, including patterns of climate, landforms, ecosystems, population, and urbanization, as well as the interactions between people and their environments. All students will study core geographic theory, human-environment relationships, and methods for analyzing spatial data.

Students pursuing the B.A. in Geography will develop broad, interdisciplinary knowledge with an emphasis on human and environmental geography, cultural and regional studies, and the social dimensions of spatial patterns. This pathway is well-suited for students interested in careers in urban and regional planning, policy analysis, education, international development, or sustainability work in nonprofit and government sectors.

Students pursuing the B.S. in Geography will engage in a more technically focused curriculum that emphasizes geospatial science, quantitative methods, and the physical science aspects of geography. Coursework will include hands-on training in data collection techniques (e.g., fieldwork, GPS mapping), spatial analysis, and technologies such as GIS, satellite imagery, and remote sensing. B.S. graduates will be prepared to conduct complex spatial analyses, identify trends and patterns in large datasets, and apply technical expertise in roles such as geographers, GIS analysts, cartographers, and remote sensing specialists across academia, industry, nonprofit organizations, and all levels of government.

Institutional Mission

The proposed B.A./B.S. in Geography aligns well with the mission of Virginia Tech. The University's mission statement is:

> "Inspired by our land-grant identity and guided by our motto, *Ut Prosim* (That I May Serve), Virginia Tech is an inclusive community of knowledge, discovery, and creativity dedicated to improving the quality of life and the human condition within the Commonwealth of Virginia and throughout the world."

The proposed degree program aligns with the institution's mission of "improving the quality of life and the human condition within the Commonwealth of Virginia and throughout the world" by preparing students to analyze and address pressing global and regional challenges through geospatial technologies and geographic perspectives. With coursework spanning human-environment interactions, physical systems, cartography, GIS, remote sensing, and spatial analysis, the program equips graduates to interpret and solve complex geographical problems, reflecting the university's commitment to discovery, service, and global impact.

Curriculum

The proposed B.A./B.S. in Geography degree program will require 120 credit hours. Experiential learning will be required.

The core coursework will provide students with a foundation in geography, including both human and physical aspects and technical skills of the field. Students will learn fundamental concepts such as space, place, regions, human communities, cultures, and economies and their interaction with the environment. Coursework will train students to use spatial perspective to understand and analyze global issues, environmental systems, and human activities across different regions. Students will learn how human societies are shaped by their geographic environments. Students will also be trained to develop proficiency in spatial analysis, geographic literacy, cartography, and use of geospatial technologies to interpret satellite imagery, and analyze, interpret and communicate complex geographic data effectively. Students will learn to apply geospatial methods to analyze and design solutions to contemporary problems facing Virginia and the world, such as mapping past climate variations for an area or analyzing the dispersion of air pollutants and identifying pollution sources.

All students enrolled in the proposed degree program will complete a semester of experiential learning through participation in a study abroad experience, field experience, or undergraduate research under the direct supervision of a faculty member. The experiential learning activity offers students practical experience to apply theoretical knowledge and gain a better understanding of geographic concepts and issues. This can be achieved through a research project or field study in a chosen topic area, selected with guidance from a faculty member, or through a practical project as part of a study abroad program. For example, students might use geographic information systems to analyze forest carbon storage, evaluate the impact of new developments on natural areas, or use remote sensing to assess natural disaster damage.

New courses are denoted by an asterisk.

Program Requirements

Core Courses: 21 credit hours
GEOG 1004: Introduction to Human Geography (3 credits)
GEOG 1014: World Regions (3 credits)
GEOG 1084/FREC 1004: Digital Planet (3 credits)

GEOG 1104: Introduction to Physical Geography (3 credits)
GEOG 2084: Principles of Geographic Information Systems (3 credits)
GEOG 2314: Maps and Mapping (3 credits)

Required Field Experience
Students select one of the following:
GEOG 3954: Study Abroad (3 credits)
GEOG 4964: Field Study (3 credits)
GEOG 4994: Undergraduate Research (3 credits)

Bachelor Arts (B.A.) Required Coursework

Pathways General Education Requirements: 42-45 credit hours
Concept 1: Discourse (9 credits)
ENGL 1105: First-Year Writing (3 credits)
Or COMM 1015: Communication Skills (3 credits)
ENGL 1106: First-Year Writing (3 credits)
Or COMM 1016: Communication Skills (3 credits)
Additional Discourse Course (3 credits)
Concept 2: Critical Thinking in the Humanities (6 credits)
Concept 3: Reasoning in the Social Sciences (6 credits)
Concept 4: Reasoning in the Natural Sciences (6 credits)
Concept 5: Quantitative and Computational Thinking (9 credits)
STAT 3604: Statistics for Social Science (3 credits)
Or STAT 3615: Biological Statistics (3 credits)
Students select two of the following:
CS 1014: Introduction to Computational Thinking (3 credits)
MATH 1014: Precalculus with Transcendental Functions (3 credits)
MATH 1025: Elementary Calculus (3 credits)
MATH 1026: Elementary Calculus (3 credits)
MATH 1225: Calculus of a Single Variable (4 credits)
MATH 1226: Calculus of a Single Variable (4 credits)
Concept 6: Critique and Practice in Design and the Arts (6 credits)
GEOG 3314: Cartography (3 credits) Students must take GEOG 3314.
Additional Critique and Practice in Design and the Arts Course (3 credits)
Concept 7: Critical Analysis of Identity and Equity in the United States (0-3 credits) *(may be met by another core concept course)*

Additional Pathways General Education Courses: 2-4 credit hours
Students are required to take 2 additional credit hours in Pathways General Education concept area 4.
Concept 4: Critical Thinking in the Natural Sciences (2 additional credits)
Reasoning in the Natural Sciences Laboratory Courses (2 credits)

Students may choose to take 2 additional credit hours in Pathways General Education concept area 5.
Concept 5: Quantitative and Computational Thinking (0-2 credits)

Required Major Coursework: 4 credit hours
The GEOG 3314 required course will be double-counted as part of the Pathways General Education requirements.
GEOG 1024: Survey of Geography (1 credit)
GEOG 3314: Cartography (3 credits)

Cognate Coursework: 3 credits
Students select one course from a list of courses.

FREC 2114: Ecology of Appalachian Forests (3 credits)
FREC 2124: Forests, Society & Climate (3 credits)
FREC/HORT 2134: Plants and Greenspaces in Urban Communities (3 credits)
FREC/NR/LAR 2554: Leadership for Global Sustainability (3 credits)
FREC 3044: Environmental Data Science (3 credits)
FREC/PSCI/IS 4174: Climate Change and the International Policy Framework (3 credits)
GEOS 1034: Earth's Natural Hazards (3 credits)
GEOS 3014: Environmental Geosciences (3 credits)
GEOS 3034: Oceanography (3 credits)
SBIO/FREC 2784: Global Forest Sustainability (3 credits)
SBIO 3004: Sustainable Nature-Based Enterprises (3 credits)
SBIO 3324: Green Building Systems (3 credits)
SOC 1014: Introduction to Social Anthropology (3 credits)
SOC/HIST/STS 2604: Introduction to Data in Social Context (3 credits)
SOC 3204: Social Research Methods (3 credits)
STAT 3616: Biological Statistics (3 credits)

Restricted Electives: 18 credit hours
Students select 18 credits from a list of courses. 12 credit hours must be at the 3000/4000 level.

GEOG/NR 1115: Seeking Sustainability (3 credits)
GEOG/NR 1116: Seeking Sustainability (3 credits)
GEOG 1514: Introduction to Meteorology (3 credits)
GEOG 1524: Introduction to Earths Climate (3 credits)
GEOG/WATR 2004: Water, Environment, and Society (3 credits)
GEOG 2014: Health and Place: Introduction to Health Geography (3 credits)
GEOG 2034: Geography of Global Conflict (3 credits)
GEOG/PSCI/IS 2054: Introduction to World Politics (3 credits)
GEOG/PSCI/IS 2064: The Global Economy and World Politics (3 credits)
GEOG 2104: Introduction to Environmental Security (3 credits)
GEOG 2114: Introduction to Coastal Regions (3 credits)

GEOG 2244: Sustainable Urbanization (3 credits)
GEOG 2505: Weather Analysis I (3 credits)
GEOG 2784: Geography of Tea (3 credits)
GEOG 3034: The CIA: Its Capabilities in Todays Geo-Political World (3 credits)
GEOG 3104: Environmental Justice, Resources and Development (3 credits)
GEOG 3224: Geography of Appalachia (3 credits)
GEOG 3234: Geography of Virginia (3 credits)
GEOG 3244: The U.S. City (3 credits)
GEOG 3254: Geography of East Asia (3 credits)
GEOG 3274: Polar Environments (3 credits)
GEOG/CSES/GEOS 3304: Geomorphology (3 credits)
GEOG 3404: Mountain Geography (3 credits)
GEOG/AHRM/APS/HUM/SOC/UAP 3464: Appalachian Communities (3 credits)
GEOG 4044: Biogeography (3 credits)
GEOG 4054: Geography of Wine (3 credits)
GEOG 4074: Medical Geography of Infectious Diseases (3 credits)
GEOG/GEOS 4084: Modeling with Geographic Information Systems (3 credits)
GEOG/GEOS 4134: Interdisciplinary Issues and Ethics in Water Resources (3 credits)
GEOG 4164: Qualitative Methods & Ethics in Geography (3 credits)
GEOG 4184: Health Applications of Geospatial Techniques (3 credits)
GEOG 4204: Geography of Resources (3 credits)
GEOG/UAP/WGS 4214: Gender, Environment, and International Development (3 credits)
GEOG 4224: Tracking Environmental Change (3 credits)
GEOG 4304: Geospatial Analysis of Mobility (3 credits)
GEOG/GEOS 4354: Introduction to Remote Sensing (3 credits)
GEOG 4414: Climate Change and Societal Impacts (3 credits)
GEOG 4764: International Development Policy and Planning (3 credits)

Free Elective Courses: 25-27 credit hours

Bachelor Science (B.S.) Required Coursework

Pathways General Education Requirements: 42-45 credit hours
Concept 1: Discourse (9 credits)
- ENGL 1105: First-Year Writing (3 credits)
  - Or COMM 1015: Communication Skills (3 credits)
- ENGL 1106: First-Year Writing (3 credits)
  - Or COMM 1016: Communication Skills (3 credits)
- COMM 2004: Public Speaking (3 credits)
  - Or ENGL 3764: Technical Writing (3 credits)
  - Or ENGL 3844: Writing and Digital Media (3 credits)
  - Or HIST 2624: Topics in the History of Data in Social Context (3 credits)

Concept 2: Critical Thinking in the Humanities (6 credits)
Concept 3: Reasoning in the Social Sciences (6 credits)

Concept 4: Reasoning in the Natural Sciences (6 credits)
Concept 5: Quantitative and Computational Thinking (9 credits)
MATH 1014: Precalculus with Transcendental Functions (3 credits) Students must take MATH 1014.
STAT 2004: Introductory Statistics (3 credits)
Or STS 2604: Introduction to Data in Social Context (3 credits)
STAT 3604: Statistics for Social Science (3 credits)
Or STAT 3615: Biological Statistics (3 credits)
Concept 6: Critique and Practice in Design and the Arts (6 credits)
GEOG 3314: Cartography (3 credits) Students must take GEOG 3314.
Additional Critique and Practice in Design and the Arts Course (3 credits)
Concept 7: Critical Analysis of Identity and Equity in the United States (0-3 credits) *(may be met by another core concept course)*

Required Major Coursework: 4 credit hours
The GEOG 3314 required course will be double-counted as part of the Pathways General Education requirements.
GEOG 1024: Survey of Geography (1 credit)
GEOG 3314: Cartography (3 credits)

Required Geographic Information Science and Technology Option Coursework: 16 credit hours
CS 1064: Introduction to Programming in Python (3 credits)
GEOG/GEOS 4084: Modeling with Geographic Information Systems (3 credits)
GEOG 4314: Spatial Analysis in Geographic Information Systems (3 credits)
GEOG 4324: Algorithms in Geographic Information Systems (4 credits)
GEOG/GEOS 4354: Introduction to Remote Sensing (3 credits)

Restricted Electives: 18 credit hours
Geospatial Electives
Students select 9-12 credits from the list of courses.

FREC 4214: Forest Photogrammetry and Spatial Data Processing (3 credits)
GEOG 4304: Geospatial Analysis of Mobility (3 credits)
GEOG 4334: Geospatial Information Technology for Land Change Modeling (3 credits)
GEOG 4254: R Programming for Geospatial Applications (3 credits)
GEOG 4374: Remote Sensing and Phenology (3 credits)
GEOG 4394: Introduction to Web Mapping (3 credits)
GEOG 4404: Geovisualization (3 credits)

Geography
Students select 6-9 credits from the list of courses.

GEOG 1524: Introduction to Earth's Climate (3 credits)

GEOG 2004: Water, Environment, and Society (3 credits)
GEOG 2014: Health and Place: Introduction to Health Geography (3 credits)
GEOG 2034: Geography of Global Conflict (3 credits)
GEOG 2054: Introduction to World Politics (3 credits)
GEOG/PSCI/IS 2064: The Global Economy and World Politics (3 credits)
GEOG 2074: COVID-19: Global Pandemic, Local Impacts (3 credits)
GEOG 2104: Introduction to Environmental Security (3 credits)
GEOG 2114: Introduction to Coastal Regions (3 credits)
GEOG 2134: Geography of the Global Economy (3 credits)
GEOG 2214: Geography of North America (3 credits)
GEOG 2224: Geography of Europe (3 credits)
GEOG 2244: Sustainable Urbanization (3 credits)
GEOG 2505: Weather Analysis I (3 credits)
GEOG 2784: Geography of Tea (3 credits)
GEOG 3034: The CIA: Its Capabilities in Today's Geo-Political World (3 credits)
GEOG 3104: Environmental Problems, Population, and Development (3 credits)
GEOG 3214: Africa Together (3 credits)
GEOG 3224: Geography of Appalachia (3 credits)
GEOG 3234: Geography of Virginia (3 credits)
GEOG 3244: The U.S. City (3 credits)
GEOG 3254: Geography of East Asia (3 credits)
GEOG 3274: Polar Environments (3 credits)
GEOG 3304: Geomorphology (3 credits)
GEOG 3404: Mountain Geography (3 credits)
GEOG/AHRM/APS/HD/HUM/SOC/UAP 3464: Appalachian Communities (3 credits)
GEOG 3504: Severe Weather (3 credits)
GEOG 4044: Biogeography (3 credits)
GEOG 4054: Geography of Wine (3 credits)
GEOG 4074: Medical Geography of Infectious Diseases (3 credits)
GEOG 4134: Interdisciplinary Issues and Ethics in Water Resources (3 credits)
GEOG 4204: Geography of Resources (3 credits)
GEOG 4214: Gender, Environment, and International Development (3 credits)
GEOG 4224: Tracking Environmental Change (3 credits)
GEOG 4284: Human Dimensions of Coastal Social-Ecological Systems (3 credits)
GEOG 4414: Climate Change and Societal Impacts (3 credits)
GEOG 4764: International Development Policy and Planning (3 credits)

Free Elective Courses: 19-22 credit hours

Total Credit Hours: 120 credit hours

The degree program will double-count courses across the curriculum requirements to ensure students complete the 120 credit hours of coursework required for the degree program.

Field Experience

Study Abroad
The study abroad course present students with the opportunity to put knowledge and skills into practice in a real-world context. Students are required to engage in a minimum of 150 hours during the study abroad course. Students work with a faculty advisor to select the study abroad course that best aligns with their career interests and future goals. All students must receive prior approval from the faculty advisor and the Global Education Office before the start date of the course.

Students will work with a faculty advisor to select one of the approved study abroad courses. The study abroad courses can range in length from 10 days to a full academic semester. Costs to students can range from approximately $11,000 - $16,000. Students have the opportunity to apply for scholarship funds to support study abroad costs.

Students will be graded based on participation in the course assignments, midterm and final evaluations, and contact hours verified by the instructor. The students produce written and oral reports in the form of journal entries, reflections, reports and papers, discussions, and oral presentations based on the course requirements that includes fundamental knowledge about human-environment interaction, sense of space, physical landscape determination, spatial data analysis, and field or geospatial research methods. The faculty of record for the course creates a rubric for student assessment and is responsible for evaluating student learning and assigning a final grade. If a student does not pass the study abroad course, the student is offered the opportunity to select the field study or the undergraduate research course to fulfill the field experience requirement. If the student is unable to pass the field experience course, the student may retake the course up to three (3) times. If a student is unable to pass the field experience course, the student is offered the opportunity to transfer to another degree program within the university.

Field Study
The field study course present students with the opportunity to put knowledge and skills into practice in a real-world context. Students are required to engage in a minimum of 150 hours of supervised work though an external internship. Students work with a faculty advisor to select the field study that best aligns with their career interests and future goals. All students must receive prior approval from the faculty advisor before the start date of the course.

Students will be graded based on participation in the course assignments, midterm and final evaluations, and contact hours verified by the instructor. The students produce written and oral reports in the form of journal entries, reflections, reports and papers, discussions, and oral presentations based on the course requirements that includes fundamental knowledge about human-environment interaction, sense of space, physical landscape determination, spatial data analysis, and field or geospatial research methods. The faculty of record for the course creates a rubric for student assessment and is responsible for evaluating student learning and assigning a final grade. If a student does not pass the field study course, the student may retake the course up

to three (3) times. If a student is unable to pass the field experience course, the student is offered the opportunity to transfer to another degree program within the university.

Undergraduate Research
The undergraduate research course present students with the opportunity to put knowledge and skills into practice in a real-world context. Students are required to engage in a minimum of 150 hours of supervised work though a research experience with a faculty member. Students work with a faculty advisor to select the undergraduate research experience and faculty supervisor that best aligns with their career interests and future goals. All students must receive prior approval from the faculty advisor and the faculty supervisor before the start date of the course.

Students will be graded based on participation in the course assignments, midterm and final evaluations, and contact hours verified by the faculty supervisor who is also the faculty of record. The students produce written and oral reports in the form of journal entries, reflections, reports and papers, discussions, and oral presentations based on the course requirements that includes fundamental knowledge about human-environment interaction, sense of space, physical landscape determination, spatial data analysis, and field or geospatial research methods. The faculty of record for the course creates a rubric for student assessment and is responsible for evaluating student learning and assigning a final grade. If a student does not pass the undergraduate research course, the student may retake the course up to three (3) times. If a student is unable to pass the undergraduate research course, the student is offered the opportunity to transfer to another degree program within the university.

Faculty Resources

Faculty in the Department of Geography will teach core and required courses in the proposed B.A/B.S. in Geography degree program. Twelve (12) faculty will teach core and required courses. All faculty members possess a doctorate degree in geography or a physical science. The faculty have been teaching for a minimum of five years in higher education. The faculty are published and conducting research in geography or a physical science.

No adjunct faculty will be needed to initiate and sustain the proposed B.A/B.S. in Geography degree program.

Student Learning Assessment

Student learning for the proposed B.A./B.S. degree program in Geography will be assessed throughout the program through a variety of assessment measures, formative and summative. Some of these measures will include, but are not limited to, assignments, examinations and individual and team-based projects assigned during classroom instruction.

All students will be required to complete at least one semester of experiential learning in a study abroad, field study, or undergraduate research course. The Department of Geography has developed a rubric that the faculty will use to assess students' abilities to apply geographical

knowledge and skills while conducting research, field study, or study abroad projects through deliverables including reports, reflections, and oral presentations. At the end of each semester, the faculty members will use the rubric to score students on their abilities.

Student Learning Outcomes
All students will be able to:

- Interpret the arrangement of major physical and human geographic features on a world map or regional maps.
- Describe the Earth's human and physical characteristics and processes and human-environment interactions.
- Identify the various geospatial tools used in geographical analysis including Geographic Information Systems (GIS), remote sensing, GPS, geovisualization, spatial data coding, and spatial analysis.
- Evaluate the concept of "region" and its importance in understanding world affairs.
- Demonstrate the appropriate use of map projections.
- Name and discuss the techniques, terms and applications of GIS in an informed way.
- Operate contemporary geospatial software in an effective manner.
- Compare and contrast alternative data models used for spatial data representation.
- Apply specialized geographic knowledge in a real-world context.

Curriculum map for B.A./B.S. degree in Geography

Learning Outcomes	**Core and Required Courses**	**Assessment Measures**
Interpret the arrangement of major physical and human geographic features on a world map or regional maps.	GEOG 1014: World Regions GEOG 1104: Introduction Physical Geography	Formative: Class assignments (for example, diagram the atmospheric pressure zones association with the South Asian monsoon) Summative: Course exams (for example, exam question to discuss the spatial organization of population density patterns in China)
Describe the Earth's human and physical characteristics and processes and human-environment interactions.	GEOG 1004: Introduction to Human Geography GEOG 1104: Introduction to Physical Geography	Formative: Class assignments (for example, describe characteristics of climate types in the Köppen classification system)

		Summative: Course exams (for example, exam question to diagram and describe the Urban Heat Island effect)
Identify the various geospatial tools used in geographical analysis including GIS, remote sensing, GPS, geovisualization, spatial data coding, and spatial analysis.	GEOG 1084/FREC 1004: Digital Planet	Formative: Class assignments (for example, identify examples found on the web that use Google Map Application Program Interface (API) to display spatial data patterns) Summative: Course exams (for example, exam question listing three geospatial software/tools that are commonly used to visualize spatial data)
Evaluate the concept of "region" and its importance in understanding world affairs.	GEOG 1004: Introduction to Human Geography GEOG 1014: World Regions	Formative: Class assignments (for example, in class assignment to define and provide an example of a vernacular region from a non-US country) Summative: Course exams (for example, exam question to compare and contrast the explanatory utility of the concentric zone versus multiple nuclei models of US metropolitan urban structure)
Interpret current events in terms of the geographical and historical context.	GEOG 1004: Introduction to Human Geography GEOG 1014: World Regions	Formative: Class assignments (for example, in class discussion to define and provide an example of a stateless nation) Summative: Course exams (for example, exam question related to

		explaining how historical and socio-economic characteristics contribute to Black migration patterns in the 20th century)
Demonstrate the appropriate use of map projections.	GEOG 2084: Principles of Geographic Information Systems GEOG 2314: Maps and Mapping	Formative: Class assignments (for example, homework assignment identifying the type of map projection employed from information on a map) Summative: Lab assignments (for example, assignment to convert data from latitude/longitude to a Cartesian coordinate system designed to preserve the property of equal area measurement)
Name and discuss the techniques, terms and applications of GIS in an informed way.	GEOG 2084: Principles of Geographic Information Systems	Formative: Class assignments (for example, identify the different types of vector overlay methods for points, lines, and polygons and the types of output that are yielded) Summative: Course exams (for example, exam question to discuss how a raster combine function applied to a time series of gridded land cover data can be used to identify and map patterns of land cover change)
Operate contemporary geospatial software in an effective manner.	GEOG 2084: Principles of Geographic Information Systems	Formative: Class assignments (for example, use ArcGIS Pro software to create a vector

		data layer stored in a file geodatabase) <u>Summative:</u> Lab exams (for example, demonstrate use of ArcGIS Pro software to perform spatial data queries using Boolean logic to answer a site suitability question)
Compare and contrast alternative data models used for spatial data representation.	GEOG 2084: Principle of Geographic Information Systems	<u>Formative:</u> Class assignments (for example, homework assignment to define the differing characteristics of vector vs raster spatial data) <u>Summative:</u> Course exams (for example, question to discuss the issues involved in representing human population data using discrete features versus continuous fields)
Apply specialized geographic knowledge in a real-world context.	GEOG 3954: Study Abroad GEOG 4964: Field Study GEOG 4994: Undergraduate Research	<u>Formative:</u> Project assignments (for example, creating digital spatial features of traffic accident locations) <u>Summative:</u> Final report (for example, document and summarizing an analysis of traffic accident patterns)

Employment Skills

All graduates of the proposed B.A./B.S. in Geography degree program will be able to:

- Analyze the distribution of physical geographic features (e.g., land, sea, and air masses), natural resources, and ecosystems across different regions.
- Assess the impact of human population patterns, cultural practices, and economic activities on natural environments.

- Read, analyze and construct maps for a variety of purposes such as assessing population densities near coastlines, helping local governments identify areas at high risk for flooding, mapping police reports over time by location, and mapping tourist traffic flow.

Graduates of the proposed B.A. degree designation in Geography will be able to:

- Analyze how cultural, economic, political, and environmental processes influence spatial patterns, regional development, and interactions between human and natural systems.
- Analyze the distribution of physical geographic features—such as landforms, climates, natural resources, and ecosystems—and their influence on human activity across different regions.
- Compare and contrast world regions by examining the physical and human characteristics that define their geographic identities and interconnections.
- Evaluate the role of geographic scale (local to global) in shaping and understanding social, political, and environmental processes.
- Apply geographic perspectives to contemporary issues such as climate change, urbanization, resource management, and environmental justice using appropriate terminology and conceptual frameworks.
- Read, analyze, and construct maps for applied purposes such as risk assessment, spatial planning, and decision-making related to population density, infrastructure, crime patterns, and tourism.
- Communicate geographic knowledge effectively in written, oral, and visual formats for academic, professional, and public audiences.

Graduates of the proposed B.S. degree designation in Geography will be able to:

- Compile and integrate geographic data from various sources, including field observations, satellite imagery, and existing databases.
- Create and modify maps using GIS software and cartographic principles.
- Evaluate data using geospatial technologies (e.g., remote sensing).
- Develop reports and presentations to communicate complex geographical information to diverse audiences.
- Create ethical guidelines for the use of geospatial technologies and data.

Justification for the Proposed Program

Response to Current Needs (Specific Demand)

Geography is an interdisciplinary field encompassing the interactions between natural environments and human societies, requiring expertise in both broad spatial concepts and technical applications. There is a significant workforce need in Virginia and nationwide for

professionals with advanced geographic knowledge and technical skills, driven by rapid urban growth, environmental challenges, and an increased reliance on geospatial technologies.

The proposed Bachelor of Arts/Bachelor of Science (B.A./B.S.) degree program in Geography will respond to this demand by: 1) addressing the need for foundational knowledge in the field of geography, 2) meeting the need for geography professionals with knowledge and skills in human geography and policy-related fields, and 3) meeting the need for geography professionals with more technical skills in geographical information systems.

Foundational Geographic Knowledge

Geography professionals with strong spatial reasoning and cartographic skills are increasingly vital to informed policymaking and strategic planning. Professionals trained in geographic concepts and spatial visualization techniques are essential for interpreting economic geography, guiding infrastructure investment, planning urban density, and targeting policy interventions effectively. For example, geospatial dashboards can be used to "provide unique insights into a rich array of subnational development indicators which can be leveraged to better understand spatial disparities along various thematic and sectoral dimensions (e.g., poverty, education, health)…[and] inform where development projects should be targeted to most effectively reach areas that hold the greatest potential."[1]

Through coursework emphasizing maps, cartographic interpretation, global regions, and human geography, students will develop skills in spatial reasoning and geographic literacy. These competencies are critical for policy and planning roles, enabling graduates to effectively analyze and communicate complex spatial relationships and policy implications. Nationally, the Geospatial Data Act of 2018 emphasizes the importance of geographic literacy across federal agencies and the importance of geographic understanding across the government to support "informed decision-making and efficient government operations," noting geospatial data supports "economic growth, public health, environmental protection, and other societal benefits."[2] The capacity to visualize and interpret complex spatial relationships is indispensable in addressing societal issues, such as climate change, urbanization, and disaster preparedness.

The proposed B.A./B.S. degree program in Geography core coursework will provide foundational geographic knowledge and training in the field of geography. The proposed B.A. degree designation in Geography will provide knowledge and skills in human geography, cultural studies, urban planning, and policy-related topics such as land use planning (e.g., spatial distribution of agriculture and urban development). The proposed B.S. degree designation in Geography degree designation will provide knowledge and skills in the more technical aspects of the geography field including geographical information science and remote sensing. The

[1] Masaki, T., Bosch, L., Finn, A., Meyer, M., Haider, S. Z., & Bukin, E. (2022, June 2). *Dashboards for development: The power of geospatial data at your fingertips*. World Bank Poverty & Equity Global Practice. https://documents1.worldbank.org/curated/en/099552206032228352/pdf/IDU0918d19120955e04c82096b8073cb389e875a.pdf, p. 1

[2] Government CDO IQ. (n.d.). *Geospatial Data Act of 2018*. https://govcdoiq.org/resources/legislation/geospatial-data-act-of-2018

proposed B.A./B.S. degree program in Geography will prepare graduates to contribute to the need for more geography professionals to address foundational aspects of the field of geography at both the state and national levels.

Differentiated Degree Designation Offerings
Bachelor of Arts (B.A.) and Bachelor of Science (B.S.) degree designations offer different focuses and flexibility in curriculum. B.A. degree designations offer a broad scope of learning in the humanities, arts, and social sciences. Whereas the B.S. degree designations offer a "deeper dive into the technical, analytical, and scientific aspects of a field."[3] Offering both the Bachelor of Arts (B.A.) and the Bachelor of Science (B.S.) degree designations addresses the evolving and diverse nature of geography as a discipline.

The B.A. degree designation in Geography provides a broad foundation in human geography, urban studies, and policy-related fields, preparing graduates for roles in urban planning, and community development. It is more focused on human geography and policy fields. In contrast, the B.S. degree designation in Geography emphasizes the technical, analytical, and scientific dimensions of geographic inquiry, including Geographic Information Systems (GIS), spatial analysis, and remote sensing. It emphasizes more technical GIS and spatial analysis skills than does the B.A. This knowledge and skillset will equip students for technical roles in spatial data management and environmental analysis.

The proposed B.A./B.S. degree program in Geography will address workforce demands for professionals in urban planning, GIS specialists, spatial analysts, and policy experts. The proposed degree program will support state initiatives in infrastructure, sustainability, and disaster management, and will align with national policy priorities (e.g., Geospatial Data Act of 2018).

Demand for Geography Professionals in Human Geography and Policy-Related Fields
The proposed B.A./B.S. degree program in Geography will address growing workforce needs in urban planning, community development, environmental policy, and public administration. According to the Bureau of Labor Statistics (BLS), geographers "inform governments, businesses, and the public on a variety of topics, including urban planning and disaster response."[4] Urban and regional planning areas are expanding due to an increased focus on sustainable development, infrastructure improvement, and efficient land use practices. Demographic shifts and cultural dynamics in urban and rural communities in Virginia further amplify the demand for professionals proficient in analyzing social, economic, and cultural geographies, thereby enhancing community engagement and effective policymaking. "For

[3] Arizona State University. (2025, January 14). *BA vs. BS: The differences between the two degree types*. ASU Online. https://asuonline.asu.edu/newsroom/online-learning-tips/ba-vs-bs-differences/

[4] Bureau of Labor Statistics. (2025, April 18). *Geographers*. In *Occupational Outlook Handbook*. U.S. Department of Labor. https://www.bls.gov/ooh/life-physical-and-social-science/geographers.htm#tab-2

example, geographers' analyses on population distribution and land use are important for infrastructure planning and development by both governments and businesses."[5]

The proposed degree program will prepare students to understand the complex dynamics of human-environment interactions and cultural landscapes. The proposed B.A./B.S. degree program in Geography will prepare graduates to meet the state needs for geography professionals in urban planning and policy development.

Demand for Geographic Information Systems (GIS) Professionals

Demand for professionals skilled in GIS and spatial data analysis is driven by urban planning, environmental sustainability, disaster management, and transportation issues. With the advancements in technologies[6] including digital mapping and visualization, spatial analysis, and big data, and the integration of other disciplines (e.g., computer science), more technically-focused areas have emerged as need in the field of geography (e.g., geographic information systems and remote sensing).

"As geospatial technology rapidly evolves and demand for precise data intensifies, the insights derived from geospatial solutions will become increasingly crucial for decision-making processes across both the private and public sectors."[7] Within Virginia, urbanization trends, especially in rapidly developing regions such as Northern Virginia, Richmond, and Hampton Roads, necessitate GIS expertise to support infrastructure development and environmental resilience. Further highlighting this need, the "Virginia Geographic Information Network (VGIN) and VGIN Advisory Board were established in Code of Virginia (§44-146.18:6 and §2.2-2423) in 1997. VGIN's mission is to encourage and support the innovative implementation of geospatial technologies, applications, and data across commonwealth stakeholder communities. This spans all levels of the public sector (federal, state, regional and local governments), numerous private sector users, academic users at all levels, and citizens of the commonwealth."[8] Additionally, the Virginia Coastal Resilience Master Plan underscores GIS-based analysis to mitigate climate change impacts like flooding, coastal erosion, and severe weather events. For example, the Virginia Institute of Marine Science (VIMS) "maintains a Shoreline Management Model (SMM), a decision support tool which includes a database of shoreline conditions, established as a Geographic Information System (GIS) model

[5] Bureau of Labor Statistics. (2025, April 18). *Geographers*. In *Occupational Outlook Handbook*. U.S. Department of Labor. https://www.bls.gov/ooh/life-physical-and-social-science/geographers.htm#tab-6

[6] American Association of Geographers and Esri. (n.d.). *Geography: The science of our world*. Geography.com. https://www.geography.com/

[7] L.E.K. Consulting. (2024). *Geospatial services: Navigating the next era*. https://www.lek.com/sites/default/files/insights/pdf-attachments/geospatial-services.pdf, p. 18.

[8] Virginia Department of Emergency Management. (n.d.). *Geographic Information Network*. https://www.vaemergency.gov/divisions/911-and-geospatial/geographic-information-network

that helps recommend best management practices for shorelines, using data and decision tree logic to assess potential future conditions."[9]

Coursework in the proposed program will equip graduates with skills in spatial data analysis, digital mapping technologies, and geographic visualization techniques. These courses prepare students to fulfill the growing demand for GIS professionals in Virginia and nationwide. Graduates of the proposed degree program will support these state initiatives, enhancing Virginia's ability to respond proactively to environmental and infrastructural challenges.

Employment Demand

Graduates of the proposed Bachelor of Arts/Bachelor of Science (B.A./B.S.) in Geography degree program will be qualified to collect, interpret, and apply geographic data to analyze the complex relationships between physical landscapes and human activity. Graduates will be prepared to work at the intersection of environment, society, and technology, contributing to planning and policy decisions on urban development, transportation, environmental management, disaster response, and climate resilience. Graduates will be prepared to work in a variety of settings, including government agencies (e.g., U.S. Geological Survey, FEMA, EPA), urban and regional planning offices, environmental consulting firms, tech companies using geospatial analytics, nonprofits focused on sustainability and housing, and academic research institutions.

According to the U.S. Bureau of Labor Statistics (BLS), between 2023 and 2033 employment for geographers will grow at 3% or "about as fast as the average for all occupations."[10] The BLS indicates that "governments and businesses will need geographers to research topics such as natural hazards and the use of resources" and to conduct "analyses on population distribution and land use…for infrastructure planning and development."[11]

According to the U.S. Bureau of Labor Statistics (BLS), between 2023 and 2033 employment for cartographers and photogrammetrists will grow at 6% or "faster than average for all occupations."[12] The BLS indicates that the "use of maps for government planning should lead to employment growth. Cartographers and photogrammetrists also will be needed to map and locate areas that require help during natural disasters, often using Geographic Information Systems (GIS)."[13]

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[9] Virginia Department of Conservation and Recreation. (2020, October). *Virginia Coastal Resilience Master Planning Framework*. Virginia Department of Conservation and Recreation. https://www.dcr.virginia.gov/crmp/document/Virginia-Coastal-Resilience-Master-Planning-Framework-October-2020.pdf, p. 23.

[10] The U.S. Bureau of Labor Statistics. Occupational Outlook Handbook. https://www.bls.gov/ooh/life-physical-and-social-science/geographers.htm#tab-6

[11] Ibid.

[12] The U.S. Bureau of Labor Statistics. Occupational Outlook Handbook. https://www.bls.gov/ooh/architecture-and-engineering/cartographers-and-photogrammetrists.htm#tab-6

[13] Ibid.

The Virginia Employment Commission, Labor Market Information (LMI) shows long term employment projects cartographers and photogrammetrists will grow at a rate of 4.52%.

Virginia Employment Commission, Labor Market Information 2022-2032 (10-Yr)

Occupation[14]	Base Year Employment	Projected Employment	Total Projected Difference	Total Percent Change	Annual Change	Education
Cartographers and Photogrammetrists	818	855	37	4.52%	4	Not available

See Appendix C for employment announcements.

Duplication

Four (4) public institutions offer a similar degree program. The following universities offer undergraduate degree programs in the field of geography: George Mason University, James Madison University, Old Dominion University, and Radford University.

George Mason University
George Mason University (GMU) offers a B.A./B.S. in Geography (CIP: 45.0701) that is similar to the proposed degree program. The purpose of the degree program is to train students on geospatial knowledge, geographical analysis tools, and geoinformation technologies that can help understand human-environment relationships and solve geographical problems. The program requires 120 credit hours. The program requires 24-25 credits of the core coursework. A capstone course is required. GMU's B.A. in Geography degree program has four concentration areas:1) Environmental Geography, 2) Health Geography, 3) Geoanthropology, and 4) Urban Planning. GMU's B.S. in Geography degree program has three concentration areas: 1) Geoinformatics, 2) Geospatial Intelligence, and 3) Urban Science.

Similarities
GMU's program is similar to Virginia Tech's proposed program in that both programs require core coursework in physical geography (Earth's major subsystems, global distribution, interrelationships of climate, vegetation, landforms), spatial aspects of human-environment interaction, spatial data collection analytic tools and methods, geographic analysis using GIS, and geographic research methods and tools.

Differences
The primary difference between GMU's program and the proposed program is that GMU requires cartography in the core coursework. Virginia Tech's proposed program requires cartography in the major coursework. Virginia Tech's proposed program offers the option of a

[14] Virginia Employment Commission. (n.d.). *Labor market information*. https://virginiaworks.com/Occupational-Projections

Study Abroad course in the core coursework, while GMU does not have this option. GMU's B.A. in Geography degree program requires students to select one from the four concentration areas, and its B.S. in Geography degree program requires students to select one from the three concentration areas, while Virginia Tech's proposed degree program does not offer multiple subareas. Virginia Tech's B.A. in Geography has one major, Geography, and the B.S. in Geography has one major, Geography, and one option, Geographic Information Science and Technology**.**

James Madison University
James Madison University (JMU) offers a B.A./B.S. in Geography (CIP: 45.0701) that is similar to the proposed degree program. The purpose of the degree program is to educate students on geospatial technologies and tools to analyze global change and solve problems associated with the spatial patterns and processes of human and environmental change. The program requires 120 credit hours. Based on information in the university's current catalog, the degree program does not have a common core. JMU's B.A./B.S. in Geography degree program has two concentration areas:1) Applied Geographic Information Science, and 2) Environmental Conservation, Sustainability and Development.

Similarities
JMU's program is similar to Virginia Tech's proposed program in that both programs require coursework in physical geography (Earth's major subsystems, global distribution, interrelationships of climate, vegetation, landforms), principles and applications of geographic information systems and spatial aspects of human-environment interaction.

Differences
The primary difference between JMU's program and the proposed program is that JMU does not appear to have a designated set of core courses. Virginia Tech's proposed program has core coursework in physical geography, principles and applications of geographic information systems and spatial aspects of human-environment interaction. These topics are covered in the major coursework in JMU's program. Virginia Tech's proposed program offers the option of a Study Abroad course in the core coursework, while JMU does not have this option. JMU's program requires students to select a concentration. Virginia Tech's proposed degree program does not offer multiple subareas. The B.A. in Geography as one major, Geography, and the B.S. in Geography has one major, Geography, and one option, Geographic Information Science and Technology**.**

Old Dominion University
Old Dominion University offers a B.A./B.S. in Geography (CIP: 30.4401) that is similar to the proposed degree program. The purpose of the degree program is to give students a broad base of geographical training and an understanding of human-environment interrelationships. The degree program requires 120 credit hours. Based on information in the university's current catalog, the degree program does not have a common core. A capstone course is required. ODU's degree program has two majors: 1) Environment and Resources, and 2) Urban Planning & Emergency/Hazards Management.

Similarities
ODU's program is similar to Virginia Tech's proposed program in that both programs require coursework in world regional geography, human geography, maps and geographical information, and digital representation of the Earth and geospatial science and technology.

Differences
The primary difference between ODU's program and the proposed program is that ODU does not appear to have a designated set of core courses. Virginia Tech's proposed program has core coursework in human geography, human and physical patterns and characteristics of world regions, principles and applications of Geographic Information Systems, geographical data analysis, and geospatial technologies and their impact on human-environmental relationships. These topics are not required for all students in ODU's program. Virginia Tech's proposed program offers the option of a Study Abroad course in the core coursework, while ODU does not have this option. ODU's program requires students to select one major among the two majors: 1) Environment and Resources, and 2) Urban Planning & Emergency/Hazards Management. Virginia Tech's proposed degree program does not offer multiple subareas. Virginia Tech's B.A. in Geography has one major, Geography, and the B.S. in Geography has one major, Geography, and one option, Geographic Information Science and Technology**.**

Radford University
Radford University (RU) offers a B.A./B.S. in Geospatial Science (CIP: 45.0702) that is similar to the proposed degree program. The purpose of the degree program is to train students in geographic information systems (GIS), geospatial intelligence (GEOINT), remote sensing, digital/web cartography, environmental sciences, geography to prepare for geoinformatics, environmental and management careers. The program requires 120 credit hours. The program requires 31 credits of the core coursework. A capstone course is required. RU's B.A. /B.S. in Geospatial Science has two concentration areas:1) the Environmental Studies, 2) GIS, Remote Sensing and Data Analytics Concentration.

Similarities
RU's program is similar to Virginia Tech's proposed degree program in that both programs require core coursework in human geography, maps, the physical geography of the Earth, the concepts and applications of Geographic Information Systems (GIS), and methods of geographic data analysis.

Differences
The primary difference between RU's program and the proposed degree program is that the core coursework requires different content. RU's program requires introduction to statistics and fundamentals of cartography in the core coursework while Virginia Tech's proposed program does not require the same content in the core coursework but requires the same content in the General Education (Pathways) coursework and major course work. Virginia Tech's proposed

program also requires the topic of human and physical patterns and characteristics of major world regions including political systems, religions, economies, and physical settings in the core coursework, while RU's program does not require this topic in the core coursework. Virginia Tech's proposed program offers the option of a Study Abroad course in the core coursework, while RU does not have this option. RU's program requires students to select a concentration. Virginia Tech's proposed degree program does not offer multiple subareas. Virginia Tech's B.A. in Geography has one major, Geography, and the B.S. in Geography has one major, Geography, and one option, Geographic Information Science and Technology**.**

Enrollment and Degrees Awarded of Comparable Programs in Virginia

Enrollments[15]	**Fall 2020**	**Fall 2021**	**Fall 2022**	**Fall 2023**	**Fall 2024**
George Mason University	78	71	63	67	72
James Madison University	205	183	184	172	172
Old Dominion University	33	35	52	36	51
Radford University	33	31	31	36	43
Degrees Awarded[16]	**2020**	**2021**	**2022**	**2023**	**2024**
George Mason University	21	20	21	20	12
James Madison University	59	63	65	61	52
Old Dominion University	18	5	13	13	14
Radford University	12	8	8	11	2

Student Demand

Evidence of student demand comes from one source: student enrollment in Geography major.

Fall Enrollment in major, 2020 to 2024

	2020	2021	2022	2023	2024
Fall Enrollment	79	84	88	109	106

[15] State Council of Higher Education for Virginia (SCHEV). *Enrollment summary by program level*. https://research.schev.edu//enrollment/E01_Report.asp

[16] State Council of Higher Education for Virginia (SCHEV). *Completions, Program Detail*. https://research.schev.edu//Completions/C1Level2_Report.asp

State Council of Higher Education for Virginia
Summary of Projected Enrollments in Proposed Program

Year 1		Year 2		Year 3		Year 4 **Target Year (2-year institutions)**			Year 5 **Target Year (4-year institutions)**		
2025 - 2026		2026 - 2027		2027 - 2028		2028 - 2029			2029 - 2030		
HDCT 100	FTES 100	HDCT 100	FTES 100	HDCT 100	FTES 100	HDCT 100	FTES 100	GRAD _____	HDCT 100	FTES 100	GRAD 35

Assumptions:
Retention rate: 90%
Full-time students: 100% Part-time students: 0%
Full-time students credit hours per semester: 15-16
Part-time students credit hours per semester:
Full-time students graduate in 4 years
Part-time students graduate in years

Is summer required? Yes No X

Projected Resource Needs for the Proposed Program

Resource Needs

Virginia Tech and the Department of Geography have all of the faculty, classified support, equipment, space, and other resources necessary to initiate and sustain the proposed B.A. / B.S. degree program in Geography. The proposed program allocates 1.0 FTE of instructional effort for every 24.0 FTE of enrollment in lower division courses and 1.0 FTE of instructional effort for 18.0 FTE of enrollment in upper division courses. The proposed program will therefore require a total of 4.76 FTE of instructional effort in 2025-2026, which will remain constant through the target year 2029-2030.

Full-time Faculty
Six (6) faculty members will teach in the proposed degree program. One (1) faculty member will dedicate 100% (1 FTE) of their teaching time to the proposed degree program. Five (5) faculty members will dedicate 50% (0.50 FTE) each, for a total of 2.5 FTE of their teaching time to the proposed degree program. The program will require 3.5 FTE of faculty instruction to initiate, and this level of effort is expected to remain constant through the target year of 2029-2030.

Part-time Faculty

Six (6) faculty in the Department of Geography will dedicate 25% (0.25 FTE) each, for a total of 1.5 FTE of their teaching time to the proposed degree. The program will require 1.5 FTE of faculty instruction to initiate, and this level of effort is expected to remain constant through the target year of 2029-2030.

Adjunct Faculty
No adjunct faculty will be required to initiate or sustain the proposed degree program.

Graduate Assistants
No new graduate assistantships will be needed to initiate and sustain the proposed the proposed degree program.

Classified Positions
An administrative assistant currently employed by the Department of Geography will support the proposed degree program. The program will require .10 FTE of classified support to initiate, and this level of effort will remain constant through the target year 2029-30. The position answers students questions and assists in scheduling student appointments with faculty. Salary for the administrative assistant will be $6,420 and fringe benefits $2,973, for a total of $9,393.

Equipment (including computers)
No new equipment, including computers, is needed to initiate and sustain the proposed degree program. The equipment available, including computers, is sufficient for the proposed degree program.

Library
No new resources are needed to initiate or sustain the proposed degree program. The library has an adequate collection to support the proposed program. Resources include journals and publications for Geography. As a member of the Virtual Library of Virginia (VIVA), on-line access to journals in also available for the proposed degree program.

Telecommunications
No new or additional resources are required to initiate or sustain the proposed degree program.

Space
No additional space is needed to initiate or sustain the proposed degree program.

Targeted Financial Aid
No targeted financial aid will be offered to initiate and sustain the proposed degree program.

Special Tuition or fee charges
No special tuition or fee charges will be utilized or instituted to initiate or sustain the proposed degree program.

Other Resources (specify)

No additional resources are needed to initiate or sustain the proposed degree program. No resources are needed for advertising and promotion of the proposed degree program.

Funds to Initiate and Operate the Degree Program

Figures provided in the table below will be compared to SCHEV funding estimates using the current base adequacy model. This comparison will serve as a reference for the estimated costs. If there are large discrepancies, SCHEV may request additional clarification to ensure the institution's assumptions are correct, or require modifications as a condition of approval.

Note: Institutions must use the recommended student-faculty ratio when estimating FTES enrollments and required faculty FTEs.

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		**Program Initiation Year**	**Program Target Year**
		20 25 - 20 26	**20 29 - 20 30**
1.	Projected Enrollment (Headcount)	100	100
2.	Projected Enrollment (FTES)	100	100
3.	Projected Enrollment Headcount of In-State Students	85	85
4.	Projected Enrollment Headcount of Out-of-State Students	15	15
5.	Estimated Annual Tuition and E&G Fees for In-State Students in the Proposed Program	$13,656	$13,656
6.	**Revenue** from Tuition and E&G Fees for In-State Students Due to the Proposed Program	$1,160,760	$1,160,760
7.	Estimated Annual Tuition and E&G Fees for Out-of-State Students in the Proposed Program	$36,107	$36,107
8.	**Revenue** from Tuition and E&G Fees for Out-of-State Students Due to the Proposed Program	$541,605	$541,605
9.	**Projected Revenue Total from Tuition and E&G Fees Due to the Proposed Program**	**$1,702,365**	**$1,702,365**
10.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business, private sources, university funds)	$0	$0
11.	**Total Funding**	**$1,702,365**	**$1,702,365**

Part V: Certification Statements

3. A request of any kind will be submitted to the General Assembly for funds to initiate and/or maintain the proposed degree program.

   Yes ☐

   No ☒

   If "Yes" is checked, include narrative text to describe: when the request will be made, how much will be requested, what the funds will be used for, and what will be done if the request is not fulfilled.

2. The proposed degree program is included in the institution's most recent six-year plan.

   Yes ☐

   No ☒

   If "No" is checked, include narrative text to explain why the program is being advanced at the present time despite not being included in the six-year plan.

The institution originally submitted this action as a technical change to add the B.S. degree designation to the existing B.A. in Geography degree program. After reviewing the submission, SCHEV staff determined the curriculum for the B.A. degree designation in Geography would need to be reaffirmed with the curriculum for the B.S. degree designation in Geography.

3. The institution's governing board has been provided information regarding duplication (if applicable) and labor market projections as part of its approval action.

   Yes ☒

   No ☐

   If "No" is checked, include narrative text to explain why the governing board has not been provided the information.

The institution's Chief Academic Officer attests to the accuracy of the above statements

Name (Printed)

Signature Date

Appendices

Appendix A: Sample Plan of Study

Full-Time Student

B.A. Sample Plan of Study

Freshman Fall	**Credits**	**Freshman Spring**	**Credits**
GEOG 1004: Introduction to Human Geography	3	GEOG 1014: World Regions	3
GEOG 1104: Introduction to Physical Geography	3	GEOG 1084/FREC 1004: Digital Planet	3
General Education Course: Discourse	3	General Education Course: Discourse	3
General Education Course: Reasoning in the Social Sciences	3	General Education Course: Critical Thinking in the Humanities	3
General Education Course: Quantitative and Computational Thinking	3	General Education Course: Quantitative and Computational Thinking	3
GEOG 1024: Survey of Geography	1		
Total	**16**	**Total**	**15**
Sophomore Fall	**Credits**	**Sophomore Spring**	**Credits**
GEOG 2084: Principles of Geographic Information Systems	3	General Education Course: Critical Thinking in the Humanities	3
GEOG 2314: Maps and Mapping	3	General Education Course: Reasoning in the Natural Sciences	3
General Education Course: Reasoning in the Natural Sciences	3	General Education Course: Critical Analysis of Identity and Equity in the United States	3
General Education Course: Reasoning in the Social Sciences	3	Cognate Elective	3
Restricted Elective	3	Restricted Elective	3
Total	**15**	**Total**	**15**
Junior Fall	**Credits**	**Junior Spring**	**Credits**
GEOG 3314: Cartography	3	General Education Course: Critique and Practice in Design and the Arts	3
General Education Course: Quantitative and Computational Thinking	3	Restricted Elective	3
Additional General Education Course: Reasoning in the Natural Sciences	2	Restricted Elective	3
Restricted Elective	3	Restricted Elective	3
Restricted Elective	3	Free Elective	3
Total	**14**	**Total**	**15**

GEOG 4994: Undergraduate Research	3	Restricted Elective	3
General Education Course: Discourse	3	Free Elective	3
Restricted Elective	3	Free Elective	3
Restricted Elective	3	Free Elective	3
Free Elective	3	Free Elective	3
Total	**15**	Free Elective	1
		Total	**16**

Full-Time Students

Credit Hours – Freshman – Fall Term	16
Credit Hours – Freshman – Spring Term	15
Credit Hours – Sophomore – Fall Term	15
Credit Hours – Sophomore – Spring Term	14
Credit Hours – Junior – Fall Term	15
Credit Hours – Junior – Spring Term	15
Credit Hours – Senior – Fall Term	15
Credit Hours – Senior – Spring Term	16
Total Credit Hours	**120**

B.S. Sample Plan of Study

Freshman Fall	**Credits**	**Freshman Spring**	**Credits**
GEOG 1004: Introduction to Human Geography	3	GEOG 1014: World Regions	3
GEOG 1104: Introduction to Physical Geography	3	GEOG 1084/FREC 1004: Digital Planet	3
General Education Course: Discourse	3	General Education Course: Discourse	3
General Education Course: Reasoning in the Social Sciences	3	General Education Course: Critical Thinking in the Humanities	3
MATH 1014: Precalculus with Transcendental Functions	3	General Education Course: Quantitative and Computational Thinking	3
GEOG 1024: Survey of Geography	1		
Total	**16**	**Total**	**15**
Sophomore Fall	**Credits**	**Sophomore Spring**	**Credits**
GEOG 2084: Principles of Geographic Information Systems	3	CS 1064: Introduction to Programming in Python	3
GEOG 2314: Maps and Mapping	3	General Education Course: Critical Thinking in the Humanities	3
GEOG/GEOS 4354: Introduction to Remote Sensing	3	General Education Course: Reasoning in the Natural Sciences	3
General Education Course: Reasoning in the Natural Sciences	3	General Education Course: Critical Analysis of Identity and Equity in the United States	3
General Education Course: Reasoning in the Social Sciences	3	Restricted Elective	3
Total	**15**	**Total**	**15**
Junior Fall	**Credits**	**Junior Spring**	**Credits**
GEOG 3314: Cartography	3	General Education Course: Critique and Practice in Design and the Arts	3
General Education Course: Quantitative and Computational Thinking	3	GEOG 4314: Spatial Analysis in Geographic Information Systems	3
GEOG/GEOS 4084: Modeling with Geographic Information Systems	3	Restricted Elective	3
Restricted Elective	3	Restricted Elective	3
Restricted Elective	3	Free Elective	3
Total	**15**	**Total**	**15**

Senior Fall	Credits	Senior Spring	Credits
GEOG 4994: Undergraduate Research	3	Free Elective	3
General Education Course: Discourse	3	Free Elective	3
GEOG 4324: Algorithms in Geographic Information Science	4	Free Elective	3
Restricted Elective	3	Free Elective	3
Free Elective	3	Free Elective	1
Total	**16**	**Total**	**13**

Full-Time Students

Credit Hours – Freshman – Fall Term	16
Credit Hours – Freshman – Spring Term	15
Credit Hours – Sophomore – Fall Term	15
Credit Hours – Sophomore – Spring Term	15
Credit Hours – Junior – Fall Term	15
Credit Hours – Junior – Spring Term	15
Credit Hours – Senior – Fall Term	16
Credit Hours – Senior – Spring Term	13
Total Credit Hours	**120**

Appendix B: Course Descriptions

B.A./B.S. Core Courses

GEOG/FREC 1004: Introduction to Human Geography (3 credits)
Introduction to geography as a social science. Development of a conceptual framework for studying and evaluating human-environment relationships. Through examination of selected regional and global issues and through exploring basic concepts like regions, place, location, human-environment interaction, movement, and accessibility, students will discover how power is spatially expressed and explore how culture shapes the production of space and vice versa. Students will also discover and describe how ethical issues manifest spatially.

GEOG 1014: World Regions (3 credits)
Human and physical patterns and characteristics of major regions of the world including political systems, religions, economies, and physical settings. Concepts and perspectives of geography as a social science; linkages and interdependence of nations and regions; analysis of media coverage of events or global issues; engagement with current and historical global affairs.

GEOG 1084/FREC 1004: Digital Planet (3 credits)
Exploration of innovative geospatial technologies and their impact on the world around us, including how humans interact with the environment and each other. Roles of location-based services, global positioning systems, geographic information systems, remote sensing, virtual globes and web-based mapping for environmental applications. Skills and techniques for spatial thinking and environmental decision-making. Ethical implications of the use of geospatial technologies, data, and computational approaches.

GEOG 1104: Introduction to Physical Geography (3 credits)
Integrated study of major subsystems of the natural environment: the nature, distribution, and interrelationships of landforms, climate and vegetation.

GEOG 2084: Principles of Geographic Information Systems (3 credits)
Principles and diverse applications of Geographic Information Systems, geographic coordinate systems, Cartesian map projections, spatial data sources, GIS databases, map representations, and illustrated spatial applications of GIS. Requires regular use of computer systems for geographic data analysis.

GEOG 2314: Maps and Mapping (3 credits)
Introduction to maps. Fundamentals of reading, analysis, and interpretation of hard copy and digital maps, as they are required to illuminate spatial problems. Influences of maps on attitudes toward and images of the geographic environment.

GEOG 3954: Study Abroad (1-19 credits)
No course description listed in catalog.

GEOG 4964: Field Study (1-19 credits)
No course description listed in catalog.

GEOG 4994: Undergraduate Research (1-19 credits)
No course description listed in catalog.

B.A./B.S. Major Coursework: 4 credit hours
GEOG 1024: Survey of Geography (1 credit)
Foundations of geography and subdisciplines. Career pathways for geography-interested students in various workforce sectors and sub-disciplinary specialization areas, including physical geography, GIScience, and human geography. Introduction to campus academic and geography-related career resources to enhance the undergraduate experience. Professional goal reflection and development.

GEOG 3314: Cartography (3 credits)
Science and art of cartography including the conceptual framework of the cartographic method. Development of the skills necessary to create maps to be used in the analysis of spatial phenomena. Emphasis on thematic and ethical cartography.

B.A. General Education Pathway Required Courses
GEOG 3314: Cartography (3 credits)
Science and art of cartography including the conceptual framework of the cartographic method. Development of the skills necessary to create maps to be used in the analysis of spatial phenomena. Emphasis on thematic and ethical cartography.

B.S. General Education Pathway Required Courses
GEOG 3314: Cartography (3 credits)
Science and art of cartography including the conceptual framework of the cartographic method. Development of the skills necessary to create maps to be used in the analysis of spatial phenomena. Emphasis on thematic and ethical cartography.

MATH 1014: Precalculus with Transcendental Functions (3 credits)
Precalculus college algebra, basic functions (algebraic, exponential, logarithmic, and trigonometric), conic sections, graphing techniques, basic probability. Usage of mathematical models, analytical calculations, and graphical or numerical representations of data to analyze problems from multiple disciplines that address intercultural and global challenges in areas such as chemistry, environmental science, the life sciences, finance, and statistics. Use of spreadsheet software. Two units of high school algebra and one of plane geometry are required.

B.S. Geographic Information Science and Technology Option Coursework: 16 credit hours
CS 1064: Introduction to Programming in Python (3 credits)
Introduction to programming in Python contextualized with scientific and engineering problems. Computational problem-solving skills and software solutions in addition to Python language fundamentals. The basics of control flow with loops and conditionals, state tracing and manipulation, simple and complex types, organization of code using functional and object-oriented coding strategies, and data processing. Create, interpret, and debug programs. Ethically debate important issues in computing culture.

GEOG/GEOS 4084: Modeling with Geographic Information Systems (3 credits)

Use of automated systems for geographic data collection, digitization, storage, display, modeling and analysis. Basic data flow in GIS modeling applications. Development of proficiency in the use of current GIS software. Senior Standing.

GEOG 4314: Spatial Analysis in Geographic Information Systems (3 credits)
Theory and application of Geographic Information Systems, with special emphasis on analytical operations, database design, cartographic modeling, and raster GIS. Spatial data handling and analysis to facilitate decision-making through the communication of geographically referenced data.

GEOG 4324: Algorithms in Geographic Information Systems (4 credits)
Computational methods in automated mapping and map analysis. Visual Basic programming and algorithm design for spatial display and analysis under both raster and vector data models. Requires regular use of the departmental microcomputer and UNIX workstation laboratory. Prerequisite(s): GEOG 4084 and CS 1064

GEOG/GEOS 4354: Introduction to Remote Sensing (3 credits)
Theory and methods of remote sensing. Practical exercises in interpretation of aerial photography, satellite, radar, and thermal infrared imagery. Digital analysis, image classification, and evaluation. Applications in earth sciences, hydrology, plant sciences, and land use studies.

Appendix C – Employment Demand
Job Announcements

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING NO. 0124A (GREENHOUSE F6)

The university requests approval to demolish Building No. 0124A (Greenhouse F6), located in the Greenhouse Complex on the Blacksburg campus. The Greenhouse Complex is used for teaching, research and extension activities across the College of Agriculture and Life Sciences. Eight self-contained fiberglass, polyethylene, and polycarbonate greenhouses supplement the main structure that includes eight wings connected by a headhouse.

Building No. 0124A, located at 201-A Garden Lane, is a 1,978-square-foot self-contained hoop structure greenhouse built in 1973. Since its construction, the structure has deteriorated and is no longer viable or efficient for use by the program. The College of Agriculture and Life Sciences will obtain a state-of-the-art, Controlled Environment Agriculture (CEA) greenhouse to replace 0124A that will more effectively serve the dynamic plant and environmental sciences program.

The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of these structures.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING NO. 0124A (GREENHOUSE F6)

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the demolition of any building; and

WHEREAS, Building No. 0124A has deteriorated and is no longer viable or efficient for use by the program; and

WHEREAS, the university seeks to provide new, state-of-the-art equipment for industry-centric research and training; and

WHEREAS, the university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approves the demolition of Building No. 0124A (Greenhouse F6) located in Center Woods on the western edge of the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Building No. 0124A be approved.

August 19, 2025

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING NO. 0578 (TRAILER)

The university requests approval to demolish Building No. 0578 (Trailer), located in Center Woods on the western edge of the Blacksburg campus. The facilities in this area support critical research activities conducted by the College of Natural Resources and Environment's Fish and Wildlife Conservation program.

Building No. 0578, located at 401 Inventive Lane, is a 696-square-foot trailer positioned in a wooded area that has historically provided office and storage accommodation for research personnel. The structure has significantly deteriorated and has exceeded its serviceable lifespan. The forthcoming capital improvement project at Center Woods includes provisions for new office and storage facilities, rendering this trailer obsolete.

The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of these structures.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDINGS NO. 0578 (TRAILER)

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the demolition of any building; and

WHEREAS, Building No. 0578 has exceeded its serviceable lifespan; and

WHEREAS, the university seeks to invest in a new research, teaching, and outreach facility at Center Woods as part of the College of Natural Research and Environment's strategic plan; and

WHEREAS, the university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of Building No. 0578 (Trailer) located in Center Woods on the western edge of the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Building No. 0578 be approved.

August 19, 2025

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING NO. 0583 (FORESTRY AND WILDLIFE STORAGE)

The university requests approval to demolish Building No. 0583 (Forestry and Wildlife Storage) in Center Woods on the western edge of the Blacksburg campus. The facilities in this area support critical research activities conducted by the College of Natural Resources and Environment's Fish and Wildlife Conservation program.

Building No. 0583, located at 697 Inventive Lane, is a 3,245-square-foot structure previously used for Forestry and Wildlife material and equipment storage. The building has fallen into disrepair and no longer meets program requirements. The new facility, once constructed, will provide adequate and modern storage accommodations, eliminating the need for this structure.

The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of these structures.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING NO. 0583 (FORESTRY AND WILDLIFE STORAGE)

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the demolition of any building; and

WHEREAS, Building No. 0583 has fallen into disrepair; and

WHEREAS, the university seeks to invest in a new research, teaching, and outreach facility at Center Woods as part of the College of Natural Research and Environment's strategic plan; and

WHEREAS, the university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of Building No. 0583 (Forestry and Wildlife Storage) located in Center Woods on the western edge of the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Building No. 0583 be approved.

August 19, 2025

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING 0584 (AQUACULTURE FACILITY, SOUTH WING)

The university requests approval to demolish Building No. 0584 (Aquaculture Facility, South Wing) located in Center Woods on the western edge of the Blacksburg campus. The facilities in this area support critical research activities conducted by the College of Natural Resources and Environment's Fish and Wildlife Conservation program.

Building No. 0584 (South Wing), located at 756 Inventive Lane, comprises 3,837 square feet of a larger aquaculture facility. This portion of the building, constructed in 1976, is the oldest section of the structure. A 5,437-square-foot addition, built in 1989, is not included in the demolition and will remain in use. The planned capital project will provide updated and consolidated laboratory, office, and storage spaces, allowing for the removal of the outdated south wing.

The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of these structures.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING 0584 (AQUACULTURE FACILITY, SOUTH WING)

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the demolition of any building; and

WHEREAS, Building No. 0584 (South Wing) will be replaced by a portion of the new facility; and

WHEREAS, the university seeks to invest in a new research, teaching, and outreach facility at Center Woods as part of the College of Natural Research and Environment's strategic plan; and

WHEREAS, the university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of Building No. 0584 (Aquaculture Facility, South Wing) located in Center Woods on the western edge of the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Building No. 0584 (South Wing) be approved.

August 19, 2025

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING 0589 (AMPHIBIOUS LAB)

The university requests approval to demolish Building No. 0589 (Amphibious Lab) located in Center Woods on the western edge of the Blacksburg campus. The facilities in this area support critical research activities conducted by the College of Natural Resources and Environment's Fish and Wildlife Conservation program.

Building No. 0589 is an 806-square-foot, two-room laboratory located at 756 Inventive Lane. The facility is in a state of decline and has reached the end of its useful life. Replacement laboratory space is incorporated in the design of the new Center Woods building, supporting continued research operations without disruption.

The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of these structures.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING 0589 (AMPHIBIOUS LAB)

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the demolition of any building; and

WHEREAS, Building No. 0589 has reached the end of its useful life; and

WHEREAS, the university seeks to invest in a new research, teaching, and outreach facility at Center Woods as part of the College of Natural Research and Environment's strategic plan; and

WHEREAS, the university will obtain review from the Department of Historic Resources and the Art and Architecture Review Board, and any required approvals prior to the demolition of this structure;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of Building No. 0589 (Amphibious Lab) located in Center Woods on the western edge of the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Building No. 0589 be approved.

August 19, 2025

RESOLUTION ON JOINT APPOINTMENT TO
THE VIRGINIA TECH/MONTGOMERY REGIONAL AIRPORT AUTHORITY

The Virginia Tech/Montgomery Regional Airport Authority consists of five members who are responsible for the management and operation of the Authority. Each of the political subdivisions have the right to appoint one member, and one at-large member is appointed jointly by the Virginia Tech Board of Visitors, the Blacksburg and Christiansburg Town Councils, and the Montgomery County Board of Supervisors.

The term of the current jointly appointed at-large member, Nathaniel L. Bishop, expires August 31, 2025 and the political subdivisions and Virginia Tech desire to appoint Nathaniel L. Bishop, as the at-large member to fill a four-year term expiring August 31, 2029.

Nathaniel L. “NL” Bishop is a distinguished leader whose career spans law enforcement, health care administration, higher education, and community advocacy. He began his professional journey with the Christiansburg Police Department, where he rose to the rank of detective before transitioning into health care. Licensed as a long-term care administrator, he joined Carilion Clinic in 1997 and went on to serve in several executive roles, including vice president and administrator of Carilion Roanoke Community Hospital. From 2010 to 2019, Bishop served as president of Jefferson College of Health Sciences, leading its successful integration with Radford University. He later assumed senior leadership roles at both Carilion Clinic and the Virginia Tech Carilion School of Medicine. Bishop is widely recognized for his efforts to ensure that health care professionals reflect and understand the communities they serve. He also serves as a commission member of the Roanoke Regional Airport Commission. A lifelong learner, he holds degrees from New River Community College, Radford University, Virginia Tech, and Wesley Theological Seminary.

RESOLUTION ON JOINT APPOINTMENT TO
THE VIRGINIA TECH/MONTGOMERY REGIONAL AIRPORT AUTHORITY

WHEREAS, the Virginia Tech/Montgomery Regional Airport Authority consists of five members who are responsible for the management and operation of the Authority; and

WHEREAS, each of the political subdivisions have the right to appoint one member; and

WHEREAS, one at-large member is appointed jointly by the Virginia Tech Board of Visitors, the Blacksburg and Christiansburg Town Councils, and the Montgomery County Board of Supervisors; and

WHEREAS, the term of the current jointly appointed at-large member, Nathaniel L. Bishop, expires August 31, 2025; and

WHEREAS, the political subdivisions and Virginia Tech desire to re-appoint Nathaniel L. Bishop, as the at-large member to fill a new four-year term expiring August 31, 2029; and

NOW, THEREFORE, BE IT RESOLVED, that Nathaniel L. Bishop be appointed as the at-large member to the Virginia Tech/Montgomery Regional Airport Authority for a four-year term expiring August 31, 2029.

RECOMMENDATION:
That the above resolution appointing Nathaniel L. Bishop as the at-large member to the Virginia Tech/Montgomery Regional Airport Authority for a four-year term expiring August 31, 2029 be approved.

August 19, 2025

RESOLUTION ON APPOINTMENT TO THE NEW RIVER VALLEY EMERGENCY COMMUNICATIONS REGIONAL AUTHORITY

WHEREAS, the New River Valley Emergency Communications Regional Authority (the Authority) consists of five members who are responsible for the management and operation of the Authority – each of the political subdivisions have the right to appoint one member, and one at-large member is appointed jointly by the Virginia Tech Board of Visitors, the Blacksburg and Christiansburg Town Councils, and the Montgomery County Board of Supervisors; and

WHEREAS, on June 6, 2023, Virginia Tech appointed Michael J. Mulhare, interim Associate Vice President for Public Safety, as the university's representative to the Authority for a four-year term beginning September 1, 2023, and expiring August 31, 2027; and

WHEREAS, Mr. Mulhare will retire from Virginia Tech on August 31, 2025, and to succeed Mr. Mulhare, Virginia Tech desires to appoint Amy Orders, Associate Vice President for Public Safety, as the Virginia Tech representative for a four-year term beginning September 1, 2025, and expiring August 31, 2029;

NOW, THEREFORE, BE IT RESOLVED, that upon the retirement of Michael J. Mulhare, interim Associate Vice President for Public Safety at Virginia Tech on August 31, 2025, Amy Orders, the new Associate Vice President for Public Safety, be appointed as the university's representative to and member on the New River Valley Emergency Communications Regional Authority for a four-year term effective September 1, 2025, and expiring August 31, 2029.

RECOMMENDATION:

That the resolution recommending that Amy Orders, Associate Vice President for Public Safety, be appointed to succeed Michael J. Mulhare as the university's representative to the New River Valley Emergency Communications Regional Authority Board of Directors for a four-year term effective September 1, 2025, and expiring August 31, 2029, be approved.

August 20, 2025

Resolution for Subscription-Based Information Technology Arrangement with Microsoft

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

August 7, 2025

The Division of Information Technology currently utilizes a Subscription-Based Information Technology Arrangement (SBITA) with Microsoft that provides access to the Microsoft 365 suite of products to enable business operations. Using the Microsoft 365 product suite offers numerous advantages for Virginia Tech operations including enhanced operational efficiency, reduced costs, improved security, and the ability to innovate and respond quickly.

Microsoft 365 enhances higher education by enabling seamless collaboration, secure data management, and flexible learning through tools like Teams, OneDrive, and Office apps. It supports both academic and administrative needs with features for accessibility, workflow automation, and data analytics. Institutions benefit from cost savings, scalability, and compliance with education standards.

The existing agreement is valid through August 31, 2025. The renewal term rides a cooperative contract with Virginia Tech specifically negotiated pricing that differentiates our pricing model and discounts from the cooperative contract.

The new renewal term is for three years and has a present value of up to $5 million.

The issuance of GASB Statement No. 96, implemented beginning July 1, 2022, requires Virginia Tech to recognize such agreements as an intangible right-to-use asset with a corresponding right-to-use liability thereby increasing the university's debt service to operations ratio.

While Virginia Tech seeks to define contracting arrangements well before the end of a contract term, the university is beholden to the time frame in which the vendor responds (in this case, Microsoft) which did not align with required time frames for Board of Visitors' approval.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of capital projects, including long-term leases and subscription-based information technology arrangements. Prior to GASB Statement 96, SBITAs were approved by university administration through its internal budgeting and information technology procurement processes and reported as operating expenses in the year of payment. The Division of IT annual operating budget includes an amount sufficient to cover the annual cash outlay for subscription payments.

RESOLUTION FOR SUBSCRIPTION-BASED INFORMATION TECHNOLOGY ARRANGEMENT WITH MICROSOFT

WHEREAS, the Division of IT has an operational need for continued use of Microsoft products; and,

WHEREAS, the current term expires on August 31, 2025; and,

WHEREAS, the Division of IT annual operating budget includes an amount sufficient to cover the annual cash outlay for subscription payments; and,

WHEREAS, the maximum renewal term, including additional discounts and credits, has a present value up to $5 million and requires approval by the Board of Visitors prior to execution; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and Virginia Tech, the Board of Visitors has authority to approve the budget, size, scope, debt issuance, and overall funding of capital projects, including long-term leases and subscription-based information technology arrangements.

NOW, THEREFORE, BE IT RESOLVED, that Virginia Tech be authorized at the conclusion of negotiations to enter a subscription-based information technology arrangement for Microsoft with a present value up to $5 million.

RECOMMENDATION:

That the above resolution authorizing Virginia Tech to enter a long-term subscription-based information technology arrangement with a present value up to $5 million be approved.

August 20, 2025

Cristen Jandreau, PhD
Director, Research Conflict of Interest Program
Chair, Management Plan Advisory Committee
Scholarly Integrity and Research Compliance
North End Center, Suite 4120
300 Turner Street NW
Blacksburg, Virginia 24061-6100
P: (540) 231-4824
email: drj@vt.edu

Date: 7/2/2025

To: Board of Visitors

Subject: Report of open contracts entered into subject to the Code of Virginia "State and Local Government Conflict of Interests Act" ("the Act") § 2.2-3106 C. 8.

There were 5 contracts entered into at the time of this report (from 4/1/2025 – 6/30/2025) subject to the Act's exception for prohibited contracts involving research and development or commercialization of intellectual property. There were 2 contracts entered into prior to this report (P74XIYPN and P4QVZM24) that were not included in prior reporting periods due to a system issue. Details as per the Act § 2.2-3106 E. are included below.

Contract	1 (of 7)
Open contract number	P74XIYPN
Names of parties	Virginia Tech and Luna Labs LLC
Date contract executed	11/15/2024
Contract term	9/27/2024-9/27/2026
Subject of contract	"Tributyltin Oxide Prediction Application Phase II Proposal"
Nature of COI	Stephen Martin, Associate Professor in the Department of Chemical Engineering, has reported an immediate family member's receipt of payments exceeding $5,000 in the past 12 months from Luna Labs USA, LLC. The payments were received by Stephen Martin's spouse who is employed by the company. Luna Labs USA, LLC has received an award from the Department of Defense and is subcontracting to Virginia Tech. Stephen Martin will serve as the Principal Investigator for Virginia Tech. Stephen Martin's spouse is not involved in this research or contracting decision. In the context of sponsored research, the reported financial interest creates a financial conflict of interest with state law implications. The Research Conflict of Interest Program has implemented a management plan to promote objectivity.

Institution employee responsible for administering contract	Linda Duffy, contract administration signatory Director, Virginia Tech Office of Sponsored Programs
The institution's commitment of resources or finances for the contract	N/A
Details of how revenues are to be disbursed	N/A (no revenues will be generated)

Contract	2 (of 7)
Open contract number	P4QVZM24
Names of parties	Virginia Tech and the American Society for Engineering Education
Date contract executed	12/18/2024
Contract term	1/20/2025-1/19/2027
Subject of contract	“ASEE eFellows PostDoctoral Position”
Nature of COI	Bevlee Watford, Executive Director for the Center for Enhancement of Engineering Diversity, has reported receiving payments exceeding $5,000 in the past 12 months from the American Society for Engineering Education (ASEE) for consulting services. ASEE has received an award from the National Science Foundation that includes funding for a subaward to Virginia Tech. Bevlee Watford will serve as the Principal Investigator for Virginia Tech. In the context of sponsored research, the reported financial interest creates a financial conflict of interest with state law implications. The Research Conflict of Interest Program has implemented a management plan to promote objectivity.
Institution employee responsible for administering contract	Linda Duffy, contract administration signatory Director, Virginia Tech Office of Sponsored Programs
The institution's commitment of resources or finances for the contract	N/A

Details of how revenues are to be disbursed	N/A (no revenues will be generated)

Contract	3 (of 7)
Open contract number	PXNVQLNW
Names of parties	Virginia Tech and S1P Therapeutics
Date contract executed	4/1/2025
Contract term	11/1/2024-5/31/2026
Subject of contract	“Investigational New Drug Enabling Studies of STX2310”
Nature of COI	Webster Santos, Professor in the Department of Chemistry, has reported holding an equity interest in S1P Therapeutics Inc. (>3%) due to serving as a principal for the company. Virginia Tech has received an award from the Virginia Biosciences Health Research Corporation that includes a subaward to S1P Therapeutics Inc. Webster Santos will serve as the Principal Investigator for Virginia Tech. Webster Santos developed novel technology utilized by this research, which is jointly owned by Virginia Tech and the University of Virginia and licensed to S1P Therapeutics Inc. In the context of sponsored research, the reported financial interest represents a financial conflict of interest with state law implications. The Research Conflict of Interest Program has implemented a management plan to promote objectivity.
Institution employee responsible for administering contract	Linda Duffy, contract administration signatory Director, Virginia Tech Office of Sponsored Programs
The institution's commitment of resources or finances for the contract	N/A
Details of how revenues are to be disbursed	N/A (no revenues will be generated)

Contract	4 (of 7)

Open contract number	P2HJINVJ
Names of parties	Virginia Tech and Freese and Nichols, Inc.
Date contract executed	4/2/2025
Contract term	4/2/2025-10/31/2025
Subject of contract	“Solutions for Adaptive Flood risk mitigation, Equitably empowering Resilient communities (SAFER) - Phase 1”
Nature of COI	David Ford, Vecellio Professor in the Charles E. Via, Jr. Department of Civil & Environmental Engineering, has reported receiving payments exceeding $5,000 in the last 12 months from Freese and Nichols, Inc. for consulting services. The consulting relationship between David Ford and Freese and Nichols, Inc. has ended and is not ongoing. Virginia Tech has received an award from HDR Engineering Inc. that includes a subcontract to Freese and Nichols, Inc. David Ford will serve as the Principal Investigator for Virginia Tech. In the context of sponsored research, the reported financial interest represents a financial conflict of interest with state law implications. The Research Conflict of Interest Program has implemented a management plan to promote objectivity.
Institution employee responsible for administering contract	Linda Duffy, contract administration signatory Director, Virginia Tech Office of Sponsored Programs
The institution's commitment of resources or finances for the contract	N/A
Details of how revenues are to be disbursed	N/A (no revenues will be generated)

Contract	5 (of 7)
Open contract number	PC3VXAGZ
Names of parties	Virginia Tech and A2 Labs LLC
Date contract executed	4/30/2025
Contract term	5/1/2025-10/15/2025

Subject of contract	"QUICK-SWARM: Quick Unmanned Identification and Control with Knowledge-based SWARM detection"
Nature of COI	Angelos Stavrou, Professor in the Department of Electrical and Computer Engineering, has disclosed receiving payments exceeding $5,000 in the past 12 months from A2 Labs LLC and holding an equity interest (>3%) in the company as its founder and president. A2 Labs LLC has received an STTR award from the Department of Defense/US Army Research Laboratory that includes a subaward to Virginia Tech. Angelos Stavrou will not be involved in the research, and the Virginia Tech scope of work will be carried out by a Principal Investigator who is unaffiliated with Tokay Systems, LLC. In the context of sponsored research, the reported financial interests represent a financial conflict of interest with state law implications. The Research Conflict of Interest Program has implemented a management plan to promote objectivity.
Institution employee responsible for administering contract	Linda Duffy, contract administration signatory Director, Virginia Tech Office of Sponsored Programs
The institution's commitment of resources or finances for the contract	N/A
Details of how revenues are to be disbursed	N/A (no revenues will be generated)

Contract	6 (of 7)
Open contract number	PR4QWQVA
Names of parties	Virginia Tech and nOhm devices, Inc
Date contract executed	5/29/2025
Contract term	2/1/2025-5/31/2025
Subject of contract	"Low-noise deep-cryogenic amplifier based on hydrodynamic charge transport in GaAs/AlGaAs"
Nature of COI	Jean Heremans, Professor in the Department of Physics, has reported that he is a co-founder of nOhm devices, Inc. and that he has not held a financial interest in the company since July 2024. nOhm

	devices, Inc has received a STTR Phase I award from the Department of Energy that includes a subaward to Virginia Tech. Jean Heremans will serve as the Principal Investigator for Virginia Tech. Dr. Heremans does not currently hold equity in or receive payments from the company but could be considered to have a personal interest in a contract based on the state's broad conflict of interest law. In the context of sponsored research, the reported financial interest represents a financial conflict of interest with state law implications. The Research Conflict of Interest Program has implemented a management plan to promote objectivity.
Institution employee responsible for administering contract	Linda Duffy, contract administration signatory Director, Virginia Tech Office of Sponsored Programs
The institution's commitment of resources or finances for the contract	N/A
Details of how revenues are to be disbursed	N/A (no revenues will be generated)

Contract	7 (of 7)
Open contract number	P66KV2MA
Names of parties	Virginia Tech and Sentek Instrument, LLC
Date contract executed	6/13/2025
Contract term	2/18/2025-11/17/2025
Subject of contract	“Active Sensing Cable and Interrogation System for Subsurface Magnetic Field Imaging”
Nature of COI	Anbo Wang, Professor in the Department of Electrical and Computer Engineering, has reported holding an equity interest in Sentek Instrument, LLC (> 3%) and receiving payments exceeding $5,000 in the past 12 months for serving as President and Chief Executive Officer for the company. Sentek Instrument, LLC has received an SBIR Phase I award from the Department of Energy that includes a subaward to Virginia Tech. Anbo Wang will not be involved in the research, and the Virginia Tech scope of work will be carried out by a Principal Investigator who is unaffiliated with Sentek Instrument, LLC.

	In the context of sponsored research, the reported financial interest represents a financial conflict of interest with state law implications. The Research Conflict of Interest Program has implemented a management plan to promote objectivity.
Institution employee responsible for administering contract	Linda Duffy, contract administration signatory Director, Virginia Tech Office of Sponsored Programs
The institution's commitment of resources or finances for the contract	N/A
Details of how revenues are to be disbursed	N/A (no revenues will be generated)

Closed Session Agenda

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 19, 2025

		Agenda Item	Reporting Responsibility
	1.	Motion to Begin Closed Session	N. Dye
*	2.	Resolution to Approve Appointments to Emeritus/a Status (4)	R. Fricker
*	3.	Resolution to Approve Appointments to Endowed Chairs, Professorships, or Fellowships (21)	R. Fricker
*	4.	Resolution to Approve Reappointments to Endowed Chairs, Professorships, or Fellowships (3)	R. Fricker
*	5.	Resolution to Approve Appointments with Tenure (5)	R. Fricker
	6.	Personnel Changes Report *(voted on by Finance and Resource Management Committee)*	R. Fricker
	7.	Update on International Activities	C. Clarke
	8.	Motion to End Closed Session	N. Dye
	9.	Report of Closed Session Action Items	N. Dye

*Requires Full Board Approval

Closed Session Briefing Report

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 19, 2025

Agenda Item	Reporting Responsibility
1. Motion to Begin Closed Session	N. Dye

Nancy Dye, chair of the Academic, Research, and Student Affairs committee will welcome committee members and request that a member of the committee make a motion to take the committee into closed session.

*	**2. Resolutions to Approve Appointments to Emeritus/a Status (4)**	R. Fricker

Ron Fricker, Vice Provost for Faculty Affairs, will ask the committee to consider for approval four resolutions for appointments to emeritus or emerita status. The title of emeritus or emerita is conferred on retired Virginia Tech faculty members, as defined in chapter 2 of the Faculty Handbook, who have made exemplary contributions to the university and are recommended to the Board of Visitors for approval by the provost and president. In accordance with university procedures, nominations for emeritus or emerita status are initiated at the department or unit level, in consultation with the faculty member, and follow formal college or senior management-level review processes before being forwarded by the dean to the provost and president to review before recommending to the Board of Visitors.

*	**3. Resolution to Approve Appointments to Endowed Chairs, Professorships, or Fellowships (21)**	R. Fricker

R. Fricker will ask the committee to consider for approval 21 resolutions for appointment to endowed chairs, professorships, or fellowships. Endowed chairs, professorships, and fellowships recognize and reward exceptional faculty members. Because they are so highly prized within the educational industry, endowed professorships are a powerful tool for recruitment and retention. In accordance with university procedures, nominations for endowed positions are initiated at the department or unit level and follow formal college-level or senior management level review processes before being forwarded by the dean to the provost and president before recommending to the Board of Visitors. Endowed appointments may continue throughout the faculty member's active career unless relinquished for another honorific or administrative role, or unless the appointment is term-limited, with the potential for renewal.

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* Requires Full Board Approval

* **4. Resolution to Approve Reappointments to Endowed Chairs, Professorships, and Fellowships (3)** — R. Fricker

R. Fricker will ask the committee to consider for approval three resolutions for reappointments to endowed chairs, professorships, or fellowships. In accordance with university procedures, reappointments are initiated at the department or unit level and follow formal college-level or senior management-level review processes before being forwarded by the dean to the provost and president before recommending to the Board of Visitors. Reappointments typically apply to term-limited endowed positions and may be renewed based on continued excellence and alignment with the intent of the endowment.

* **5. Resolution to Approve Appointments with Tenure (5)** — R. Fricker

R. Fricker will ask the committee to consider for approval a resolution to approve the tenured appointments of five faculty members. As defined in chapter 3 of the Faculty Handbook, a faculty appointment with tenure is initiated at the department or unit level and follows formal college-level or senior management level review processes. The review includes evaluation by departmental, college, and university promotion and tenure committees. Recommendations are forwarded by the dean to the provost and president before recommending to the Board of Visitors.

6. Personnel Changes Report — R. Fricker

R. Fricker will provide highlights from the Faculty Personnel Changes Report that are related to the academic enterprise of the university. The Faculty Personnel Changes Report includes new appointments and adjustments in salaries for select faculty as defined by the Resolution to Amend the Delegation of Authority for Selected Faculty Personnel Actions passed by the Board in June 2024. Included in this report are teaching and research faculty in the colleges, and administrative and professional faculty that support the university including the library, extension, academic support, athletics, and administration. The report is organized by senior management area (college or vice-presidential area), and includes the following faculty personnel appointments and salary adjustments from the previous quarter based on payroll period dates. Though this report is reviewed for approval by the Finance and Resource Management Committee at each meeting, highlights from that report, of faculty actions that may be strategically relevant to this committee, are shared for informational purposes.

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* Requires Full Board Approval

7. Update on International Activities C. Clarke

C. Clarke will update the committee on current activities involving Qatar, Saudi Arabia and Egypt.

8. Motion to End Closed Session N. Dye

The committee chair will request that a member of the committee make a motion to end the committee's closed session.

9. Report of Closed Session Action Items N. Dye

The committee chair will report on those actions that were voted on during closed session.

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* Requires Full Board Approval

Open Session Agenda

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 19, 2025

	Agenda Item	Reporting Responsibility
1.	**Welcome**	N. Dye
2.	**Consent Agenda**	N. Dye
	a. Approval of June 2, 2025 Committee Meeting Minutes	
*	b. Resolution for Exclusion of Certain Officers/Directors	
*	c. Resolution to Approve Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography	
	d. Summary of the 2025-26 Faculty & Staff Merit Programs *(shared for information purposes only, from Finance and Resource Management Committee)*	
3.	**Provost's Update and Discussion**	C. Clarke
* 4.	**Resolution to Revise Chapter 7 of the Faculty Handbook Regarding the A/P Faculty Grievance Process**	R. Fricker M. Lester
5.	**Update on Academic Resource Alignment**	C. Clarke
6.	**Closing Remarks and Adjourn**	N. Dye

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* Requires Full Board Approval

Discusses Enterprise Risk Management topic(s)

Open Session Briefing Report

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 19, 2025

Agenda Item	Reporting Responsibility
1. Welcome Nancy Dye, chair of the Academic, Research, and Student Affairs Committee will welcome members and others to the committee's open session.	N. Dye
2. Consent Agenda The committee will consider for approval and acceptance the items listed on the Consent Agenda. a. **Minutes from June 2025 Committee Meeting:** The committee will review for approval minutes from the June 2, 2025 committee meeting. * b. **Resolution for Exclusion of Certain Officers/Directors:** In accordance with the National Industry Security Program Operating Manual (NISPOM), Cognizant Security Agencies (CSAs) require that certain principal officers, directors, partners, regents, or trustees, and those occupying similar positions at institutions of higher education meet the personnel security clearance requirements established for the level of the institution's facility security clearance or be formally excluded. The NISPOM permits the exclusion from the personnel clearance requirements of said principal officers et al. on the basis that these cited individuals shall not require, shall not have, and can be effectively excluded from access to all classified information disclosed to Virginia Tech, and do not occupy positions that would enable them to affect adversely corporate policies or practices in the performance of classified contracts, as determined by a CSA. The list included with this resolution includes an appended list of all members of the Board of Visitors and certain University Principal Officers that can be effectively excluded from access to all classified information in the possession of Virginia Tech, as determined by a CSA.	N. Dye

* Requires Full Board Approval
# Discusses Enterprise Risk Management topic(s)

* c. **Resolution to Approve Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography:**
The Board of Visitors approved a Bachelor of Science degree designation in Geography in spring 2025. The Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography is requested to clarify the two designations for review by the State Council of Higher Education in Virginia (SCHEV).

d. **Summary of the 2025-26 Faculty & Staff Merit Programs:**
This financial summary of the faculty and staff merit programs is shared for information purposes only, and is also shared with the Finance and Resource Management Committee. Under the authority of Virginia's Restructured Higher Education Act of 2005 and a Management Agreement with the Commonwealth, Virginia Tech manages its own human resources systems, including policies; classification; performance management; compensation; and benefits, for teaching and research faculty (T&R), administrative and professional faculty (AP) and university staff. The Board of Visitors has delegated authority for implementing compensation programs to the university administration; the university is sharing this summary with the Board for awareness.

The Commonwealth's 2025-26 Appropriation Act includes a three percent program for salaried employees, effective June 10, 2025. This state-authorized compensation program was incorporated into the Faculty Compensation Plan and the University Budget approved by the Board of Visitors at the June 2025 meeting. Consistent with these approvals, the university implemented a three-percent across-the-board increase with minimum performance requirement rating for classified staff and a merit program for faculty and university staff. Increases were effective June 10 for calendar year employees and August 10 for academic year employees.

3. Provost's Update and Discussion — C. Clarke
Cyril Clarke, executive vice president and provost, will update the committee on the university's academic initiatives, including updates on the recently completed and upcoming searches for senior leaders, and other topics of strategic and timely importance.

***4. Resolution to Revise Chapter 7 of the Faculty Handbook Regarding the A/P Faculty Grievance Process** — R. Fricker, M. Lester

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* Requires Full Board Approval
# Discusses Enterprise Risk Management topic(s)

Ron Fricker, vice provost for faculty affairs and Marlena Lester, president of the A/P Faculty Senate, will provide an overview of proposed changes to align the Faculty Handbook with the current grievance process for administrative and professional faculty, including an update to the explanation of the various resources available to these faculty related to conflict resolution and mediation.

5. Update on Academic Resource Alignment — C. Clarke

C. Clarke will provide an update to the committee on the progress of the Academic Resource Alignment project and the next steps that need to be accomplished. This project involves a review of all academic programs to confirm that they remain relevant to student interest, career opportunities, and are well aligned with the university's strategic interest. Findings from this work will inform future decisions related to the academic enterprise.

6. Closing Remarks and Adjourn — N. Dye

The committee chair will provide closing remarks and adjourn the meeting.

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* Requires Full Board Approval

Discusses Enterprise Risk Management topic(s)

RESOLUTION TO UPDATE LANGUAGE IN CHAPTER SEVEN OF THE FACULTY HANDBOOK ON THE A/P FACULTY GRIEVANCE PROCESS

WHEREAS, the creation of the Administrative and Professional (A/P) Faculty Senate was finalized through approval of the Constitution and Bylaws by the University Council on February 15, 2021 and by the Board of Visitors on March 22, 2021; and

WHEREAS, the A/P Faculty Senate Constitution and Bylaws outline the leadership, membership, and role of the A/P Faculty Senate; and

WHEREAS, Virginia Tech's Faculty Handbook includes policies for all university faculty; and

WHEREAS, Chapter 7 of the Faculty Handbook describes the employment policies for administrative and professional faculty; and

WHEREAS, Chapter 7, Section 8 of the Faculty Handbook describes the grievance policy and procedures for administrative and professional faculty; and

WHEREAS, the Administrative and Professional Faculty Senate is involved in the grievance process; and

WHEREAS, the Administrative and Professional Faculty Senate reviewed Chapter 7, Section 8 of the Faculty Handbook to:

- Propose grammatical edits to simplify the wording and make the section easier to understand.
- Propose updates, in collaboration with the respective offices, to the description of the resources available to faculty through the University Ombuds and through Mediation in the Office of Civil Rights Compliance and Prevention Education.
- Propose revisions to clarify the steps in the grievance process and the role of the A/P Faculty Senate Vice President in that process to align with current practice.

WHEREAS, these changes were reviewed and approved through the university shared governance process as indicated in the attached summary;

NOW, THEREFORE, BE IT RESOLVED, that the current Faculty Handbook chapter 7 be revised per the changes reflected by tracked changes (noted in red) in the attached document; and

BE IT FURTHER RESOLVED, that revisions to language in section 7.8 of the Faculty Handbook be made consistently throughout the documents as appropriate.

BE IT FURTHER RESOLVED, that these revisions will become effective immediately.

RECOMMENDATION:

That the resolution to revise Chapter 7 of the Faculty Handbook be approved effective immediately.

August 20, 2025

Summary of Shared Governance Review and Approval

RESOLUTION TO REVISE CHAPTER 7 OF THE FACULTY HANDBOOK
CAPFA 2024-25A

Commission on Administrative and Professional Faculty Affairs

Resolution Proposal Form Sent to University Council Cabinet	November 21, 2024
First Reading by Commission on Administrative & Professional Faculty Affairs	December 13, 2024
Approval by Commission on Administrative & Professional Faculty Affairs	February 14, 2025
First Reading by AP Faculty Senate	January 15, 2025
Approval by AP Faculty Senate	February 19, 2025
Faculty Senate Waived Right to Comment	February 14, 2025
Staff Senate Comment	December 20, 2024
Graduate and Professional Student Senate Comment	December 29, 2024
Undergraduate Student Senate Waived Right to Comment	February 14, 2025
First Reading, University Council	March 3, 2025
Approved, University Council	March 17, 2025
Approved, President	March 18, 2025

CHAPTER SEVEN: ADMINISTRATIVE AND PROFESSIONAL FACULTY INCLUDING VIRGINIA COOPERATIVE EXTENSION FACULTY

7.8 Grievance Policy and Procedures for Administrative and Professional Faculty

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

7.8.1 Ombuds and~~,~~ Mediation Services~~, and Faculty Reconciliation~~

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

University Ombuds: Any ~~member of the~~ university community member may visit the Virginia Tech Office of Interactive Communication and Empowerment (VOICE). The Ombuds listen~~s~~ and explore~~s~~ options for addressing and resolving concerns or complaints. The Ombuds Office ("the Office") ~~does not have the~~has no authority to make ~~decisions~~ or ~~to~~ reverse any decision~~s~~ ~~made~~ or actions taken by university authorities. ~~The Ombuds Office~~It supplements, but does not replace, the university's ~~existing resources for~~ conflict resolution resources and ~~its~~ systems of review and adjudication.

Communications with the Ombuds Office are considered confidential. The ~~Ombuds~~ Office will not accept legal notice on behalf of the university, and information provided to ~~the Ombuds Office will~~ it does not constitute such notice ~~to the university~~. ~~Should~~ However, if someone wish~~es~~ to make the university formally aware of a particular problem, the ~~Ombuds~~ Office can provide ~~information~~ instructions on how to do so. The only exception to this pledge of confidentiality is ~~where~~ when the ~~Ombuds~~ Office determines that there is an imminent risk of serious harm, or if disclosure is required by law.

To preserve independence and neutrality, the Ombuds Office reports directly to the president. The ~~Ombuds~~ Office does not keep permanent records of confidential communications.

Mediation and Other Conflict Resolution Services: The Office for Civil Rights Compliance and Prevention Education (OCRCPE) offers a range of conflict resolution

services, including conflict coaching, mediation, and group facilitations. In general, OCRCPE's conflict resolution services are available in matters related to the office's work to maintain working environments free from discrimination.

~~Mediation is available through the Office for Civil Rights Compliance and Prevention Education.~~ Mediation is a voluntary~~, confidential~~ process through which one or more trained ~~neutral third persons (mediators)~~facilitators assist ~~people~~ employees in expressing ~~to express~~ their concerns and developing solutions to ~~the~~ a ~~dispute~~ conflict in a ~~safe and~~ structured environment. Mediation differs from faculty reconciliation in that mediation facilitators do not conduct fact-finding or evaluate decisions. Mediation may be available prior to or after filing a grievance. Any party to a grievance process may request mediation prior to step three of the process. If both parties voluntarily agree to try mediation and the university, usually through the OCRCPE, appoints a facilitator, then the grievance is placed on administrative hold until the mediation process is complete. If a resolution is reached through mediation, then the parties are responsible to each other for ensuring that the provisions of the resolution agreement are followed. If any party withdraws from mediation or the facilitator terminates the process without agreement, then the grievant may request that the grievance be reactivated and the process continues.

~~Assistance with mediation is available through Human Resources. Because mediation is voluntary, both parties must agree to participate for mediation to occur.~~ A/P faculty members and supervisors are encouraged to consider using conflict resolution services like mediation to resolve disputes or to help address a conflict between an A/P faculty member and another member of the Virginia Tech community.

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

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

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

7.8.2 The Formal Grievance Procedure

The grievant may pursue the issue as a formal grievance through the following procedure. Supervisors and administrators will cooperate with the grievant ~~in the mechanics of processing~~to process the grievance, but the grievant alone is responsible for ~~preparation of~~preparing the case. See "Valid issues for Grievance" in this chapter.

The ~~number of steps in the process is determined by the~~ grievant's reporting line determines the number of steps in the process.~~of the grievant.~~ Thus, if three steps do not exist between the grievant and the president, then the available number of steps is used.

The grievance must be well described, and the ~~relief~~ requested relief must be specified on the ~~grievance~~ form. For more information, consult the Administrative and Professional Faculty Grievance Form.

The Administrative and Professional Faculty Senate Vice President will maintain an active list of trained A/P faculty members who can ~~provide consultation to~~consult an A/P faculty colleague ~~who is~~ preparing to file a formal grievance. Upon being contacted by an A/P faculty colleague who is preparing to file a formal grievance, the trained consulting A/P faculty member will be able to provide information on and answer questions about the formal grievance process, completion of the A/P faculty grievance form, and available university resources. The consulting A/P faculty member will not submit a grievance form for another A/P faculty member or serve on any panel within the grievance process in a matter to which they served as the consulting A/P faculty member.

Step one: The grievant must submit a written statement of the grievance to the step one administrator (the department head, chair, school director, or appropriate supervisor/director; for A/P faculty in Virginia Cooperative Extension, the district director or appropriate step one administrator) and ~~to~~ the Administrative and Professional Faculty Senate Vice President within 30 calendar days of the date identified, or the grievant should have known, of the event or action that is the basis for the grievance. If appropriate, the step one administrator will provide a copy of the grievance to the ~~supervisor of the~~ grievant's supervisor.

Grievability Panel: The Administrative and Professional Faculty Senate Vice President, within ten weekdays of receiving a copy of the grievance form, will convene a grievability panel. The panel consists of the Administrative and Professional Faculty Senate Vice President and two A/P faculty senators. The panel meets to deliberate and determine the admissibility of the matter to the grievance process. (See "Valid Issues for Grievance" in this chapter) A written report summarizing the deliberation and documenting the ruling of

the grievability panel will be provided to all parties. The decision of the grievability panel is final. If the issue is deemed grievable by the panel, the step one administrator provides a written response to the grievant within five weekdays of receiving the grievability panel's written response. Step one, the administrator's written response, should cite reasons for action taken or not taken. If the written response of the department head, chair, school director, or appropriate supervisor/director is satisfactory to the grievant, that ends the matter.

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

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

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

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

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

Step three: If the resolution of the grievance proposed in the written response by the step two administrator is not acceptable, the grievant may advance the grievance to the step three administrator. The step three administrator is the vice president for human resources or the vice provost for faculty affairs. The grievant must advance the complaint to the step three administrator within five weekdays of receiving the written response from the step two administrator. If the grievant works in a college or academic vice president's division, the step three administrator will provide the provost a copy of the grievance to the provost.

Advancement of a grievance to step three includes consideration by an impartial Administrative and Professional Faculty Senate hearing panel unless the grievant

petitions the step three administrator to bypass the hearing panel and rule on the grievance. If the step three administrator accepts the request to rule on the grievance, there is no subsequent opportunity for the grievance to be heard by an Administrative and Professional Faculty Senate hearing panel. If the step three administrator does not accept the petition, an Administrative and Professional Faculty Senate hearing panel is formed to review the grievance as outlined in these procedures. An Administrative and Professional Faculty Senate hearing panel may also be convened to determine whether a complaint may be grieved under university policy.

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

Hearing Panel: A grievance hearing for A/P faculty is conducted by an ad hoc panel selected by the Administrative and Professional Faculty Senate Vice President from the current A/P Faculty Senate membership, including Senators and Alternates. A hearing panel consists of three A/P Faculty Senators or Alternates, an alternate panel member, and the non-voting chair. The chair polls all appointees to ensure ~~that they have~~ no conflict of interest in the case. Either party may challenge one of the appointments, including the alternate. Other replacements are made only for cause. The alternate serves as a replacement panel member if the need arises.

To ensure uniformity in practice, the Administrative and Professional Faculty Senate Vice President serves as the non-voting chair of each hearing panel. If the Administrative and Professional Faculty Senate Vice President has a conflict of interest concerning a case, they ~~chair~~ appoint~~s~~ a replacement from among the Administrative and Professional Faculty senators who serve on the Commission for Administrative and Professional Faculty Affairs (CAPFA) ~~at- large~~ to serve as chair of the hearing panel. In the unlikely event that all A/P faculty senators and alternates have a conflict of interest concerning a case, the Administrative and Professional Faculty Senate Vice President, in consultation with the A/P Faculty Senate ~~president~~President, and an appropriate senior administrative official (president, provost, vice president for human resources), will appoint a non-voting chair and panelists from the A/P faculty at large.

Hearings: After ~~the members of the~~ hearing panel members are appointed, the Administrative and Professional Faculty Senate Vice President requests that each party

to the grievance provide relevant documentation to be shared among the parties and the hearing panel. The panel holds its initial hearing with both principals present within 15 weekdays of receipt of the grievance by the Administrative and Professional Faculty Senate Vice President. If the panel ~~feels it~~ needs to investigate the case further, ~~or~~ requires more information, or desires to hear witnesses, the hearing is adjourned until the panel completes the necessary work or scheduling can occur. The hearing is then reconvened as appropriate (and within the 45-day period required by this policy~~,~~ unless agreed upon by both parties).

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

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

Findings and Recommendations: The hearing panel concludes its work and makes its recommendations within 45 weekdays of receipt of the grievance by the Administrative and Professional Faculty Senate Vice President. The time limit for consideration may be extended by agreement of both parties.

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

Action of the Step Three Administrator: The step three administrator meets with the grievant within 10 weekdays after receiving the findings and recommendations of the hearing panel to discuss the case and advise the grievant about the prospects for disposition of the case. Within 10 weekdays of that meeting, the step three administrator sends ~~to~~ the grievant the decision in writing concerning the disposition of the grievance. If the step three administrator's decisions is satisfactory to the grievant, even if it differs from the hearing panel's recommendations, then that ends the matter. If the step three administrator's decision is ~~fully~~ entirely consonant with ~~(or exceeds)~~ the hearing panel's recommendations ~~of the hearing panel~~, ~~or if~~ whether or not it is satisfactory to the grievant, ~~even if it differs from the recommendations of the hearing panel,~~ that ends the matter, and there is no further appeal.

Step four: If the step three administrator's decision is not consonant with the hearing panel's recommendations and is not acceptable to the grievant ~~and not consonant with the recommendations of the hearing panel~~, only then may the grievant ~~may~~ appeal ~~in writing~~ to the university president. The appeal must be made within 20 calendar days of the step three administrator's decision and must be in writing. The president's decision is final.

7.8.3 Timeliness of Grievance and Procedural Compliance

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

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

If the grievant does not follow the time limits specified in the grievance procedure it is assumed that the last proposed resolution is accepted as satisfactory. If the grievant desires to advance the grievance after the appropriate specified time limits have lapsed, the administrator who receives the late submission notifies the Administrative and Professional Faculty Senate Vice President in writing, who determines if there was ~~good~~ a reasonable cause for the delay. If so, the grievance proceeds. If not, the process ends with the most recently proposed resolution in force. The finding on the matter by the Administrative and Professional Faculty Senate Vice President is communicated to both parties in writing.

If either party to a grievance charges the other with procedural violations, other than time limit issues, the Administrative and Professional Faculty Senate Vice President rules on the question, as in disputes about the validity of procedural issues qualifying for the grievance procedure. The Administrative and Professional Faculty Senate Vice President has the following options: The Administrative and Professional Faculty Senate Vice President can either find no ~~significant~~ substantial procedural violation occurred, in which case the grievance process continues unaffected, or that a ~~significant~~ substantial procedural violation did occur. If the step one or step two administrator committed a ~~significant~~ substantial procedural violation, the grievance automatically qualifies for advancement to the next step in the grievance process. If the grievant committed a

significant procedural violation, the grievance process ends at that point for that grievance with the last proposed resolution established as the final disposition of the case.

7.8.4 Valid Issues for Grievance

For this process, a grievance is defined as a complaint by an A/P faculty member alleging a violation, misinterpretation, or incorrect application of a university policy, procedure, or practice ~~of the university~~ that directly affects the grievant. Some examples of valid issues for filing a grievance are termination for cause; improperly or unfairly determined personnel decisions that result in an unsatisfactory annual performance evaluation; unreasonable merit adjustment or salary level; excessive teaching load/work assignments; reprisals for activities protected by law or policy; substantive error in the application of policy; matters relating to academic freedom.

Issues not open to grievance. While A/P faculty disputes with the university administration may be dealt with using this grievance policy, the following issues may not be made the subject of a grievance: appropriate application of policy by the university administration or the university governance system; contents of university policies and procedures; the routine assignment of university resources (e.g., space, operating funds, parking, etc.); ~~normal~~ everyday actions taken, or recommendations made, by administrators or committee members acting in an official capacity in the grievance process; those items falling within the jurisdiction of other university policies and procedures for example, complaints of unlawful discrimination or harassment, complaints related to unprofessional or unethical conduct, complaints related to non-reappointment, promotion, or abolition of position).

See chapter two of this handbook for information regarding “Allegations of Unprofessional or Unethical Conduct” against an A/P faculty member.

The Administrative and Professional Faculty Senate does not consider the subject of a grievance while it is simultaneously under review by another committee or panel of the university.

7.8.5 Particular Concerns and Definitions

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

Time limits are subject to an extension by written agreement of both parties. The grievant and the administrator involved at that step of the discussion make such an agreement. Visit Faculty Forms for the “Agreement to Extend the Deadline for Grievance Response” form.

At step three, if necessary, t~~T~~he principals and the Administrative and Professional Faculty Senate Vice President~~, if necessary,~~ negotiate time limit extensions ~~of time limits at step three~~. In case of disagreement, the Administrative and Professional Faculty Senate Vice President rules on time extensions and procedural questions or recommendations designed to expedite the proceedings while providing a peer review of the grievance.

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

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

To protect a grievant from undue pressure in the pursuit of a grievance, if a grievant becomes ill and takes sick leave, the grievance process stops until ~~such time as~~ the grievant can resume duties. Exceptions to this provision are made at the ~~request of the~~ grievant's request, but only if the grievant obtains and produces medical certification that proceeding with the grievance will not ~~be harmful to the health of~~ harm the grievant's health or exacerbate the ailment that required taking sick leave.

The grievant bears all costs of legal counsel employed by a grievant. ~~All costs of legal counsel employed by a grievant are borne by the grievant.~~

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

~~In the event that~~If an A/P faculty member discovers there is a grievance about actions by an administrator above the level of the supervisor that directly involve the A/P faculty member, or with actions by an administrator not in the department/unit or school that directly involve the A/P faculty member, the grievant initiates the grievance process by seeking the intervention of the supervisor within 30 calendar days of the date when the grievant knew or should have known of the event or action that is the basis for the grievance. If that effort does not resolve the grievance satisfactorily, the grievant, after consulting the supervisor, may file the grievance form for A/P faculty at the appropriate level or with the ~~appropriate~~ proper administrative office to initiate a response from the

administrator perceived as the source of the action causing the grievance. The grievance process then proceeds from that level onward in the usual fashion.

A grievance filed by an A/P faculty member concerning an action of either the provost, ~~senior~~ executive vice president and chief ~~business~~ operating officer, vice provost for faculty affairs, or the vice president for human resources is handled by the Administrative and Professional Faculty Senate Vice President and an impartial hearing panel. Still,~~, but~~ the findings and recommendations of the hearing panel are sent to the president for ruling. A grievance filed by a faculty member concerning an action of the university president ~~of the university~~ is dealt with by a special panel appointed by the provost in consultation with the ~~chair of the Commission on~~ Administrative and Professional Faculty ~~Affairs~~Senate Vice President.

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

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

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

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

Time limits are subject to extension by written agreement of both parties. The grievant and the administrator involved at that step of the discussion make such an agreement. Visit Faculty Forms for the "Agreement to Extend the Deadline for Grievance Response" form.

The Administrative and Professional Faculty Senate can determine the validity of a grievance under university policy ~~can be determined by CAPFA~~ at any point in the process.

Step One

Timing	Step Number and Description	
Within 30 days of event	1a.	Grievant submits written grievance to step one administrator (for Extension A/P faculty this is usually the district director) and Administrative and Professional Faculty Senate Vice President.

Within 10 weekdays	1b. ~~CAPFA~~ Administrative and Professional Faculty Senate Vice President~~chair~~ acknowledges in writing to grievant that copy of grievance has been received. 1c. Administrative and Professional Faculty Senate Vice President convenes a grievability panel to determine the admissibility of the issue to the grievance process per chapter seven, “Valid Issues for Grievance.” The grievability ruling will be documented and a written report on the deliberation sent to all parties concerned. 1d. If the issue is not grievable, the grievance process concludes. 1e. If the issue is grievable, the step one administrator responds to grievance in writing on the grievance form. 1f. If step one administrator’s response is satisfactory to grievant, that ends the matter. 1g. If step one administrator’s response is not satisfactory to the grievant, move to step two within 5 weekdays.

Step Two

Timing	Step Number and Description
Within 5 weekdays	2a. Grievant submits written grievance to the step two administrator, usually the dean or vice president (for Extension A/P faculty, this is the dean of the College of Agriculture and Life Sciences). If the grievance involves a programmatic issue for an Extension A/P faculty member where responsibility for that program lies with a different dean, the designated step two administrator consults with the programmatic dean before rendering a decision. 2b. Step two administrator meets with the grievant and provides a written response. 2c. If step two administrator’s response is satisfactory to grievant, that ends the matter. 2d. If step two administrator’s response is not satisfactory to grievant, move to step three within 5 weekdays.

Step Three

Timing	Step Number and Description
Within 5 weekdays	3a. Grievant advances grievance form to the step three administrator (the vice president for human resources or

		the vice provost for faculty affairs) who then, depending on reporting structure, shares a copy of the grievance with the provost.
Within 5 weekdays	3b.	Step three administrator acknowledges receipt of grievance and forwards copy to Administrative and Professional Faculty Senate Vice President.
Within 5 weekdays	3c.	Administrative and Professional Faculty Senate Vice President acknowledges in writing to grievant that copy of grievance has been received from the step three administrator and forwards a copy of the "Hearing Procedures for Administrative and Professional Faculty Grievances" to parties in the grievance process.
Within 15 weekdays	3d.	Administrative and Professional Faculty Senate Vice President convenes a hearing panel that holds its initial meeting with both principals.
Within 45 weekdays	3e.	The hearing panel concludes its work and makes recommendation to step three administrator and grievant.
Within 10 weekdays	3f.	Step three administrator meets with grievant.
Within 10 weekdays	3g.	Step three administrator notifies grievant in writing of the decision.
	3h.	If the step three administrator's decision is satisfactory to the grievant, even if it differs from the recommendations of the hearing panel, then that ends the matter. If the step three administrator's decision is fully consonant with ~~(or exceeds)~~ the recommendations of the hearing panel, ~~or if it is satisfactory to the grievant even if it differs from the recommendations of the hearing panel~~whether or not it is satisfactory to the grievant, that ends the matter and there is no further appeal.
	3i.	If the step three administrator's decision is not consonant with the recommendations of the hearing panel, and is not acceptable to the grievant ~~and not consonant with the recommendations of the hearing panel~~, only then may the grievant ~~may~~ appeal ~~in writing~~ to the university president. The appeal must be made within 20 calendar days of the step three administrator's decision.

Step Four

Timing	Step Number and Description

Within 20 calendar days	4a. 4b.	Grievant appeals in writing to president. The president’s decision is final.

Open Session Agenda

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

Open session meeting begins at 1:15 p.m. in Latham A/B.

		Agenda Item	Reporting Responsibility
	1.	Welcome and Introductions	Jeanne Stosser
	2.	Consent Agenda	Jeanne Stosser
		a. Minutes from the June 2025 Committee Meeting	
*		b. Resolution on the Demolition of University Building No. 0124A	
*		c. Resolution on the Demolition of University Building No. 0578	
*		d. Resolution on the Demolition of University Building No. 0583	
*		e. Resolution on the Demolition of University Building No. 0584	
*		f. Resolution on the Demolition of University Building No. 0589	
*		g. Resolution on the Joint Appointment to the Virginia Tech/Montgomery Regional Airport Authority	
*		h. Resolution on the Appointment to the New River Valley Emergency Communications Regional Authority	
	3.	EVPCOO Remarks	Amy Sebring
# +	**4.**	Physical Assets/Infrastructure -- Facilities Management Approach	Dwyn Taylor
# +	**5.**	Land Use and Planning (Campus Master Planning) Approach	Liza Morris
# +	**6.**	Capital Outlay Approach	Travis Jessee
# +	**7.**	Acceptance of the Quarterly Capital Project Status Report	Travis Jessee
	8.	Design Preview/Review – Improve Center Woods Complex	Travis Jessee
	9.	Future Agenda Items and Closing Remarks	Jeanne Stosser

*** Requires Full Board Approval**
 # Discusses Enterprise Risk Management Topic(s)
+ Discusses Strategic Investment Priorities Topic(s)

Open Session Briefing Report

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

Open session meeting begins at 1:15 p.m. in Latham A/B.

1. **Welcome and Introductions:** The Committee Chair will open with welcoming remarks and introductions.

2. **Consent Agenda:** The Committee will consider for approval and acceptance the items listed on the Consent Agenda.

    a. **Minutes from the June 2025 Committee Meeting:** The Committee will review for approval the minutes from its March 2025 meeting.

    b. **Resolution on the Demolition of University Building 0124A:** The Committee will review for approval a resolution on the demolition of university building 0124A (Greenhouse F6). Building No. 0124A, located at 201-A Garden Lane, is a 1,978-square-foot self-contained hoop structure greenhouse built in 1973. Since its construction, the structure has deteriorated and is no longer viable or efficient for use by the program. The College of Agriculture and Life Sciences will obtain a state-of-the-art Controlled Environment Agriculture greenhouse to replace building 0124A that will more effectively serve the dynamic plant and environmental sciences program. The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

* c. **Resolution on the Demolition of University Building 0578:** The Committee will review for approval a resolution on the demolition of university building 0578 (Trailer). Building No. 0578, located at 401 Inventive Lane, is a 696-square-foot trailer positioned in a wooded area that has historically provided office and storage accommodations for research personnel. The structure has significantly deteriorated and has exceeded its serviceable lifespan. The forthcoming capital improvement project at Center Woods includes provisions for new office and storage facilities, rendering this trailer obsolete. The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

* d. **Resolution on the Demolition of University Building 0583:** The Committee will review for approval a resolution on the demolition of university building 0583 (Forestry and Wildlife Storage). Building No. 0583,

located at 697 Inventive Lane, is a 3,245-square-foot structure previously used for Forestry and Wildlife Storage. The building has fallen into disrepair and no longer meets program requirements. The new facility, once constructed, will provide adequate and modern storage accommodations, eliminating the need for this structure. The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

* **e. Resolution on the Demolition of University Building 0584:** The Committee will review for approval a resolution on the demolition of university building 0584 (Aquaculture Facility, South Wing). Building No. 0584 (South Wing), located at 756 Inventive Lane, comprises 3,837 square feet of a larger aquaculture facility. This portion of the building, constructed in 1976, is the oldest section of the structure. A 5,437-square-foot addition, built in 1989, is not included in the demolition and will remain in use. The planned capital project will provide updated and consolidated laboratory, office, and storage space, allowing for the removal of the outdated south wing. The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

* **f. Resolution on the Demolition of University Building 0589:** The Committee will review for approval a resolution on the demolition of university building 0589 (Amphibious Lab). Building No. 0589 is an 806-square-foot, two-room laboratory also located at 756 Inventive Lane. The facility is in a state of decline and has reached the end of its useful life. Replacement laboratory space is incorporated in the design of the new Center Woods building, supporting continued research operations without disruption. The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

g. Resolution on the Joint Appointment to the Virginia Tech/Montgomery Regional Airport Authority: The Committee will review for approval a joint appointment to the Virginia Tech/Montgomery Regional Airport Authority. The university is requesting approval to jointly appoint Nathaniel L. Bishop as the at-large member to the Virginia Tech/Montgomery Regional Airport Authority.

h. Resolution on the Appointment to the New River Valley Emergency Communications Regional Authority: The Committee will review for approval an appointment to the New River Valley Emergency Communications Regional Authority. The university is requesting approval to appoint Amy Orders, Associate Vice President for Public Safety as the Virginia Tech representative and member on the New River Valley Communications Regional Authority.

3. **EVPCOO Remarks:** Executive Vice President and Chief Operating Officer, Amy Sebring, will update the committee on matters of University Operations.

#+ 4. **Physical Assets/Infrastructure -- Facilities Management Approach:** The Committee will receive a comprehensive overview of Virginia Tech's physical assets/infrastructure and facilities management approach, presented by Dwyn Taylor, Vice President for Facilities and Chief Facilities Officer. This briefing will emphasize the integral relationship between institutional governance and the university's strategic, operational, and tactical execution of facilities management.

Virginia Tech is committed to providing infrastructure that is safe, reliable, mission-centric/ user-focused, and cost-effective. The university's extensive land holdings, infrastructure, and facilities across a wide variety of location form the foundation for delivering world-class education, research, and outreach while preserving a distinct sense of place.

Oversight by the Buildings and Grounds Committee of the Board of Visitors plays a vital role in guiding the responsible evolution of the physical plant. The Committee ensures that Virginia Tech's investments and development align with institutional priorities and advance long-term goals, including those articulated in the Beyond Boundaries vision and Six-Year Capital Outlay Plan.

Supporting this governance role is the Division of Facilities' matrix-based organizational structure, which allows for both strategic alignment and responsive delivery.

This structure operates within the university's facilities management framework, which is driven by three layers of institutional intent:

- *Strategic* drivers shape long-range planning, capital investment, and alignment with institutional mission, vision, and values.
- *Operational* drivers guide the delivery of services and programs that support academic and research continuity, occupant safety, and environmental responsibility.
- *Tactical* drivers inform day-to-day priorities and decision-making, ensuring effective execution, responsiveness, and stewardship at the ground level.

The division, led by the Vice President for Facilities and Chief Facilities Officer, is organized into three business lines that are directly responsible for maintaining and developing the physical campus:

- Facilities Operations
- Energy and Utilities
- Facilities Design and Construction

These are directly influenced by four support lines that provide essential policy, regulatory, and technical guidance to ensure institutional integrity and consistency across all projects and operations:

- University Building Official
- University Space Official
- University Architect
- University Engineer

Together, the matrix organizational structure coupled with the framework drivers provide clarity and cohesion across the university's physical plant, empowering the division to translate high-level institutional goals into daily action with positive long-term impact.

At the core of this integrated system is the division's unifying motto, "***Care and Serve***." This ethos reflects the shared commitment to the people, places, and purpose of Virginia Tech. Every facility maintained, every project delivered, and every decision made is stewarded by a culture of care – for the campus community and the university's legacy – and a call to serve its future.
Through the aligned efforts of the Board, the Buildings and Grounds Committee, the President, the Executive Vice President/Chief Operating Officer, the Vice President for Facilities/Chief Facilities Officer, the Division of Facilities, and expansive network of partners and stakeholders, Virginia Tech ensures that its physical environment remains a strategic asset – enabling excellence, fostering connection, and supporting the university's enduring mission of service, discovery, and impact.

#+ **5. Land Use and Planning (Campus Master Planning) Approach:** The Committee will receive a briefing on the university's land use and campus master planning process and strategy, as well as the purpose, evolution, strategic alignment, and role in university governance. The Campus Master Plan documents Virginia Tech's land use strategy and long-range vision, serving as the physical embodiment of its mission and strategic priorities. Our current master plan also provides frameworks for how select aspects of the university's physical environment can evolve over time, ensuring that buildings, infrastructure, open spaces, and underlying systems support institutional growth, adaptability, and long-term mission fulfillment.

The current Campus Master Plan, completed and approved by the Board in November of 2018, facilitated by Sasaki, is an award-winning document that has guided the delivery of academic, research, residential, and auxiliary facilities. Rooted in the university's Beyond Boundaries 2047 strategies, the plan was shaped through broad-based stakeholder engagement and serves as a foundational tool for aligning capital investment with institutional priorities. It reflects the university's identity and preserves the character of Virginia Tech's distinct legacy assets.

Adhering to a ten-year renewal approach, the university is currently poised to initiate a Campus Master Plan update process this fiscal year, targeting adoption by the Board in November 2028. Each master plan update process begins with a purposeful recentering around the universities strategic plan, and strategic goals or initiatives. The process also seeks to address change agents.

Given the Committee's governance role in endorsing campus development priorities, land use and planning, and monitoring alignment with institutional strategy, this presentation is intended to begin to equip members with context and insights to aide a full participation in the planning process. In preparation for the work ahead, the Committee's engagement and leadership is crucial, and each member of the Board will be extended an invitation to meet with university staff to review the current plan in detail.

By reinforcing the Campus Master Plan as both a strategic roadmap and a stewardship tool, the presentation lays the foundation for informed, proactive governance as Virginia Tech's physical campus continues to evolve in service of its mission.

6. **Capital Outlay Approach:** The Committee will receive an overview of the university's capital outlay approach from Travis Jessee, Assistant Vice President for Facilities Design and Construction. As the governing body responsible for oversight of the university's physical plant, infrastructure, land use, and capital planning, the Committee reviews and approves capital outlay requests and monitors progress on authorized projects. This governance role ensures that projects align with institutional priorities, comply with regulatory requirements, and are delivered efficiently and effectively. The annual overview of the Capital Construction program supports the Committee's oversight responsibilities by promoting process awareness and providing transparency into the overall program.

   The Division of Facilities provides leadership in the administration and management of all major capital outlay projects. These are defined as projects with a total cost of $3 million or more, inclusive of all expenditures necessary to complete the project, and/or involving construction of 5,000 square feet or more. Project managers work closely with sponsoring colleges and departments, future building users, and other stakeholders to ensure project goals are met. Following authorization by the Board of Visitors, project managers oversee all phases of the project from initiation through completion and close-out.

#+ 7. **Acceptance of the Quarterly Capital Project Status Report:** The Committee will review and consider acceptance of the quarterly capital project status report. This report supports the Committee's governance responsibilities by providing regular oversight of the university's capital construction activities. It allows the Committee to monitor project scope, schedule, budget, and alignment with institutional priorities. The review ensures transparency, accountability, and

effective stewardship of university resources. It is a key tool in fulfilling the Committee's charge related to the maintenance and development of the physical plant and infrastructure, land use and planning, and the review and development of capital outlay requests.

The current active portfolio includes 15 authorized projects, including both active projects and recently completed ones within their one-year warranty phase. These projects represent a total value of approximately $1.3 billion, add approximately 1.1 million gross square feet of new construction, and renovate nearly 294,000 gross square feet of existing space.

8. **Design Preview/Review – Improve Center Woods Complex:** The Committee will review for approval the combined design preview/review for Center Woods. The Committee is charged with overseeing the development and stewardship of the university's physical assets, including the review of capital project planning and design to ensure alignment with institutional goals and priorities. As part of its responsibilities, the Committee will review and consider approval of the combined design preview and review materials for the Improve Center Woods Complex project. This action affirms the Committee's role in advancing the physical planning and design process for capital projects and provides the necessary authorization for the project to proceed.

   The Department of Fish and Wildlife Conservation, in the College of Natural Resources and the Environment (CNRE) at Virginia Tech is home to nationally and internationally recognized undergraduate and graduate programs, including the only undergraduate program in fisheries management in the Commonwealth of Virginia, and stands as a model of stakeholder integration under the land-grant university mission. The applied research conducted by the faculty and students of the department directly benefits conservation of game and non-game species in the Commonwealth through cooperative research and the provision of federal funds.

   In alignment with the College of Natural Resources and Environment's Strategic Plan 2020–2025, the college has introduced new degree programs and academic majors to advance its educational and research mission. A central priority emerging from this strategic direction is the development of a state-of-the-art research, teaching, and outreach facility at Center Woods.

   Located on the western periphery of Virginia Tech's Blacksburg campus – just beyond the Agricultural Belt and U.S. 460 – Center Woods is a forested area that serves as a vital hub for field-based learning and research. It functions as the primary staging ground for departmental field studies and academic field trips, offering students at both undergraduate and graduate levels immersive, hands-on learning experiences that are essential to their academic and professional development.

Investing in modern, high-quality infrastructure at Center Woods will profoundly enhance the department's research capacity, enrich faculty scholarship, and elevate student training. The co-location of classrooms, research laboratories, facilities for animal husbandry under controlled experimental conditions, and extensive forested landscapes creates a uniquely integrated environment for innovation and collaboration. Here, students and research partners can engage directly with the contemporary tools and methodologies that define modern fish and wildlife conservation.

The Improve Center Woods Complex initiative will ensure that CNRE students are better equipped to confront the evolving challenges of 21st-century natural resource management – ranging from the impacts of sea level rise on coastal ecosystems to the pressures of increasing urbanization across Virginia. This investment represents a forward-looking commitment to preparing the next generation of conservation professionals and scholars.

Due to the project's schedule, scale, and level of complexity—and to align with the budget through the Value Management process, the project has advanced to the Preliminary Design phase. Working drawings are expected to begin in mid-2025, with substantial construction completion anticipated by fall 2027. Planning authorization was approved as part of the 2024–2026 Biennium, with funding support from the Virginia General Fund. This combined preview and review will not set a precedent for future projects.

9. **Future Agenda Items and Closing Remarks:** The Committee will discuss potential topics for inclusion on future meeting agendas.

Open Joint Session Agenda

FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

Latham Ballroom A/B, the Inn at Virginia Tech

2:30 p.m.

August 19, 2025

		Agenda Item	Reporting Responsibility
*#+	1.	Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032	Simon Allen Dwyn Taylor Rob Mann
*	2.	Approval of Resolution for Planning the Academic Building One – Sixth Floor Upfit	Simon Allen Dwyn Taylor Rob Mann
*	3.	Approval of Resolution for Planning the Campbell Hall Renovation	Simon Allen Dwyn Taylor Rob Mann
*	4.	Approval of Resolution for Planning a New Residence Hall	Simon Allen Dwyn Taylor Rob Mann

*** Requires full Board approval**
 # Discusses Enterprise Risk Management topic(s)
+ Discusses Strategic Investment Priorities topic(s)

Briefing Report

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

August 19, 2025

Joint Open Session

*#+ 1. **Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032:** The Committees will review for approval the Nongeneral projects for the 2026-2032 Capital Outlay Plan. The university prepares an updated Six-Year Capital Outlay Plan every two years as part of its normal planning and budgeting cycle. The Plan is a critical component of positioning the university for state support of major Educational and General projects and for advancing high priority projects that may be funded entirely with nongeneral fund resources. The Board of Visitors reviewed and approved the list of General Fund projects for inclusion in the 2026-2032 Capital Outlay Plan at the March 2025 meeting. The Nongeneral fund projects cover the auxiliary enterprise system projects and other projects requesting some combination of private support, returned overhead dollars, external construction grants, and/or nongeneral fund debt to fund the total costs, including long-term leases.

   Under the university's Management Agreement with the commonwealth, for Capital Projects, the Board of Visitors has the authority to approve and implement projects supported 100 percent by nongeneral funds. Each project follows a multi-step approval process by the Board: 1) inclusion in the approved Six-Year Capital Outlay Plan, 2) authorization for planning to produce design documents to validate the project's feasibility, 3) authorization for construction when funding is available and sufficient, and 4) approval of external debt required for any capital project prior to issuance if needed.

* 2. **Approval of Resolution for Planning the Academic Building One – Sixth Floor Upfit:** The Committees will review for approval a resolution to plan the Academic Building One – Sixth Floor Upfit capital project. The existing facility includes 300,000 GSF over eleven floors with nine floors fully programmed, and the sixth and seventh floors were reserved for future needs. The approximately 35,500 GSF floor upfit will support the relocation and expansion of the Pamplin College of Business and other academic programs located in the building. This is a $1.5 million planning authorization to complete designs through working drawings for this capital upfit project.

* 3. **Approval of Resolution for Planning the Campbell Hall Renovation:** The Committees will review for approval a resolution to plan the Campbell Hall renovation capital project. The project will renovate Campbell Hall, a historic 329 bed residence hall located on the Drillfield. The 67,000 GSF building is split into two wings: the main wing was built in 1930, and the east wing was built in 1940. The facility has received few improvements since its original construction, and this renovation will address the mechanical, electrical, and plumbing systems and it will update the interior rooms and bathrooms. This is a $4 million planning authorization to complete designs through working drawings for the Campbell Hall renovation capital project.

* 4. **Approval of Resolution for Planning a New Residence Hall:** The Committees will review for approval a resolution to plan a new residence hall. The project envisions a new residential facility, targeting up to 600 modern beds which would increase residential capacity to allow for campus residential renovations to occur without significantly impacting the current residential and dining programs. The new residence hall will allow the university to continue to sustain moderate growth over time and to facilitate the renovation of existing residential assets. This is a $10 million planning authorization to complete designs through working drawings for the new residence hall capital project.

Nongeneral Fund Capital Outlay Plan for 2026-2032

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

July 16, 2025

Background:

As a continuation of the March 2025 Board of Visitors item approving the General Fund portion of the Six-Year Capital Outlay Plan (Plan), the Nongeneral fund portion of the plan is proposed in this report.

The university sets a six-year planning period, identifying two lists of projects: i) a list of General Fund projects for submission in the state budget process and ii) a list of projects the university anticipates funding entirely through nongeneral funds.

A brief description of each project, including the nongeneral fund projects, is shown in an updated Appendix 1.

Approval of the Plan by the Board of Visitors does not approve funding or action for any of the projects listed in the Plan. The Board of Visitors must approve separate requests to initiate design and construction for a project listed on the Plan. To the extent the university determines that issuing debt is necessary to support the cash flow requirements of a capital project, the Board of Visitors must also approve the debt issuance.

Both the process to identify and select projects for the plan as well as the strategic priorities for the planning period remain unchanged from the March 2025 General Fund Capital Outlay Plan update that was approved by the Board.

The university's established four strategic priorities to guide the needs identification for the planning period include:

- Global Distinction,
- Student Experience and Success,
- Facility Asset Management and Renewal, and
- Alignment with state capital funding priorities.

Planning Constraints:

Estimated financial resources for any planning period are finite and constrain the size of a plan and the likely pace of progress to implement projects on the plan. The key financial constraints for the planning period for nongeneral projects are described below:

1. Nongeneral Fund Cash for Projects:

   Educational and General operating dollars, including General Fund appropriations and tuition, are not used to support capital outlays.

   Nongeneral fund revenues for capital outlays include auxiliary enterprise rates for residential and dining, auxiliary enterprise sales and services, comprehensive fees, overhead generated from indirect cost recoveries from grants and contracts, and private gifts.

   In general, the scale of these revenue sources is efficient relative to the costs they are designated to support; thus, the university does not generally accumulate large cash reserves that may be used to support capital projects.

   The cash that does accumulate is normally the result of cash flows that are positioned to service debt. To the extent these stores are available, the university uses them as a source in a capital project budget to reduce the amount of debt that would otherwise be required.

   The exception is private gifts designated for capital outlays. The university strives for private gift payments to be structured over a five-year payment schedule to closely align with the cash outflows of a capital project; thus, any amount of debt required to carry pledge payments should be minimal.

2. Nongeneral Fund Revenues for Debt Service:

   The nongeneral fund sources described above may also be used to support debt service.

   The use of the university's debt capacity for a project is first determined by the strength of revenues to support debt service obligations. The university's budget and planning processes include extensive due diligence and business planning work to ensure a high level of confidence that future revenues with be available and sufficient to service and retire any planned debt issuances, including long term leases.

   Conversely, without the assurance that a revenue source will be available and sufficient for the entire repayment term of an issuance, debt is not allocated to a project.

3. Debt Financing:

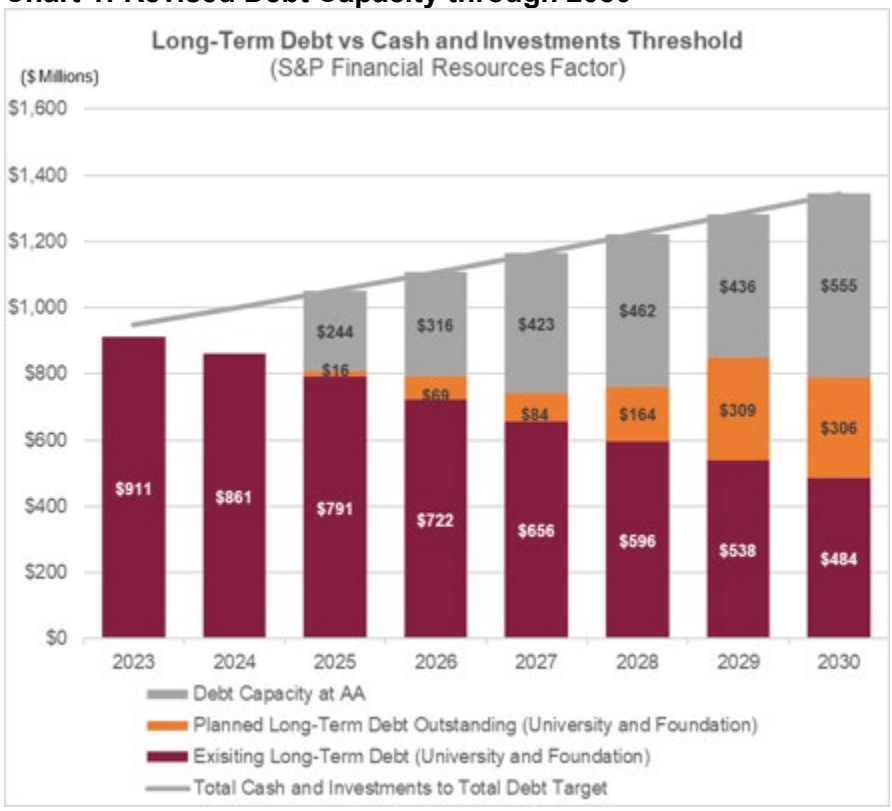
Projects with nongeneral fund support, including portions of some gift campaigns, may use external debt to finance a portion of the project. Each potential debt financing undergoes an internal financial feasibility assessment to ensure resources are sufficient to cover the full debt service term without unnecessary financial risk to the unit's operations.

The positioning of debt is further analyzed to ensure the university does not exceed the parameters of the university debt policy or debt management practices, which sets a maximum limit of a six percent ratio of total annual debt service to total operating expenses. This evaluation is projected six-years out and includes anticipated issuances for projects in the Plan.

The Board of Visitors reviews and approves an annual report of debt capacity and debt ratio and authorizes individual debt packages prior to an issuance. These practices provide an important set of controls to ensure the institution's debt obligations do not become a point of inflexibility in reaching the operational goals of the institution, to ensure the university is holding sufficient debt capacity for its highest priorities, and to ensure compliance with restructuring requirements for credit ratings and debt ratios.

4. Debt Capacity:

Chart 1: Revised Debt Capacity through 2030



The chart above illustrates the university's revised debt capacity that is based on current capital project and debt issuance assumptions. It also assumes Cash and Investments are expected to grow $70 million annually for the university and between two to six percent for the Virginia Tech Foundation during the planning period. The controlling ratio in our debt capacity analysis is Total Cash and Investments to Total Debt. The Student Life Village Phase I had planned $330 million of debt in fiscal years 2026-28, this has been removed; but the analysis assumes $100 million for two replacement residential projects that are included in the revised Nongeneral Fund Capital Plan (see Attachment B) starting in fiscal year 2028. The ratio suggests unused debt capacity is currently $244 million, peaking at $555 million in 2030.

Refer to Appendix 2, which contains the university's revised Illustration of Debt Allocations chart (within a six percent ratio), which has been updated as of July 8, 2025, with current capital outlay project assumptions.

General Fund Project List, Attachment A

Attachment A lists the highest priority projects requesting General Fund resources. Projects are listed under each division of Virginia Tech in their priority order, which reflects the strategic priorities of the university and state priorities as understood at this time. This portion of the Capital Outlay Plan remains unchanged from the March 2025 Board of Visitors meeting.

On June 30, 2025, the state issued instructions for the preparation and submission of Capital Budget Requests for the 2026-28 Biennial Budget. The deadline for submission of the Capital Budget Requests to the state was July 28, 2025, and the university prepared and submitted its highest priority General Fund capital requests by the due date.

Nongeneral Fund Project List, Attachment B

Attachment B lists the highest priority projects that call for entirely nongeneral fund resources in their budget and that are reasonably expected to be implemented by 2032. This section covers the auxiliary enterprise system projects and other projects requesting some combination of private support, returned overhead dollars, external construction grants, and/or nongeneral fund debt to fund the total costs, including long-term leases.

Under the university's Management Agreement with the commonwealth for capital projects, the Board of Visitors has the authority to approve and implement projects supported 100 percent by nongeneral funds. Each project follows a three-step budgetary approval process by the Board of Visitors and those that require external debt require a fourth approval step. The steps include 1) inclusion in the approved Six-Year Capital Outlay Plan, 2) authorization for planning to produce design documents to validate the project's feasibility, 3) authorization for construction when funding is available and sufficient, and 4) approval of external debt required for any capital project prior to issuance.

Auxiliary enterprise projects with a financing plan that calls for an increase in student fees depend on Board of Visitors' approval of the rates as part of the annual tuition and fee actions. Projects with a financing plan that calls for private gifts depend on the successful completion of donation commitments and cash receipts.

Project Costs:

The university uses two parametric-based cost estimating methods for each project which are then compared and reconciled to inform the cost amounts used in the Plan.

The first method is the Commonwealth's July 2025 Department of General Services (DGS) Construction Cost Database plus a 1.3 regional market premium factor with a 1.13 escalation rate to reach a July 2028 midpoint of construction. [Note: escalation rates for this planning period are aligned with historical norms of approximately 1.12 to 1.14.]

The second method is based on historical data reflecting actual project costs for similar projects escalated to a date that matches the “as of date” of the DGS cost database and then escalated to the same July 2028 midpoint of construction.

These cost estimates provide a reasonable order of magnitude for planning purposes. Actual project budgets and costs may stray from the amounts used in the plan when escalation runs at a pace significantly different from the rates used in these estimates and/or the approved project scope is modified when design is authorized to proceed.

Summary:

The university’s updated Nongeneral Fund Plan for the 2026-2032 period, as shown in Attachment B, moves forward projects that address facility asset management and renewal to ensure the continuity of ongoing programs and services as well as strengthens student experience and success.

Combined with the General Fund Plan for the 2026-2032 period, approved by the Board of Visitors in March of 2025, the university is requesting approval of the Nongeneral fund component of the plan, to complete the Capital Outlay Plan for the 2026-2032 planning period.

RECOMMENDATION:

That the Nongeneral Fund portion of the Capital Outlay Plan for the 2026-2032 planning period be approved.

August 20, 2025

ATTACHMENT A - General Fund

Six-Year Capital Outlay Plan for 2026-2032

as of February 18, 2025

			Dollars in Thousands Escalated to July 2028			
			General Fund	Nongeneral Fund	Debt	Total
University Division						
Academic Construction and Renovation						
1	Virginia Tech Carilion School of Medicine and Fralin Biomedical Research Institute Expansion	(1)	$ 138,300	$ -	$ 26,200	$ 164,500
2	Chemistry/Physics Facilities Renovation & Expansion (Hahn)		101,000	-	35,000	136,000
3	Renovate and Renew Academic Buildings Phase II (RRAB II)				-	
	Robeson Hall		30,525	6,475	-	37,000
	Price Hall		34,200	3,800	-	38,000
	Architecture Annex		8,000	-	-	8,000
	RRAB II Subtotal		72,725	10,275	-	83,000
4	Derring Hall Renovation		115,625	-	9,375	125,000
5	Newman Library Renovation		82,000	-	-	82,000
6	Burruss Hall Renovation		140,000	-	-	140,000
7	Classroom Renovations		25,000	-	-	25,000
Infrastructure and Safety						
1	Derring Hall Envelope Repair	(1)	23,000	-		23,000
2	Utilities Infrastructure Renewal (Chiller Phase III)		48,000		12,000	60,000
3	Life, Health, Safety, Code Compliance Package		8,000	-	-	8,000
	Total University Division Projects		$ 753,650	$ 10,275	$ 82,575	$ 846,500
Cooperative Extension / Agriculture Experiment Station Division (CE/AES)						
1	Agricultural Research and Extension Centers Improvements	(2)	$ 64,000	-	$ -	$ 64,000
2	Relocate Plant-Based Facilities from Glade Road		14,000	-	-	14,000
3	Plant and Zoonotic Disease Research Facility (HABB-II)		83,000	-	-	83,000
4	Renew Animal and Livestock Facilities		31,000	-	-	31,000
5	Brooks Center: Sustainable Packaging Laboratory Addition		13,000	-	-	13,000
	Total CE/AES Division Projects		$ 205,000	$ -	$ -	$ 205,000
Total General Fund Capital Plan for 2026-2032			**$ 958,650**	**$ 10,275**	**$ 82,575**	**$ 1,051,500**

Notes:

(1) Project has State Planning Authorization

(2) AREC Improvements include the Eastern Shore AREC (with current State Planning Authorization), Southern Piedmont AREC and Tidewater AREC

ATTACHMENT B - Nongeneral Fund

Six-Year Capital Outlay Plan for 2026-2032

as of July 14, 2025

		Dollars in Thousands Escalated to July 2028			
		General Fund	Nongeneral Fund	Debt	Total
Blacksburg and Roanoke Academic					
Creativity and Innovation District					
Renovate Henderson Hall		$ -	$ 15,500	$ -	$ 15,500
Renovate Media Building		-	8,900	-	8,900
Renovate Squires Performance Spaces		-	4,400	-	4,400
Expand Vivarium Spaces	(1)	-	-	45,000	45,000
G. Burke Johnston Student Center Renovation		-	-	6,000	6,000
Library Storage Facility addition		-	7,000	-	7,000
Pamplin Hall Renovation		-	8,000	-	8,000
Renovate On-campus University Bookstore		-	4,450	13,350	17,800
Veterinary Teaching Hospital Expansion	(2)	-	23,000	20,000	43,000
		$ -	**$ 71,250**	**$ 84,350**	**$ 155,600**
Blacksburg Auxiliaries and Campus Services					
Campus Services: Mail, Surplus & Storage Facility		$ -	$ 3,000	$ 11,000	$ 14,000
Dining Services Center and Warehouse		-	5,000	20,000	25,000
Parking Garage		-	12,500	30,000	42,500
Rescue Squad Facility	(2)	-	4,500	11,500	16,000
Residential Programs					
Campbell Hall Renovation		-	20,000	20,000	40,000
New Residence Hall Swing Space		-	20,000	80,000	100,000
		$ -	**$ 65,000**	**$ 172,500**	**$ 237,500**
Greater Washington D.C., Metro Area					
Upfit Sixth Floor of Academic Building I		$ -	$ 11,500	$ -	$ 11,500
Total NGF Capital Plan for 2026-2032		**$ -**	**$ 147,750**	**$ 256,850**	**$ 404,600**
GRAND TOTAL SIX-YEAR CAPITAL OUTLAY PLAN		**$ 958,650**	**$ 158,025**	**$ 339,425**	**$ 1,456,100**

Notes:

(1) Project targeted for BOV authorization for long-term lease between the university and Foundation upon completion.

(2) Project has obtained a BOV Planning Authorization

Appendix 1

Project Descriptions for the 2026-2032 Capital Outlay Plan

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

July 15, 2025

General Fund Projects – Listed in Attachment A:

University Division: Academic Construction and Renovation

1. Virginia Tech-Carilion School of Medicine and Fralin Biomedical Research Institute Expansion

This project envisions 125,000 gross square feet (GSF) of new construction including parking, to double the enrollment of the School of Medicine, and a backfill renovation of 51,000 GSF of the vacated space to expand the Fralin Biomedical Research Institute.

2. Chemistry/Physics Facilities Renovation and Expansion (Hahn Hall South)

Hahn Hall was constructed in 1988 with an addition in 2002, and no major renovations since construction was completed. The proposed project includes renovating the entire 71,100 GSF existing building for modern research laboratory and classroom space for the chemistry program and expanding with an addition to provide needed space for instructional classrooms, laboratory space, and support space for the physics program.

3. Renovate and Renew Academic Buildings Phase II (RRAB II)

The Renovate and Renew Academic Buildings Phase II project is a package of three academic buildings with renovation needs, which includes:

- Robeson Hall: Originally constructed in 1960, the proposed project includes a 66,200 GSF renovation for academic classroom, laboratory and support spaces for the College of Science,
- Price Hall: Originally built in 1907, the project would entail a 56,000 GSF academic renovation for the College of Agriculture and Life Sciences, and
- Architecture Annex: Originally built in 1916, the project envisions a 15,800 GSF classroom and office renovation for the College of Architecture, Art, and Design.

4. Derring Hall Renovation

Derring Hall was constructed in 1969 with only one major improvement via renovation since the original construction was completed. This request is to renovate and modernize approximately 168,000 GSF of high demand instructional space for the physical sciences programs.

5. Newman Library Renovation

Newman Library was constructed in 1955 with an addition in 1980, with no major renovations since construction was completed. This project envisions constructing a new high-density library storage facility off-campus to hold volumes that need to be retained followed by a renovation of Newman Library to address outdated and undersized restroom and plumbing facilities, electrical systems, HVAC systems, and egress points to meet student demand for modern academic collaboration and interactive learning formats. The proposed project totals 242,000 GSF and includes the storage needs.

6. Burruss Hall Renovation

The proposed project includes renovating 158,000 GSF of academic and administration space. Burruss Hall was built in 1936 with additions in 1968 and 1970, and a renovation in 2007 to convert a portion of the north elevation to academic use. This project replaces and updates the major building systems within the historic building.

7. Classroom Renovations

This project will renovate 65,000 GSF of outdated and underutilized general assignment classroom space to modernize instructional spaces to meet the existing space demand for interactive learning and uphold the quality of education.

University Division: Infrastructure and Safety

1. Derring Hall Envelope Repair

Derring Hall was built in 1969, is 208,000 GSF, has a Facility Condition Index score of 55 percent, and is the university's largest undergraduate science laboratory instruction building. This project will address the significant spalling, delamination, and cracking of the exterior concrete walls, columns, parapets, and window sealants.

2. Utilities Infrastructure Renewal (Chiller Phase III)

The Utilities Infrastructure Renewal project has two main components. The first component includes a chiller water utility renewal, increasing capacity for existing facilities, and connecting the chilled water plants to the central chilled water loop. The second component is thermal distribution utility renewal, replacing a large portion of the centralized thermal heating distribution system network, a fifty-year old system serving 70 percent of the main Virginia Tech campus.

3. Life, Health, Safety, Code Compliance Package

The university's health, safety, and accessibility initiative for the campus is an ongoing effort, and the university includes a request for this program in each capital plan. This project continues progress on needed campus improvements including accessibility improvements and life safety repairs that are beyond the scope of the Maintenance Reserve program.

Cooperative Extension / Agricultural Experiment Station Division

1. Agricultural Research and Extension Centers Improvements

This project will address the top priority infrastructure and renovation needs for three Agricultural Research and Extension Center sites: Eastern Shore (39,000 GSF), Tidewater (39,800 GSF), and Southern Piedmont (26,600 GSF). This project will make improvements for the research and extension programmatic needs at these locations via a combination of renovation and expansion.

2. Relocate Plant-Based Facilities from Glade Road

This project relocates plant and agricultural-based assets from the Glade Road area to more suitable permanent location near existing College of Agriculture and Life Sciences facilities on campus. The project includes the construction of multiple new buildings of approximately 34,000 GSF and the demolition of outdated assets.

3. Plant and Zoonotic Disease Research Facility (HABB-II)

This project is to provide a 94,000 GSF modern research laboratory space that will focus on infectious disease research and will include the laboratories, laboratory support spaces, faculty offices, and graduate student research space.

4. Renew Animal and Livestock Facilities

This project includes replacing approximately 100,000 GSF of outdated facilities primarily serving beef cattle, equine, sheep, and poultry. The replacement facilities consolidate functions and operational efficiencies.

5. Brooks Center: Sustainable Packaging Laboratory Addition

This project includes construction of a 17,000 GSF addition laboratory to the Brooks Forest Products Center, including fiber-based packaging materials and distribution packaging laboratories, offices and a loading dock. The laboratory will be equipped with cutting-edge technology to test and validate the performance of innovative sustainable packaging materials, accelerating their adoption to tackle pressing industry challenges.

Nongeneral Fund Projects – Listed in Attachment B:

Blacksburg and Roanoke Academic

Creativity and Innovation District Renovations
The proposed Creativity and Innovation District package includes renovating the 40,540 gross square foot (GSF) Henderson Hall, the Media Building (13,200 GSF) and Squires Performance Spaces (11,300 GSF). These renovations are needed to update and modernize spaces for the visual arts and performing arts programs.

Expand Vivarium Spaces
This project proposes a new Vivarium facility constructed in the Corporate Research Center with an estimated size of approximately 68,000 GSF.

G. Burke Johnston Student Center Renovation
This project will renovate the approximately 24,500 GSF of the G. Burke Johnson Student Center for future academic use including library space, academic advising and student success.

Library Storage Facility Addition
The project includes constructing an addition of 16,500 GSF of library storage space. The current library storage facility is of similar size and located on Energy Drive adjacent to the Virginia Tech Electric Service.

Pamplin Hall Renovation
The Pamplin Hall renovation project includes a light renovation of the 105,000 GSF building. The College of Business, once moved into the New Business School Building, will vacate Pamplin Hall; which provides the opportunity to backfill the space with other academic programs.

Renovate On-campus University Bookstore
The University Bookstore project is a renovation of the existing 40,600 GSF to be used for academic purposes.

Veterinary Teaching Hospital Expansion
The project includes approximately 25,000 GSF renovation and 32,000 GSF expansion totaling 57,000 GSF at the veterinary hospital to meet the demand for client services and clinical instruction. The funding plan for this project includes private gifts.

Blacksburg Auxiliaries and Campus Services

Campus Services: Mail, Surplus and Storage Facility
This project will replace the current lease for university surplus property, mail services, the sign shop, and departmental storage.

Dining Services Center and Warehouse (Food Processing and Storage)
This project is for a new food processing center to provide Dining Services with modern space for central food preparation, bakeshop, and cold storage to meet the demands of campus dining centers.

Parking Garage
This project provides additional parking capacity to address unmet demand in the North Academic area of campus.

Rescue Squad Facility
The Virginia Tech Rescue Squad new and expanded facility at 12,500 GSF will support its operations. The envisioned facility aims to address critical elements including temperature-controlled garage, office, bunk, lounge, storage, and locker spaces.

Residential Programs

Campbell Hall Renovation
The project will renovate Campbell Hall, a historic 329 bed residence hall located on the Drillfield. The 67,000 GSF building is split into two wings. The main wing was built in 1930 and the east wing was built in 1940.

New Residence Hall Swing Space
This project is envisioned residence hall space for up to 600 beds located off West Campus and Duck Pond Drive near the Virginia Tech Inn and Alumni Center to serve as residential swing space for renovations of existing on-campus residence halls.

Greater Washington D.C., Metro Area

Upfit Sixth Floor of Academic Building One in Alexandria, VA
This project is for an approximately 35,500 GSF upfit to create additional space for academic programs at Academic Building One in Alexandria, VA, including the relocation and expansion of the Pamplin College of Business programs.

Illustration of Debt Allocations Within a Six Percent Ratio
FINANCE AND RESOURCE MANAGEMENT COMMITTEE
As of July 8, 2025
(Dollars in Thousands)

	Planning Projections						Trailing Period					
	2025-26	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**2035-36**	**Total**
Authorized Projects												
Debt Issuances												
Building Envelope Repairs	$15,250	$15,250										$30,500
Pamplin College of Business	$37,500											37,500
BOV Approved Leases												
Children's National Lease Expansion, Phase II (Lease)						$11,300						11,300
Children's National Lease Expansion, Phase II (Upfits)						8,700						8,700
	52,750	15,250	-	-	-	20,000	-	-	-	-	-	88,000
Placeholder Allocations for Six-Year Capital Outlay Plan												
Debt Issuances												
Rescue Squad			$11,500									11,500
Veterinary Teaching Hospital Expansion			20,000									20,000
VTC-School of Medicine & FBRI Expansion			30,000									30,000
Hahn Hall South Renovation and Expansion				$35,000								35,000
Campbell Hall Rennovation					$20,000							20,000
New Residence Hall					80,000							80,000
G. Burke Johnston Renovation						$6,000						6,000
Parking Structure at Blacksburg Campus						26,300						26,300
BOV Approved Leases												
Dining Services Center and Warehouse			20,000									20,000
Campus Services: Mail, Surplus, & Storage					$11,000							11,000
Expand Vivarium Spaces						45,000						45,000
	-	-	81,500	35,000	111,000	77,300	-	-	-	-	-	304,800
Total Authorized and Placeholder Issuances	$52,750	$15,250	$81,500	$35,000	$ 111,000	$ 97,300	$ -	$ -	$ -	$ -	$ -	$392,800
Net Debt Capacity (20-Year Present Value)	$440,804	$484,888	$550,746	$576,911	$641,651	$624,978	$757,578	$885,433	$1,009,451	$1,103,264	$1,373,221	
Debt Ratio	4.42%	4.31%	4.15%	4.12%	3.97%	4.09%	3.76%	3.46%	3.20%	3.03%	2.75%	

Capital Planning Project for the Upfit of the Sixth Floor of Academic Building One

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

July 11, 2025

Academic Building One, located adjacent to the nation's capital in Alexandria, Virginia, unites industry, government, and academia in dynamic project-based learning and research to shape the way knowledge and emerging technologies influence society, driving a new era for the greater Washington D.C., metro area's innovation economy. Academic Building One in Alexandria is open and operational as of January 2025. The existing facility includes over 300,000 gross square feet (GSF) over eleven floors. The Six-Year Capital Outlay Plan includes the upfit of the sixth floor of Academic Building One to meet specific needs of the academic programs located in the building.

The scope of upfits envisioned for the sixth floor include academic classrooms, administrative, collaborative and office spaces similar to the rest of the building. The proposed upfit to the approximately shelled 35,500 GSF sixth floor includes accommodations for Pamplin College of Business programs, currently located throughout the completed floors of Academic Building One. The relocation and consolidation of this program allows for room for the College of Engineering, the Institute for Advanced Computing and other academic and administrative programs to fully establish physical space configurations on the completed floors.

The desired schedule for completion of the sixth floor upfit is Spring of 2028. The envisioned work will be completed under a traditional design-bid-build delivery method.

The total target upfit project budget is $11.5 million, and the funding plan calls for entirely nongeneral fund support. As with all self-supporting projects, the university has developed a funding plan that will use university overhead and other nongeneral fund resources earmarked for the project. Sufficient cash reserves are available to cover the $1.5 million costs to complete planning through working drawings. Thus, the university is ready to request a planning authorization and begin design work.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, and funding of nongeneral fund capital outlay projects. This request is for a $1.5 million planning authorization to complete working drawings for the Academic Building One Sixth Floor Upfit project. A subsequent request for full project funding may be submitted after designs are underway and a firm scope, cost, funding, and schedule for the entire project are determined.

RESOLUTION OF CAPITAL PLANNING PROJECT FOR THE UPFIT OF THE SIXTH FLOOR OF ACADEMIC BUILDING ONE

WHEREAS, the Academic Building One in Alexandria, VA is a growing enterprise that is attracting world class faculty, students, and staff; and,

WHEREAS, the existing facility includes 300,000 gross square feet over eleven floors with nine floors fully programmed and the sixth and seventh floor reserved as shell space for future upfits to meet specific program and faculty needs; and,

WHEREAS, the Six-Year Capital Outlay Plan includes the sixth floor to be upfitted to accommodate the relocation and consolidation of the Pamplin College of Business programs and other academic programs within the building; and,

WHEREAS, the proposed scope to upfit the shelled 35,500 GSF sixth floor includes accommodations for academic teaching, research, and administrative spaces similar and compatible with the rest of the building; and,

WHEREAS, the university is requesting a $1.5 million planning authorization to design all elements of the upfit to the sixth floor of Academic Building One through working drawings; and,

WHEREAS, a funding plan of entirely nongeneral funds has been identified and is available and sufficient to support the authorization; and,

WHEREAS, the university may submit a subsequent request for full project funding after designs are underway and a firm scope, cost, funding plan, and schedule for the entire project are determined; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has authority to approve the budget, size, scope, and funding of nongeneral funded major capital outlay projects.

NOW, THEREFORE BE IT RESOLVED, that the university be authorized to move forward with a $1.5 million planning authorization to complete working drawings for the Academic Building One Sixth Floor Upfit project.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the Upfit of the Sixth Floor of Academic Building One be approved.

August 20, 2025

Capital Planning Project for the Campbell Hall Renovation

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

July 11, 2025

The overall instructional mission of Virginia Tech is the “education of the whole person” which recognizes that a significant and important part of student education happens outside of the classroom. Campbell’s Main Wing was built in 1930 and is approximately 35,000 gross square feet while Campbell Hall’s East Wing was built in 1940 and is approximately 32,000 gross square feet. Both wings are home to 329 first year students, with Main Campbell Hall housing 171 students and East Campbell Hall housing 158 female students, all from a variety of academic backgrounds. The facility has received few improvements since its original construction, does not meet current building codes or student expectations, and carries a significant deferred maintenance backlog. Attracting high quality students in higher education is competitive, and the Housing program is often a critical factor for students because of its link to quality of life and academic support.

The University’s 2026-2032 Nongeneral Fund Capital Outlay Plan includes a capital project to renovate Campbell Hall. The renovation of Campbell Hall will include comprehensive updates to the building’s interior, including residential rooms and bathrooms. The project will repair and modernize the building envelope, mechanical, electrical, and plumbing systems, as well as the installation of elevators and air conditioning. The renovation will also ensure compliance with ADA standards.

At this time, the university is requesting a planning authorization to prepare design documents for the project. The target total project cost is $40 million; and the budget to complete planning work through the working drawing phase is $4 million. As with all self-supporting projects, the university has developed a funding plan to provide assurance regarding the financial feasibility of this planning project. This funding plan calls for the use of internal cash resources derived from residential programs auxiliary revenues.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for a $4 million planning authorization to complete working drawing documents for the Campbell Hall Renovation project. A subsequent request for construction funding may be submitted after designs are underway and a firm scope, cost, funding plan, and schedule are determined.

RESOLUTION ON CAPITAL PLANNING PROJECT FOR THE CAMPBELL HALL RENOVATION PROJECT

WHEREAS, Campbell Hall Main Wing, built in 1930, and Campbell Hall East Wing, built in 1940, with a scope of approximately 67,000 gross square feet and housing capacity for approximately 329 students; and,

WHEREAS, the facility has received few improvements since its original construction, does not meet current building codes or student expectations, and carries a significant deferred maintenance backlog; and,

WHEREAS, renovating Campbell Hall will repair and update the building's envelope, interior, residential rooms, bathrooms; mechanical, electrical, and plumbing systems; install elevators and air conditioning; and,

WHEREAS, the university is requesting a $4 million planning authorization to complete working drawing design documents and to fund the planning project with 100 percent nongeneral fund resources derived from residential programs auxiliary revenues; and,

WHEREAS, the university may submit a subsequent request for construction funding after designs are underway and a firm scope and cost are determined; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and Virginia Tech, the Board of Visitors has authority to approve the budget, size, scope, and overall funding of nongeneral funded major capital outlay projects.

NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $4 million planning authorization to complete designs through working drawings for the Campbell Hall renovation project.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the Campbell Hall renovation project be approved.

August 20, 2025

Capital Project for Planning a New Residence Hall

JOINT FINANCE AND AUDIT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

July 15, 2025

The Campus Master Plan as well as the 2026-2032 Nongeneral Fund Capital Outlay Plan include a New Residence Hall project, located in the northwest corner of campus near the Virginia Tech Inn and Alumni Center. The project envisions a new residential facility, targeting up to 600 modern beds which would increase residential capacity to allow for campus residential renovations to occur without significantly impacting the current residential and dining programs.

The new residence hall will allow the university to continue to sustain moderate growth over time, provide increased residential capacity as high priority residential renovation projects are completed and allow for first year students to fully immerse themselves in the Virginia Tech experience. This is consistent with the university's goal of "the holistic education of the entire person" that recognizes that a significant and important part of student education takes place outside of the classroom.

As with all self-supporting projects, the university has developed a funding plan to support this planning project. The university worked conjointly with the residential program to develop a long-range financial model to support new debt service on this project and other residential program costs within the university's six-year operating plan. This total project funding plan calls for the use of debt which may be serviced from residential program's auxiliary revenue. The target total project budget is $100 million, and the plan is sufficient to cover this amount, including the use of internal cash resources generated by the residential auxiliary.

At this time, the university is requesting a planning authorization to prepare design documents for the project. The costs to complete planning work through the working drawing phase is $10 million. The funding plan for this planning project calls for the use of internal cash resources derived from the residential auxiliary program revenues.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for a $10 million planning authorization to complete working drawing documents for the New Residence Hall project. A subsequent request for construction funding may be submitted after designs are underway and a firm scope, cost, funding plan, and schedule for the entire project are determined.

RESOLUTION FOR A CAPITAL PLANNING PROJECT FOR A NEW RESIDENCE HALL

WHEREAS, the Campus Master Plan and the 2026-2032 Six-Year Capital Outlay Plan include a New Residence Hall; and,

WHEREAS, the 2018 Campus Master Plan envisioned a residential system with the flexibility to adjust capacity incrementally through a series of actions including: replacing Slusher Hall, constructing new facilities for the 21st Century Living Learning District, and the renovation and expansion of Oak Lane facilities to address residential system goals; and,

WHEREAS, subsequent to the board's November 2018 approval of the 2018 Campus Master Plan, the costs to implement these three actions proved to be prohibitive; and,

WHEREAS, the university is planning to sustain moderate undergraduate growth as well as renovate existing residential assets; and,

WHEREAS, the residential components include a residential facility targeting up to 600 total beds which would increase residential capacity to allow for campus renovations to occur without significantly impacting the current residential programs; and,

WHEREAS, the new residence hall request shall render all prior unexecuted residential planning or construction authorizations for a new building(s) null; and,

WHEREAS, the university is requesting a $10 million planning authorization to complete working drawings and to fund the planning project with an entirely nongeneral fund resource plan including resources generated from the residential auxiliary program sufficient to support the entire project; and,

WHEREAS, the university may submit a subsequent request for full project funding after designs are underway and a firm scope, cost, funding plan, and schedule for the entire project are determined; and,

WHEREAS, the Finance and Resource Management Committee will further review and approve a financing resolution prior to securing permanent financing for the debt component of the project plus amounts needed to fund issuance costs, reserve funds, and other financing expenses; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral funded capital outlay projects.

NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $10 million planning authorization to complete designs through working drawings for the New Residence Hall project.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the New Residence Hall project be approved.

August 20, 2025

Open Session Agenda

COMPLIANCE, AUDIT, AND RISK COMMITTEE

The Inn at Virginia Tech, Latham A/B
August 19, 2025
10:30 am

	Agenda Item	Reporting Responsibility
1.	Welcome and Introductions	Committee Chair
2.	Consent Agenda a. Minutes from the June 2, 2025 Meeting b. Update of Responses to Open Internal Audit Comments c. Audit Plan Status Report d. Internal Audit Reports i. Athletics Ticket Office e. Status Update of the Audit of the University's Financial Statements	Committee Chair
3.	Compliance, Audit, and Risk Committee Overview	Sharon Kurek
4.	OARC Annual Report for Fiscal Year 2024-25	Sharon Kurek
5.	Quality Assurance and Improvement Program Internal Assessment	Justin Noble
6.	Internal Audit Reports a. Recreational Sports	Justin Noble
7.	Discussion of Future Topics	Committee Chair

Open Session Briefing Report

COMPLIANCE, AUDIT, AND RISK COMMITTEE

August 19, 2025

Compliance, Audit, and Risk Open Session

1. **Welcome and Introductions:** The chair of the Compliance, Audit, and Risk Committee will open with welcoming remarks and introductions.

2. **Consent Agenda:** The Committee will consider for approval and acceptance the items listed on the Consent Agenda.

    a. **Minutes from the June 2, 2025 Meeting:** The Committee will review and approve the minutes of the previous meeting.

    b. **Update of Responses to Open Internal Audit Comments:** The Committee will review the university's update of responses to all previously issued internal audit reports. This report is provided to update the Compliance, Audit, and Risk Committee on the status of outstanding recommendations from compliance reviews and audit reports, as part of the Committee's responsibility to review management's responses to significant potential issues, internal audit's recommendations, and the projected timetable to correct the identified issues in the internal control system. As units progress toward completion of an action plan, the Office of Audit, Risk, and Compliance (OARC) performs a follow-up visit within two weeks after the target implementation date. OARC is responsible for conducting independent follow up testing to verify mitigation of the risks identified in the recommendation and formally close the recommendation.

    As of March 31, 2025, the university had ten open recommendations. One audit comment was issued during the fourth quarter of the fiscal year. As of June 30, 2025, the university had addressed five comments, leaving six open recommendations in progress.

    c. **Audit Plan Status Report:** The Committee will review the Audit Plan Status Report as a part of their responsibility for oversight of the internal audit program. As of the August meeting, OARC completed 80 percent of its audit plan, with 100 percent underway, in accordance with the fiscal year 2024-25 annual audit plan.

d. **Internal Audit Reports:** The following internal audit report was issued by OARC since the June 2, 2025 meeting. Where applicable, management developed action plans to effectively address the issues in the report with a reasonable implementation timeframe. As noted above, OARC conducts follow-up on management's implementation of agreed upon improvements for previously issued audit recommendations.

    i. Athletics Ticket Office: The audit received a rating of improvements are recommended. An observation was noted regarding complimentary tickets. Low priority observations of a less significant nature were noted regarding payment card industry (PCI) training and faculty and staff ticket taxation.

e. **Status Update on the Audit of the University's Financial Statements:** This report provides the current status of the external audit of the university's financial statements for fiscal year 2024-25, as part of the Committee's oversight of the Auditor of Public Accounts' (APA) audit process. This status update report represents a written midpoint update for the Committee in between two presentations by the APA: the initial discussion of the scope of the audit at the June meeting and the presentation of the audit's results at the November meeting.

3. **Compliance, Audit, and Risk (CAR) Committee Overview:** The Committee will receive a comprehensive overview on the charge and fiduciary responsibilities of the CAR Committee, presented by Sharon Kurek, Vice President for Audit, Risk, and Compliance & Chief Risk Officer. This briefing will emphasize the Committee's responsibilities for overseeing Virginia Tech's internal control framework, enterprise risk management (ERM) program, audit and compliance functions, and institutional ethics.

   The presentation will also introduce OARC, who assists the Committee and management in the effective discharge of their fiduciary responsibilities through assessing the effectiveness of the internal control environment. OARC's mission, to enhance and protect organizational value by providing strategic insight and promoting compliance across the university, is accomplished through three core functions: ERM, Internal Audit, and Institutional Compliance.

   Specific action items that the Committee is responsible for include approving the charters, approving the audit plan, reviewing audit results, and supporting risk and compliance efforts. The Committee will receive an overview about the

expectations detailed in the recently updated Global Internal Audit Standards issued by the Institute of Internal Auditors (IIA) and adopted statewide through directives from the Office of the State Inspector General.

Discussion items on the CAR agendas play a vital role in the Committee's oversight of risk exposure and mitigation strategies. The Committee will regularly receive presentations from the Chief Risk Officer or other risk and compliance leaders on key risks to the institution, providing important context to aid in the board's fiduciary responsibilities. Occasionally, confidential discussions occur when aligned with topics protected for closed session, most commonly related to specific personnel performance or security vulnerabilities.

This overview reinforces the critical role the CAR Committee plays in ensuring sound governance, risk awareness, and ethical conduct throughout the university's operations.

4. **OARC Annual Report for Fiscal Year 2024-25:** The Committee will review the annual report for OARC. This report contains highlights from the past fiscal year's activities in the ERM, institutional compliance, and internal audit programs. The report outlines key assurance, advisory, compliance, and risk activities aligned with the office's strategic vision.

   The report highlights a maturing ERM function, which incorporates cross-unit risk assessments and a revised institutional risk landscape aligned with Virginia Tech's strategic priorities. Through these efforts, the university has elevated visibility into key risk domains and improved coordination across the governance structure. As part of its IIA-required reporting, the Chief Audit Executive confirms that no unacceptable risk responses were observed or left unaddressed by senior management. In conjunction, OARC's strategic plan provides a framework for operational excellence, ethical culture, innovation, and stakeholder trust that supports the board's fiduciary and oversight responsibilities.

   During the reporting period, 80% of the approved audit plan was completed (24 of 30 engagements), including advisory projects and policy compliance reviews. Internal Audit achieved a client satisfaction rating of 89% and closed 87 management corrective actions. The audit team remained independent and objective, reporting no restrictions on scope or impairment to its function. Additionally, the internal audit function continues to operate in conformance with IIA Standards, as evidenced by the 2021–22 external quality assessment (rated "generally conforms") and the internal self-assessment to be discussed next on this meeting's agenda.

Acceptance of this report documents the Committee's review of the effectiveness of the internal audit function, including staffing resources, financial budget, training, objectivity, and reporting relationships as required by the Committee's charter. Receiving the report also satisfies the IIA's Global Internal Audit Standards by addressing the required governance-level communications.

5. **Quality Assurance and Improvement Program Internal Assessment:**
The Compliance, Audit, and Risk Committee will review the results of the periodic internal self-assessment conducted by OARC as part of its Quality Assurance and Improvement Program (QAIP), in accordance with the IIA Global Internal Audit Standards (GIAS). This internal quality assurance review (QAR) assessed Internal Audit's conformance with all 15 IIA principles and related standards using the 2024 GIAS and Quality Assessment Manual. The assessment covered audit engagements from fiscal years 2023–24 and 2024-25 through May 1, 2025, and included detailed evaluations of policies, procedures, documentation, and staff qualifications.

The review concluded that Internal Audit fully conforms with the GIAS, earning the highest possible rating of "Full Achievement." The assessment confirmed that Internal Audit continues to deliver risk-based, objective assurance and advisory services, supported by a competent and professional staff, effective audit planning, and strong engagement with management and the Board. In alignment with IIA standards, this self-assessment affirms that the internal audit charter, audit plan, resource allocations, independence, and engagement results have been appropriately communicated to the board and that the audit function maintains sufficient authority and organizational positioning. Importantly, the Chief Audit Executive confirmed that there are no instances of management accepting a level of risk deemed unacceptable, satisfying a critical board-level reporting requirement.

In addition to confirming overall conformance, the self-assessment identified four improvement opportunities that will strengthen alignment with specific IIA standards: (1) formalizing ethics training for all auditors, (2) implementing periodic access reviews for AuditBoard and SharePoint, (3) enhancing risk assessments to include management-defined success criteria, and (4) establishing consistent documentation of CAE approvals and delegations. Action plans to address these areas have been developed with implementation targeted for October 1, 2025. These enhancements reflect OARC's ongoing commitment to continuous improvement and proactive governance, ensuring Internal Audit remains a high-performing, trusted function in support of Virginia Tech's mission.

6. **Internal Audit Reports:** The following internal audit report was issued by OARC since the June 2, 2025 meeting. Where applicable, management developed action plans to effectively address the issues in the report with a reasonable implementation timeframe. As noted above, OARC conducts follow-up on management's implementation of agreed upon improvements for previously issued audit recommendations.

    a. Recreational Sports: The audit received a rating of significant improvements are needed. Observations were noted regarding electronic storage of injury information, conformance with the Sport Club handbook, inventory processes, and segregation of duties in the Golf Course Shop. Low priority observations of a less significant nature were noted regarding training records management and sport clubs travel.

7. **Discussion of Future Topics:** The Committee will discuss topics to be covered in future committee meetings.

Closed Session Agenda

COMPLIANCE, AUDIT, AND RISK COMMITTEE

The Inn at Virginia Tech, Latham A/B
August 19, 2025
11:15 am

	Agenda Item	**Reporting Responsibility**
1.	Motion to Begin Closed Session	Committee Member
2.	Consent Agenda a. Internal Audit Reports i. College of Liberal Arts and Human Sciences Policy Compliance Review	Committee Chair
3.	Discussion on Legal Compliance Risk	Kay Heidbreder Amy Sebring
4.	Update on Fraud, Waste, and Abuse Cases	Sharon Kurek
5.	Discussion with the Vice President for Audit, Risk, and Compliance & Chief Risk Officer	Sharon Kurek
6.	Motion to End Closed Session	Committee Member

Closed Session Briefing Report

COMPLIANCE, AUDIT, AND RISK COMMITTEE

August 19, 2025

Compliance, Audit, and Risk Closed Session

1. **Motion to Begin Closed Session:** Motion to begin closed session.

2. **Consent Agenda:** The Committee will consider for approval and acceptance the items listed on the Consent Agenda.

    a. Internal Audit Reports: The following confidential internal audit report was issued by the Office of Audit, Risk, and Compliance (OARC) since the June board meeting. Where applicable, management developed action plans to effectively address the issues in the report with a reasonable implementation timeframe. OARC conducts follow-up on management's implementation of agreed upon improvements for previously issued audit recommendations.

        i. College of Liberal Arts and Human Sciences Policy Compliance Review: The audit received a rating of improvements are recommended. Observations were noted regarding leave reporting, P-14 appointments, I-9 verifications, expenditures, funds handling, information technology, state vehicle management, and Family Education Rights and Privacy Act.

3. **Discussion on Legal Compliance Risk:** The Committee will discuss legal and compliance risks related to a concern.

4. **Update on Fraud, Waste, and Abuse Cases:** The Committee will receive an update on outstanding fraud, waste, and abuse cases.

5. **Discussion with the Vice President for Audit, Risk, and Compliance and Chief Risk Officer:** The Vice President will discuss employee performance and evaluation of performance of departments or schools of public institutions of higher education where such evaluation will involve discussion of the performance of specific individuals.

6. **Motion to End Closed Session:** Motion to end closed session.

Open Joint Session Agenda

FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

Latham Ballroom A/B, the Inn at Virginia Tech

2:30 p.m.

August 19, 2025

		Agenda Item	Reporting Responsibility
*#+	1.	Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032	Simon Allen Dwyn Taylor Rob Mann
*	2.	Approval of Resolution for Planning the Academic Building One – Sixth Floor Upfit	Simon Allen Dwyn Taylor Rob Mann
*	3.	Approval of Resolution for Planning the Campbell Hall Renovation	Simon Allen Dwyn Taylor Rob Mann
*	4.	Approval of Resolution for Planning a New Residence Hall	Simon Allen Dwyn Taylor Rob Mann

*** Requires full Board approval**
 # Discusses Enterprise Risk Management topic(s)
+ Discusses Strategic Investment Priorities topic(s)

Briefing Report

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

August 19, 2025

Joint Open Session

*#+ 1. **Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032:** The Committees will review for approval the Nongeneral projects for the 2026-2032 Capital Outlay Plan. The university prepares an updated Six-Year Capital Outlay Plan every two years as part of its normal planning and budgeting cycle. The Plan is a critical component of positioning the university for state support of major Educational and General projects and for advancing high priority projects that may be funded entirely with nongeneral fund resources. The Board of Visitors reviewed and approved the list of General Fund projects for inclusion in the 2026-2032 Capital Outlay Plan at the March 2025 meeting. The Nongeneral fund projects cover the auxiliary enterprise system projects and other projects requesting some combination of private support, returned overhead dollars, external construction grants, and/or nongeneral fund debt to fund the total costs, including long-term leases.

   Under the university's Management Agreement with the commonwealth, for Capital Projects, the Board of Visitors has the authority to approve and implement projects supported 100 percent by nongeneral funds. Each project follows a multi-step approval process by the Board: 1) inclusion in the approved Six-Year Capital Outlay Plan, 2) authorization for planning to produce design documents to validate the project's feasibility, 3) authorization for construction when funding is available and sufficient, and 4) approval of external debt required for any capital project prior to issuance if needed.

* 2. **Approval of Resolution for Planning the Academic Building One – Sixth Floor Upfit:** The Committees will review for approval a resolution to plan the Academic Building One – Sixth Floor Upfit capital project. The existing facility includes 300,000 GSF over eleven floors with nine floors fully programmed, and the sixth and seventh floors were reserved for future needs. The approximately 35,500 GSF floor upfit will support the relocation and expansion of the Pamplin College of Business and other academic programs located in the building. This is a $1.5 million planning authorization to complete designs through working drawings for this capital upfit project.

* 3. **Approval of Resolution for Planning the Campbell Hall Renovation:** The Committees will review for approval a resolution to plan the Campbell Hall renovation capital project. The project will renovate Campbell Hall, a historic 329 bed residence hall located on the Drillfield. The 67,000 GSF building is split into two wings: the main wing was built in 1930, and the east wing was built in 1940. The facility has received few improvements since its original construction, and this renovation will address the mechanical, electrical, and plumbing systems and it will update the interior rooms and bathrooms. This is a $4 million planning authorization to complete designs through working drawings for the Campbell Hall renovation capital project.

* 4. **Approval of Resolution for Planning a New Residence Hall:** The Committees will review for approval a resolution to plan a new residence hall. The project envisions a new residential facility, targeting up to 600 modern beds which would increase residential capacity to allow for campus residential renovations to occur without significantly impacting the current residential and dining programs. The new residence hall will allow the university to continue to sustain moderate growth over time and to facilitate the renovation of existing residential assets. This is a $10 million planning authorization to complete designs through working drawings for the new residence hall capital project.

Open Session Agenda

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

Latham Ballroom A/B, the Inn at Virginia Tech

3:00 p.m.

August 19, 2025

		Agenda Item	Reporting Responsibility
	1.	Welcome and Opening Remarks	Jim Miller
	2.	Consent Agenda	Jim Miller
#		a. Approval of Minutes of the June 3, 2025 Meeting b. Report on Gramm-Leach-Bliley Act Compliance and IT Security	
*		c. Financial Summary of Faculty and Staff Merit Programs d. Approval of Subscription-Based IT Arrangement (SBITA) with Microsoft	
#+	3.	Comprehensive Update on Advancement	Charlie Phlegar
*	4.	Approval of Year-to-Date Financial Performance Report (July 1, 2024 – June 30, 2025)	Simon Allen Tim Hodge Rob Mann
	5.	Overview of University Finances and Affiliated Entities	Simon Allen
#	6.	Preparing for Financial Uncertainty	Simon Allen
	7.	Discussion of Future Agenda Topics and Closing Remarks	Jim Miller

*** Requires full Board approval**
 # Discusses Enterprise Risk Management topic(s)
+ Discusses Strategic Investment Priorities topic(s)

Briefing Report

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

August 19, 2025

Open Session

1. **Welcome and Opening Remarks**

2. **Consent Agenda:** The Committee will consider for approval and acceptance the items listed on the Consent Agenda.

    a. **Approval of Minutes of the June 3, 2025 Meeting:** The Committee will review and approve the minutes of the June 3, 2025 meeting.

b. **Report on Gramm-Leach-Bliley Act Compliance and IT Security:** The Committee will review for acceptance a report on Gramm-Leach-Bliley Act (GLBA) compliance and associated IT security to meet the annual reporting requirement established by the Standards for Safeguarding Customer Information Rule 16 CFR Part 314 (Standards), effective June 9, 2023.

    The GLBA, signed into law in 1999, set standards for handling nonpublic personal information, including student financial records. To achieve compliance with this act, the university modified existing information technology policies and standards with the program, policies, and training to ensure the security and confidentiality of customer nonpublic personal financial records, protect against anticipated threats or hazards, and protect against unauthorized access or use of such records.

    The June 2023 Standards included a requirement to provide an annual report on the program to the Board of Visitors. This report includes an overview of the overall status of the information security program, the compliance status, and material matters related to the information security program.

    The university's report for the August 2025 Board meeting includes an overview of the GLBA Compliance Program, data compliance measures, and risk assessments. The university's GLBA working group has determined that the university is currently in compliance with the Standards. The GLBA working group will continue to monitor regulatory updates, conduct regular risk assessments, enhance security measures, provide training and awareness programs, and proactively address emerging threats.

    c. **Financial Summary of Faculty and Staff Merit Program:** The Committee will receive a financial summary of the faculty and staff merit programs.

Under the authority of Virginia's Restructured Higher Education Act of 2005 and a Management Agreement with the commonwealth, Virginia Tech manages its own human resources systems, including policies; classification; performance management; compensation; and benefits, for teaching and research faculty (T&R), administrative and professional faculty (AP) and university staff. The Board of Visitors has delegated authority for implementing compensation programs to the university administration; the university is sharing this summary with the Board for awareness.

The commonwealth's 2024-26 Appropriation Act includes a three percent program for salaried employees, effective June 10, 2025. This state-authorized compensation program was incorporated into the Faculty Compensation Plan and the University Budget approved by the Board of Visitors at the June 2025 meeting. Consistent with these approvals, the university implemented a three-percent across-the-board increase with minimum performance requirement rating for classified staff and a merit program for faculty and university staff. Increases were effective June 10 for calendar year employees and August 10 for academic year employees.

* d. **Approval of Subscription-Based IT Arrangement (SBITA) with Microsoft:** The Committee will review for approval a Subscription-Based IT Arrangement (SBITA) between the university and Microsoft. The Division of Information Technology is renewing the university's contract and A5 licenses with Microsoft. The cost of this contract will exceed three million dollars, making it a Subscription-Based Information Technology Arrangement (SBITA) requiring Board of Visitors' approval.

GASB Statement No. 96, issued in July 2022, requires Virginia Tech to recognize such agreements as an intangible right-to-use asset with a corresponding right-to-use liability, thereby increasing the university's debt service to operations ratio. Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of capital projects, including long-term leases and SBITAs. Prior to GASB Statement No. 96, SBITAs were approved by university administration through its internal budgeting and information technology procurement processes and reported as operating expenses in the year of payment. The Division of Information Technology annual operating budget includes an amount sufficient to cover the annual cash outlay for subscription payments.

#+ 3. **Comprehensive Update on Advancement:** Charlie Phlegar, Senior Vice President for Advancement, will provide a comprehensive update on the fiscal year 2025 giving results and giving trends since the launch of the Advancement Model. This report also includes an update on the philanthropic participation rate and overviews of the Boundless Impact Campaign, Virginia Tech Advantage, and Global Distinction.

This update is provided for the Board of Visitors' awareness each August. It is intended to summarize University Advancement's activities in the prior year.

* 4. **Approval of Year-to-Date Financial Performance Report (July 1, 2024 – June 30, 2025):** The Committee will review for approval the Year-to-Date Financial Performance Report for July 1, 2024 to June 30, 2025. Total operating revenues (cash basis) exceeded the annual budget by 0.4% and total expenditures were within the expenditure budget by 4.6%. The university successfully closed its fiscal year in accordance with guidance and requirements of the commonwealth. The Educational and General budgets were balanced at year-end, with no operating deficit incurred.

Capital Program

For year-ended June 30, 2025, $121.2 million was expended for Educational and General capital projects, and $30.2 million was expended on Auxiliary Enterprises capital projects. Cumulative capital outlay expenditures for the quarter ending June 30, 2025 totaled $151.4 million against a budget of $187 million. At the end of Fiscal Year 2025, there were 24 active capital projects: eight in design, six in construction, one equipment, and nine in closeout. All projects remained within their overall budget, but expenditures occurred sooner than expected in a few cases.

5. **Overview of University Finances and Affiliated Entities:** The Committee will receive an overview of university finances and affiliated entities, including information on restructuring authority, Finance and Resource Management Committee topics, the Finance organization at Virginia Tech, the university's affiliated entities, recent financial performance and other related matters.

This introduction will provide a detailed look into the 2005 Restructured Higher Education Financial and Operations Act, which gave varying levels of operational autonomy to public higher education institutions. The Act covered authorities in Finance and Accounting, Human Resources, Capital Outlay and Construction, Information Technology, Procurement and Surplus Property, and Leasing and Real Estate Management. The 2006 Management Agreement formalized the relationship between the commonwealth and the university. As a Tier III institution, Virginia Tech has been granted the highest level of authority in Finance and Accounting, Procurement, and Capital Outlay and Construction. Tier III autonomy provides financial incentives including earned interest on tuition and fees and all other nongeneral fund educational and general revenues and automatic re-appropriation of year-end balances. Maintenance of this level of autonomy requires periodic assessment of institutional performance standards against benchmarks.

The FRM Committee topics to be covered include commonwealth financial planning timelines detailing the external operating budget timeline for the current biennium, the timing of FRM Committee agenda items throughout the annual Board meeting cycle, and an organizational chart showing key personnel supporting the FRM Committee.

Next, the overview will focus on university's financial performance, including a breakdown of general and nongeneral funds, summary of net position, details on working capital and days cash on hand, and the university's credit rating. The overview of the university's credit rating will include a comparative analysis against AA-rated peers as outlined in Standard & Poor's Global U.S. Not-for-Profit Public College and University Fiscal Medians 2024 Report.

Finally, the overview will provide a comprehensive review of the university's affiliated entities includes an organizational chart showing the relationship between affiliated entities and an in-depth review of current activities within Virginia Tech Applied Research Corporation and VTT, LLC. This includes reviewing both entities' financial positions, challenges, and opportunities.

In past years, this information was provided at the Board of Visitors Retreat, but it will be shared here instead due to time constraints. This presentation is intended for Board awareness to provide a framework for future Finance and Resource Management Committee approvals.

6. **Preparing for Financial Uncertainty:** The Committee will receive an update on financial risks and contingency planning for the financial uncertainty faced by higher education. Scenarios will include quantifying key risks around federal funding changes, state appropriations, enrollment, and athletics funding. This agenda item is intended for the Board's awareness and to keep the Board informed about the university's preparations for managing current and future risks.

This update is a continuation of past discussions on the changing federal and state funding brought to prior Board Meetings. The presentation begins by evaluating the university's financial position, which currently remains strong, before delving into funding impacts the university has already experienced. This includes full and partial stop work orders and terminations for research, the one-time nature of state funding, and capital budget delays for the Virginia Tech Carilion School of Medicine and Fralin Biomedical Research Institute project.

The update will also look at financial uncertainties such as federal priorities and funding, state funding due to economic factors, enrollment, and intercollegiate athletics challenges. This section of the presentation will show the impact of direct and indirect federal reduction scenario risks, the declining trend in the number of research proposals, planning scenarios for shortfalls in Agency 229 relative to potential reductions in the USDA's National Institute of Food and Agriculture, and the vulnerable position General Funds are in should state revenues weaken or policy priorities shift – shown with three and nine percent reduction scenarios.

Additionally, the update will focus on enrollment risks related to international uncertainty and

the reliance on Spring transfers, along with the various intercollegiate athletic risks. These risks include increased costs due to national changes for revenue sharing and legal settlements, the potential reduction in ACC conference revenues due to the recent ACC settlement, and compliance with the commonwealth's strict rules.

Finally, the update will focus on management strategies, including actions taken to mitigate reductions in governmental support, an overview of the "levers" remaining to manage these reductions, and strategies for managing enrollment and intercollegiate athletics risks.

7. **Discussion of Future Agenda Topics and Closing Remarks:** The Committee will discuss possible topics for future meetings and other topics as needed.

Closed Session Agenda

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

Latham Ballroom A/B, the Inn at Virginia Tech

To begin immediately following the end of the Finance and Resource Management Committee Open Session

August 19, 2025

		Agenda Item	Reporting Responsibility
	1.	Motion for Closed Session	Ed Baine
*	2.	Ratification of Personnel Changes Report	Simon Allen
	3.	Motion to Reconvene in Open Session	Ryan McCarthy
	4.	Approval of Items Discussed in Closed Session	Jim Miller

*** Requires full Board approval**
 # Discusses Enterprise Risk Management topic(s)
+ Discusses Strategic Investment Priorities topic(s)

Briefing Report

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

August 19, 2025

Closed Session

1. **Motion for Closed Session**

* 2. **Ratification of Personnel Changes Report:** The Committee will review for ratification the quarterly Personnel Changes Report.

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

4. **Approval of Items Discussed in Closed Session**

Nongeneral Fund Capital Outlay Plan for 2026-2032

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

July 16, 2025

Background:

As a continuation of the March 2025 Board of Visitors item approving the General Fund portion of the Six-Year Capital Outlay Plan (Plan), the Nongeneral fund portion of the plan is proposed in this report.

The university sets a six-year planning period, identifying two lists of projects: i) a list of General Fund projects for submission in the state budget process and ii) a list of projects the university anticipates funding entirely through nongeneral funds.

A brief description of each project, including the nongeneral fund projects, is shown in an updated Appendix 1.

Approval of the Plan by the Board of Visitors does not approve funding or action for any of the projects listed in the Plan. The Board of Visitors must approve separate requests to initiate design and construction for a project listed on the Plan. To the extent the university determines that issuing debt is necessary to support the cash flow requirements of a capital project, the Board of Visitors must also approve the debt issuance.

Both the process to identify and select projects for the plan as well as the strategic priorities for the planning period remain unchanged from the March 2025 General Fund Capital Outlay Plan update that was approved by the Board.

The university's established four strategic priorities to guide the needs identification for the planning period include:

- Global Distinction,
- Student Experience and Success,
- Facility Asset Management and Renewal, and
- Alignment with state capital funding priorities.

Planning Constraints:

Estimated financial resources for any planning period are finite and constrain the size of a plan and the likely pace of progress to implement projects on the plan. The key financial constraints for the planning period for nongeneral projects are described below:

1. Nongeneral Fund Cash for Projects:

   Educational and General operating dollars, including General Fund appropriations and tuition, are not used to support capital outlays.

   Nongeneral fund revenues for capital outlays include auxiliary enterprise rates for residential and dining, auxiliary enterprise sales and services, comprehensive fees, overhead generated from indirect cost recoveries from grants and contracts, and private gifts.

   In general, the scale of these revenue sources is efficient relative to the costs they are designated to support; thus, the university does not generally accumulate large cash reserves that may be used to support capital projects.

   The cash that does accumulate is normally the result of cash flows that are positioned to service debt. To the extent these stores are available, the university uses them as a source in a capital project budget to reduce the amount of debt that would otherwise be required.

   The exception is private gifts designated for capital outlays. The university strives for private gift payments to be structured over a five-year payment schedule to closely align with the cash outflows of a capital project; thus, any amount of debt required to carry pledge payments should be minimal.

2. Nongeneral Fund Revenues for Debt Service:

   The nongeneral fund sources described above may also be used to support debt service.

   The use of the university's debt capacity for a project is first determined by the strength of revenues to support debt service obligations. The university's budget and planning processes include extensive due diligence and business planning work to ensure a high level of confidence that future revenues with be available and sufficient to service and retire any planned debt issuances, including long term leases.

   Conversely, without the assurance that a revenue source will be available and sufficient for the entire repayment term of an issuance, debt is not allocated to a project.

3. Debt Financing:

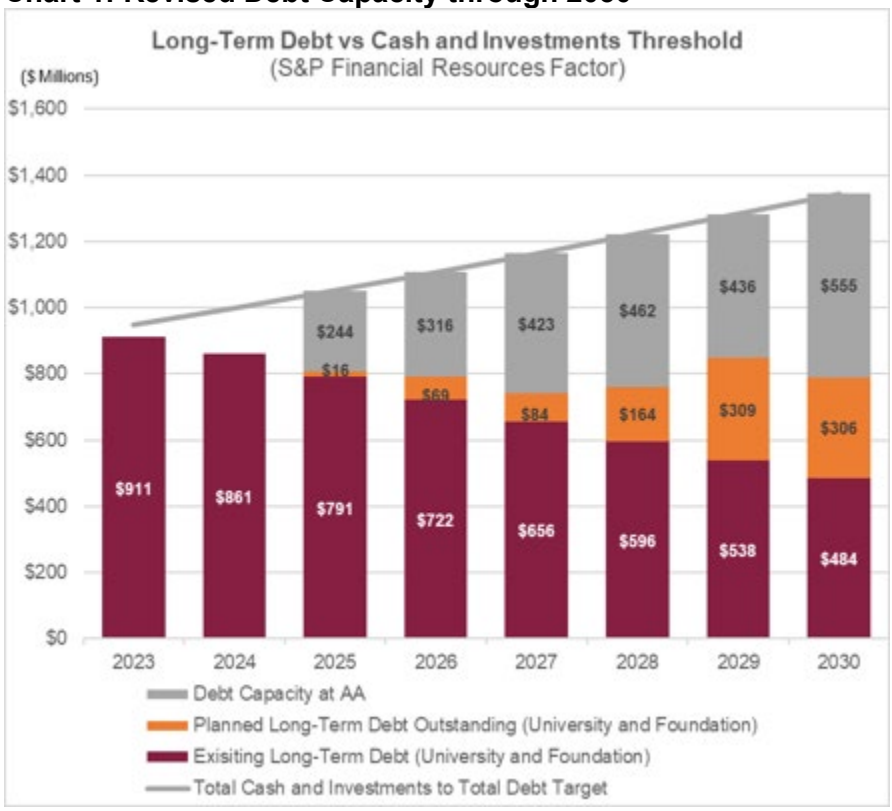
Projects with nongeneral fund support, including portions of some gift campaigns, may use external debt to finance a portion of the project. Each potential debt financing undergoes an internal financial feasibility assessment to ensure resources are sufficient to cover the full debt service term without unnecessary financial risk to the unit's operations.

The positioning of debt is further analyzed to ensure the university does not exceed the parameters of the university debt policy or debt management practices, which sets a maximum limit of a six percent ratio of total annual debt service to total operating expenses. This evaluation is projected six-years out and includes anticipated issuances for projects in the Plan.

The Board of Visitors reviews and approves an annual report of debt capacity and debt ratio and authorizes individual debt packages prior to an issuance. These practices provide an important set of controls to ensure the institution's debt obligations do not become a point of inflexibility in reaching the operational goals of the institution, to ensure the university is holding sufficient debt capacity for its highest priorities, and to ensure compliance with restructuring requirements for credit ratings and debt ratios.

4. Debt Capacity:

Chart 1: Revised Debt Capacity through 2030



The chart above illustrates the university's revised debt capacity that is based on current capital project and debt issuance assumptions. It also assumes Cash and Investments are expected to grow $70 million annually for the university and between two to six percent for the Virginia Tech Foundation during the planning period. The controlling ratio in our debt capacity analysis is Total Cash and Investments to Total Debt. The Student Life Village Phase I had planned $330 million of debt in fiscal years 2026-28, this has been removed; but the analysis assumes $100 million for two replacement residential projects that are included in the revised Nongeneral Fund Capital Plan (see Attachment B) starting in fiscal year 2028. The ratio suggests unused debt capacity is currently $244 million, peaking at $555 million in 2030.

Refer to Appendix 2, which contains the university's revised Illustration of Debt Allocations chart (within a six percent ratio), which has been updated as of July 8, 2025, with current capital outlay project assumptions.

General Fund Project List, Attachment A

Attachment A lists the highest priority projects requesting General Fund resources. Projects are listed under each division of Virginia Tech in their priority order, which reflects the strategic priorities of the university and state priorities as understood at this time. This portion of the Capital Outlay Plan remains unchanged from the March 2025 Board of Visitors meeting.

On June 30, 2025, the state issued instructions for the preparation and submission of Capital Budget Requests for the 2026-28 Biennial Budget. The deadline for submission of the Capital Budget Requests to the state was July 28, 2025, and the university prepared and submitted its highest priority General Fund capital requests by the due date.

Nongeneral Fund Project List, Attachment B

Attachment B lists the highest priority projects that call for entirely nongeneral fund resources in their budget and that are reasonably expected to be implemented by 2032. This section covers the auxiliary enterprise system projects and other projects requesting some combination of private support, returned overhead dollars, external construction grants, and/or nongeneral fund debt to fund the total costs, including long-term leases.

Under the university's Management Agreement with the commonwealth for capital projects, the Board of Visitors has the authority to approve and implement projects supported 100 percent by nongeneral funds. Each project follows a three-step budgetary approval process by the Board of Visitors and those that require external debt require a fourth approval step. The steps include 1) inclusion in the approved Six-Year Capital Outlay Plan, 2) authorization for planning to produce design documents to validate the project's feasibility, 3) authorization for construction when funding is available and sufficient, and 4) approval of external debt required for any capital project prior to issuance.

Auxiliary enterprise projects with a financing plan that calls for an increase in student fees depend on Board of Visitors' approval of the rates as part of the annual tuition and fee actions. Projects with a financing plan that calls for private gifts depend on the successful completion of donation commitments and cash receipts.

Project Costs:

The university uses two parametric-based cost estimating methods for each project which are then compared and reconciled to inform the cost amounts used in the Plan.

The first method is the Commonwealth's July 2025 Department of General Services (DGS) Construction Cost Database plus a 1.3 regional market premium factor with a 1.13 escalation rate to reach a July 2028 midpoint of construction. [Note: escalation rates for this planning period are aligned with historical norms of approximately 1.12 to 1.14.]

The second method is based on historical data reflecting actual project costs for similar projects escalated to a date that matches the “as of date” of the DGS cost database and then escalated to the same July 2028 midpoint of construction.

These cost estimates provide a reasonable order of magnitude for planning purposes. Actual project budgets and costs may stray from the amounts used in the plan when escalation runs at a pace significantly different from the rates used in these estimates and/or the approved project scope is modified when design is authorized to proceed.

Summary:

The university’s updated Nongeneral Fund Plan for the 2026-2032 period, as shown in Attachment B, moves forward projects that address facility asset management and renewal to ensure the continuity of ongoing programs and services as well as strengthens student experience and success.

Combined with the General Fund Plan for the 2026-2032 period, approved by the Board of Visitors in March of 2025, the university is requesting approval of the Nongeneral fund component of the plan, to complete the Capital Outlay Plan for the 2026-2032 planning period.

RECOMMENDATION:

That the Nongeneral Fund portion of the Capital Outlay Plan for the 2026-2032 planning period be approved.

August 20, 2025

ATTACHMENT A - General Fund

Six-Year Capital Outlay Plan for 2026-2032

as of February 18, 2025

			Dollars in Thousands Escalated to July 2028			
			General Fund	Nongeneral Fund	Debt	Total
University Division						
Academic Construction and Renovation						
1	Virginia Tech Carilion School of Medicine and Fralin Biomedical Research Institute Expansion	(1)	$ 138,300	$ -	$ 26,200	$ 164,500
2	Chemistry/Physics Facilities Renovation & Expansion (Hahn)		101,000	-	35,000	136,000
3	Renovate and Renew Academic Buildings Phase II (RRAB II)				-	
	Robeson Hall		30,525	6,475	-	37,000
	Price Hall		34,200	3,800	-	38,000
	Architecture Annex		8,000	-	-	8,000
	RRAB II Subtotal		72,725	10,275	-	83,000
4	Derring Hall Renovation		115,625	-	9,375	125,000
5	Newman Library Renovation		82,000	-	-	82,000
6	Burruss Hall Renovation		140,000	-	-	140,000
7	Classroom Renovations		25,000	-	-	25,000
Infrastructure and Safety						
1	Derring Hall Envelope Repair	(1)	23,000	-		23,000
2	Utilities Infrastructure Renewal (Chiller Phase III)		48,000		12,000	60,000
3	Life, Health, Safety, Code Compliance Package		8,000	-	-	8,000
	Total University Division Projects		$ 753,650	$ 10,275	$ 82,575	$ 846,500
Cooperative Extension / Agriculture Experiment Station Division (CE/AES)						
1	Agricultural Research and Extension Centers Improvements	(2)	$ 64,000	-	$ -	$ 64,000
2	Relocate Plant-Based Facilities from Glade Road		14,000	-	-	14,000
3	Plant and Zoonotic Disease Research Facility (HABB-II)		83,000	-	-	83,000
4	Renew Animal and Livestock Facilities		31,000	-	-	31,000
5	Brooks Center: Sustainable Packaging Laboratory Addition		13,000	-	-	13,000
	Total CE/AES Division Projects		$ 205,000	$ -	$ -	$ 205,000
Total General Fund Capital Plan for 2026-2032			**$ 958,650**	**$ 10,275**	**$ 82,575**	**$ 1,051,500**

Notes:

(1) Project has State Planning Authorization

(2) AREC Improvements include the Eastern Shore AREC (with current State Planning Authorization), Southern Piedmont AREC and Tidewater AREC

ATTACHMENT B - Nongeneral Fund

Six-Year Capital Outlay Plan for 2026-2032

as of July 14, 2025

		Dollars in Thousands Escalated to July 2028			
		General Fund	Nongeneral Fund	Debt	Total
Blacksburg and Roanoke Academic					
Creativity and Innovation District					
Renovate Henderson Hall		$ -	$ 15,500	$ -	$ 15,500
Renovate Media Building		-	8,900	-	8,900
Renovate Squires Performance Spaces		-	4,400	-	4,400
Expand Vivarium Spaces	(1)	-	-	45,000	45,000
G. Burke Johnston Student Center Renovation		-	-	6,000	6,000
Library Storage Facility addition		-	7,000	-	7,000
Pamplin Hall Renovation		-	8,000	-	8,000
Renovate On-campus University Bookstore		-	4,450	13,350	17,800
Veterinary Teaching Hospital Expansion	(2)	-	23,000	20,000	43,000
		$ -	**$ 71,250**	**$ 84,350**	**$ 155,600**
Blacksburg Auxiliaries and Campus Services					
Campus Services: Mail, Surplus & Storage Facility		$ -	$ 3,000	$ 11,000	$ 14,000
Dining Services Center and Warehouse		-	5,000	20,000	25,000
Parking Garage		-	12,500	30,000	42,500
Rescue Squad Facility	(2)	-	4,500	11,500	16,000
Residential Programs					
Campbell Hall Renovation		-	20,000	20,000	40,000
New Residence Hall Swing Space		-	20,000	80,000	100,000
		$ -	**$ 65,000**	**$ 172,500**	**$ 237,500**
Greater Washington D.C., Metro Area					
Upfit Sixth Floor of Academic Building I		$ -	$ 11,500	$ -	$ 11,500
Total NGF Capital Plan for 2026-2032		**$ -**	**$ 147,750**	**$ 256,850**	**$ 404,600**
GRAND TOTAL SIX-YEAR CAPITAL OUTLAY PLAN		**$ 958,650**	**$ 158,025**	**$ 339,425**	**$ 1,456,100**

Notes:

(1) Project targeted for BOV authorization for long-term lease between the university and Foundation upon completion.

(2) Project has obtained a BOV Planning Authorization

Appendix 1

Project Descriptions for the 2026-2032 Capital Outlay Plan

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

July 15, 2025

General Fund Projects – Listed in Attachment A:

University Division: Academic Construction and Renovation

1. Virginia Tech-Carilion School of Medicine and Fralin Biomedical Research Institute Expansion

This project envisions 125,000 gross square feet (GSF) of new construction including parking, to double the enrollment of the School of Medicine, and a backfill renovation of 51,000 GSF of the vacated space to expand the Fralin Biomedical Research Institute.

2. Chemistry/Physics Facilities Renovation and Expansion (Hahn Hall South)

Hahn Hall was constructed in 1988 with an addition in 2002, and no major renovations since construction was completed. The proposed project includes renovating the entire 71,100 GSF existing building for modern research laboratory and classroom space for the chemistry program and expanding with an addition to provide needed space for instructional classrooms, laboratory space, and support space for the physics program.

3. Renovate and Renew Academic Buildings Phase II (RRAB II)

The Renovate and Renew Academic Buildings Phase II project is a package of three academic buildings with renovation needs, which includes:

- Robeson Hall: Originally constructed in 1960, the proposed project includes a 66,200 GSF renovation for academic classroom, laboratory and support spaces for the College of Science,
- Price Hall: Originally built in 1907, the project would entail a 56,000 GSF academic renovation for the College of Agriculture and Life Sciences, and
- Architecture Annex: Originally built in 1916, the project envisions a 15,800 GSF classroom and office renovation for the College of Architecture, Art, and Design.

4. Derring Hall Renovation

Derring Hall was constructed in 1969 with only one major improvement via renovation since the original construction was completed. This request is to renovate and modernize approximately 168,000 GSF of high demand instructional space for the physical sciences programs.

5. Newman Library Renovation

Newman Library was constructed in 1955 with an addition in 1980, with no major renovations since construction was completed. This project envisions constructing a new high-density library storage facility off-campus to hold volumes that need to be retained followed by a renovation of Newman Library to address outdated and undersized restroom and plumbing facilities, electrical systems, HVAC systems, and egress points to meet student demand for modern academic collaboration and interactive learning formats. The proposed project totals 242,000 GSF and includes the storage needs.

6. Burruss Hall Renovation

The proposed project includes renovating 158,000 GSF of academic and administration space. Burruss Hall was built in 1936 with additions in 1968 and 1970, and a renovation in 2007 to convert a portion of the north elevation to academic use. This project replaces and updates the major building systems within the historic building.

7. Classroom Renovations

This project will renovate 65,000 GSF of outdated and underutilized general assignment classroom space to modernize instructional spaces to meet the existing space demand for interactive learning and uphold the quality of education.

University Division: Infrastructure and Safety

1. Derring Hall Envelope Repair

Derring Hall was built in 1969, is 208,000 GSF, has a Facility Condition Index score of 55 percent, and is the university's largest undergraduate science laboratory instruction building. This project will address the significant spalling, delamination, and cracking of the exterior concrete walls, columns, parapets, and window sealants.

2. Utilities Infrastructure Renewal (Chiller Phase III)

The Utilities Infrastructure Renewal project has two main components. The first component includes a chiller water utility renewal, increasing capacity for existing facilities, and connecting the chilled water plants to the central chilled water loop. The second component is thermal distribution utility renewal, replacing a large portion of the centralized thermal heating distribution system network, a fifty-year old system serving 70 percent of the main Virginia Tech campus.

3. Life, Health, Safety, Code Compliance Package

The university's health, safety, and accessibility initiative for the campus is an ongoing effort, and the university includes a request for this program in each capital plan. This project continues progress on needed campus improvements including accessibility improvements and life safety repairs that are beyond the scope of the Maintenance Reserve program.

Cooperative Extension / Agricultural Experiment Station Division

1. Agricultural Research and Extension Centers Improvements

This project will address the top priority infrastructure and renovation needs for three Agricultural Research and Extension Center sites: Eastern Shore (39,000 GSF), Tidewater (39,800 GSF), and Southern Piedmont (26,600 GSF). This project will make improvements for the research and extension programmatic needs at these locations via a combination of renovation and expansion.

2. Relocate Plant-Based Facilities from Glade Road

This project relocates plant and agricultural-based assets from the Glade Road area to more suitable permanent location near existing College of Agriculture and Life Sciences facilities on campus. The project includes the construction of multiple new buildings of approximately 34,000 GSF and the demolition of outdated assets.

3. Plant and Zoonotic Disease Research Facility (HABB-II)

This project is to provide a 94,000 GSF modern research laboratory space that will focus on infectious disease research and will include the laboratories, laboratory support spaces, faculty offices, and graduate student research space.

4. Renew Animal and Livestock Facilities

This project includes replacing approximately 100,000 GSF of outdated facilities primarily serving beef cattle, equine, sheep, and poultry. The replacement facilities consolidate functions and operational efficiencies.

5. Brooks Center: Sustainable Packaging Laboratory Addition

This project includes construction of a 17,000 GSF addition laboratory to the Brooks Forest Products Center, including fiber-based packaging materials and distribution packaging laboratories, offices and a loading dock. The laboratory will be equipped with cutting-edge technology to test and validate the performance of innovative sustainable packaging materials, accelerating their adoption to tackle pressing industry challenges.

Nongeneral Fund Projects – Listed in Attachment B:

Blacksburg and Roanoke Academic

Creativity and Innovation District Renovations
The proposed Creativity and Innovation District package includes renovating the 40,540 gross square foot (GSF) Henderson Hall, the Media Building (13,200 GSF) and Squires Performance Spaces (11,300 GSF). These renovations are needed to update and modernize spaces for the visual arts and performing arts programs.

Expand Vivarium Spaces
This project proposes a new Vivarium facility constructed in the Corporate Research Center with an estimated size of approximately 68,000 GSF.

G. Burke Johnston Student Center Renovation
This project will renovate the approximately 24,500 GSF of the G. Burke Johnson Student Center for future academic use including library space, academic advising and student success.

Library Storage Facility Addition
The project includes constructing an addition of 16,500 GSF of library storage space. The current library storage facility is of similar size and located on Energy Drive adjacent to the Virginia Tech Electric Service.

Pamplin Hall Renovation
The Pamplin Hall renovation project includes a light renovation of the 105,000 GSF building. The College of Business, once moved into the New Business School Building, will vacate Pamplin Hall; which provides the opportunity to backfill the space with other academic programs.

Renovate On-campus University Bookstore
The University Bookstore project is a renovation of the existing 40,600 GSF to be used for academic purposes.

Veterinary Teaching Hospital Expansion
The project includes approximately 25,000 GSF renovation and 32,000 GSF expansion totaling 57,000 GSF at the veterinary hospital to meet the demand for client services and clinical instruction. The funding plan for this project includes private gifts.

Blacksburg Auxiliaries and Campus Services

Campus Services: Mail, Surplus and Storage Facility
This project will replace the current lease for university surplus property, mail services, the sign shop, and departmental storage.

Dining Services Center and Warehouse (Food Processing and Storage)
This project is for a new food processing center to provide Dining Services with modern space for central food preparation, bakeshop, and cold storage to meet the demands of campus dining centers.

Parking Garage
This project provides additional parking capacity to address unmet demand in the North Academic area of campus.

Rescue Squad Facility
The Virginia Tech Rescue Squad new and expanded facility at 12,500 GSF will support its operations. The envisioned facility aims to address critical elements including temperature-controlled garage, office, bunk, lounge, storage, and locker spaces.

Residential Programs

Campbell Hall Renovation
The project will renovate Campbell Hall, a historic 329 bed residence hall located on the Drillfield. The 67,000 GSF building is split into two wings. The main wing was built in 1930 and the east wing was built in 1940.

New Residence Hall Swing Space
This project is envisioned residence hall space for up to 600 beds located off West Campus and Duck Pond Drive near the Virginia Tech Inn and Alumni Center to serve as residential swing space for renovations of existing on-campus residence halls.

Greater Washington D.C., Metro Area

Upfit Sixth Floor of Academic Building One in Alexandria, VA
This project is for an approximately 35,500 GSF upfit to create additional space for academic programs at Academic Building One in Alexandria, VA, including the relocation and expansion of the Pamplin College of Business programs.

Illustration of Debt Allocations Within a Six Percent Ratio
FINANCE AND RESOURCE MANAGEMENT COMMITTEE
As of July 8, 2025
(Dollars in Thousands)

	Planning Projections						Trailing Period					
	2025-26	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**2035-36**	**Total**
Authorized Projects												
Debt Issuances												
Building Envelope Repairs	$15,250	$15,250										$30,500
Pamplin College of Business	$37,500											37,500
BOV Approved Leases												
Children's National Lease Expansion, Phase II (Lease)						$11,300						11,300
Children's National Lease Expansion, Phase II (Upfits)						8,700						8,700
	52,750	15,250	-	-	-	20,000	-	-	-	-	-	88,000
Placeholder Allocations for Six-Year Capital Outlay Plan												
Debt Issuances												
Rescue Squad			$11,500									11,500
Veterinary Teaching Hospital Expansion			20,000									20,000
VTC-School of Medicine & FBRI Expansion			30,000									30,000
Hahn Hall South Renovation and Expansion				$35,000								35,000
Campbell Hall Rennovation					$20,000							20,000
New Residence Hall					80,000							80,000
G. Burke Johnston Renovation						$6,000						6,000
Parking Structure at Blacksburg Campus						26,300						26,300
BOV Approved Leases												
Dining Services Center and Warehouse			20,000									20,000
Campus Services: Mail, Surplus, & Storage					$11,000							11,000
Expand Vivarium Spaces						45,000						45,000
	-	-	81,500	35,000	111,000	77,300	-	-	-	-	-	304,800
Total Authorized and Placeholder Issuances	$52,750	$15,250	$81,500	$35,000	$ 111,000	$ 97,300	$ -	$ -	$ -	$ -	$ -	$392,800
Net Debt Capacity (20-Year Present Value)	$440,804	$484,888	$550,746	$576,911	$641,651	$624,978	$757,578	$885,433	$1,009,451	$1,103,264	$1,373,221	
Debt Ratio	4.42%	4.31%	4.15%	4.12%	3.97%	4.09%	3.76%	3.46%	3.20%	3.03%	2.75%	

Capital Planning Project for the Upfit of the Sixth Floor of Academic Building One

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

July 11, 2025

Academic Building One, located adjacent to the nation's capital in Alexandria, Virginia, unites industry, government, and academia in dynamic project-based learning and research to shape the way knowledge and emerging technologies influence society, driving a new era for the greater Washington D.C., metro area's innovation economy. Academic Building One in Alexandria is open and operational as of January 2025. The existing facility includes over 300,000 gross square feet (GSF) over eleven floors. The Six-Year Capital Outlay Plan includes the upfit of the sixth floor of Academic Building One to meet specific needs of the academic programs located in the building.

The scope of upfits envisioned for the sixth floor include academic classrooms, administrative, collaborative and office spaces similar to the rest of the building. The proposed upfit to the approximately shelled 35,500 GSF sixth floor includes accommodations for Pamplin College of Business programs, currently located throughout the completed floors of Academic Building One. The relocation and consolidation of this program allows for room for the College of Engineering, the Institute for Advanced Computing and other academic and administrative programs to fully establish physical space configurations on the completed floors.

The desired schedule for completion of the sixth floor upfit is Spring of 2028. The envisioned work will be completed under a traditional design-bid-build delivery method.

The total target upfit project budget is $11.5 million, and the funding plan calls for entirely nongeneral fund support. As with all self-supporting projects, the university has developed a funding plan that will use university overhead and other nongeneral fund resources earmarked for the project. Sufficient cash reserves are available to cover the $1.5 million costs to complete planning through working drawings. Thus, the university is ready to request a planning authorization and begin design work.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, and funding of nongeneral fund capital outlay projects. This request is for a $1.5 million planning authorization to complete working drawings for the Academic Building One Sixth Floor Upfit project. A subsequent request for full project funding may be submitted after designs are underway and a firm scope, cost, funding, and schedule for the entire project are determined.

RESOLUTION OF CAPITAL PLANNING PROJECT FOR THE UPFIT OF THE SIXTH FLOOR OF ACADEMIC BUILDING ONE

WHEREAS, the Academic Building One in Alexandria, VA is a growing enterprise that is attracting world class faculty, students, and staff; and,

WHEREAS, the existing facility includes 300,000 gross square feet over eleven floors with nine floors fully programmed and the sixth and seventh floor reserved as shell space for future upfits to meet specific program and faculty needs; and,

WHEREAS, the Six-Year Capital Outlay Plan includes the sixth floor to be upfitted to accommodate the relocation and consolidation of the Pamplin College of Business programs and other academic programs within the building; and,

WHEREAS, the proposed scope to upfit the shelled 35,500 GSF sixth floor includes accommodations for academic teaching, research, and administrative spaces similar and compatible with the rest of the building; and,

WHEREAS, the university is requesting a $1.5 million planning authorization to design all elements of the upfit to the sixth floor of Academic Building One through working drawings; and,

WHEREAS, a funding plan of entirely nongeneral funds has been identified and is available and sufficient to support the authorization; and,

WHEREAS, the university may submit a subsequent request for full project funding after designs are underway and a firm scope, cost, funding plan, and schedule for the entire project are determined; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has authority to approve the budget, size, scope, and funding of nongeneral funded major capital outlay projects.

NOW, THEREFORE BE IT RESOLVED, that the university be authorized to move forward with a $1.5 million planning authorization to complete working drawings for the Academic Building One Sixth Floor Upfit project.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the Upfit of the Sixth Floor of Academic Building One be approved.

August 20, 2025

Capital Planning Project for the Campbell Hall Renovation

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

July 11, 2025

The overall instructional mission of Virginia Tech is the “education of the whole person” which recognizes that a significant and important part of student education happens outside of the classroom. Campbell’s Main Wing was built in 1930 and is approximately 35,000 gross square feet while Campbell Hall’s East Wing was built in 1940 and is approximately 32,000 gross square feet. Both wings are home to 329 first year students, with Main Campbell Hall housing 171 students and East Campbell Hall housing 158 female students, all from a variety of academic backgrounds. The facility has received few improvements since its original construction, does not meet current building codes or student expectations, and carries a significant deferred maintenance backlog. Attracting high quality students in higher education is competitive, and the Housing program is often a critical factor for students because of its link to quality of life and academic support.

The University’s 2026-2032 Nongeneral Fund Capital Outlay Plan includes a capital project to renovate Campbell Hall. The renovation of Campbell Hall will include comprehensive updates to the building’s interior, including residential rooms and bathrooms. The project will repair and modernize the building envelope, mechanical, electrical, and plumbing systems, as well as the installation of elevators and air conditioning. The renovation will also ensure compliance with ADA standards.

At this time, the university is requesting a planning authorization to prepare design documents for the project. The target total project cost is $40 million; and the budget to complete planning work through the working drawing phase is $4 million. As with all self-supporting projects, the university has developed a funding plan to provide assurance regarding the financial feasibility of this planning project. This funding plan calls for the use of internal cash resources derived from residential programs auxiliary revenues.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for a $4 million planning authorization to complete working drawing documents for the Campbell Hall Renovation project. A subsequent request for construction funding may be submitted after designs are underway and a firm scope, cost, funding plan, and schedule are determined.

RESOLUTION ON CAPITAL PLANNING PROJECT FOR THE CAMPBELL HALL RENOVATION PROJECT

WHEREAS, Campbell Hall Main Wing, built in 1930, and Campbell Hall East Wing, built in 1940, with a scope of approximately 67,000 gross square feet and housing capacity for approximately 329 students; and,

WHEREAS, the facility has received few improvements since its original construction, does not meet current building codes or student expectations, and carries a significant deferred maintenance backlog; and,

WHEREAS, renovating Campbell Hall will repair and update the building's envelope, interior, residential rooms, bathrooms; mechanical, electrical, and plumbing systems; install elevators and air conditioning; and,

WHEREAS, the university is requesting a $4 million planning authorization to complete working drawing design documents and to fund the planning project with 100 percent nongeneral fund resources derived from residential programs auxiliary revenues; and,

WHEREAS, the university may submit a subsequent request for construction funding after designs are underway and a firm scope and cost are determined; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and Virginia Tech, the Board of Visitors has authority to approve the budget, size, scope, and overall funding of nongeneral funded major capital outlay projects.

NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $4 million planning authorization to complete designs through working drawings for the Campbell Hall renovation project.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the Campbell Hall renovation project be approved.

August 20, 2025

Capital Project for Planning a New Residence Hall

JOINT FINANCE AND AUDIT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

July 15, 2025

The Campus Master Plan as well as the 2026-2032 Nongeneral Fund Capital Outlay Plan include a New Residence Hall project, located in the northwest corner of campus near the Virginia Tech Inn and Alumni Center. The project envisions a new residential facility, targeting up to 600 modern beds which would increase residential capacity to allow for campus residential renovations to occur without significantly impacting the current residential and dining programs.

The new residence hall will allow the university to continue to sustain moderate growth over time, provide increased residential capacity as high priority residential renovation projects are completed and allow for first year students to fully immerse themselves in the Virginia Tech experience. This is consistent with the university's goal of "the holistic education of the entire person" that recognizes that a significant and important part of student education takes place outside of the classroom.

As with all self-supporting projects, the university has developed a funding plan to support this planning project. The university worked conjointly with the residential program to develop a long-range financial model to support new debt service on this project and other residential program costs within the university's six-year operating plan. This total project funding plan calls for the use of debt which may be serviced from residential program's auxiliary revenue. The target total project budget is $100 million, and the plan is sufficient to cover this amount, including the use of internal cash resources generated by the residential auxiliary.

At this time, the university is requesting a planning authorization to prepare design documents for the project. The costs to complete planning work through the working drawing phase is $10 million. The funding plan for this planning project calls for the use of internal cash resources derived from the residential auxiliary program revenues.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for a $10 million planning authorization to complete working drawing documents for the New Residence Hall project. A subsequent request for construction funding may be submitted after designs are underway and a firm scope, cost, funding plan, and schedule for the entire project are determined.

RESOLUTION FOR A CAPITAL PLANNING PROJECT FOR A NEW RESIDENCE HALL

WHEREAS, the Campus Master Plan and the 2026-2032 Six-Year Capital Outlay Plan include a New Residence Hall; and,

WHEREAS, the 2018 Campus Master Plan envisioned a residential system with the flexibility to adjust capacity incrementally through a series of actions including: replacing Slusher Hall, constructing new facilities for the 21st Century Living Learning District, and the renovation and expansion of Oak Lane facilities to address residential system goals; and,

WHEREAS, subsequent to the board's November 2018 approval of the 2018 Campus Master Plan, the costs to implement these three actions proved to be prohibitive; and,

WHEREAS, the university is planning to sustain moderate undergraduate growth as well as renovate existing residential assets; and,

WHEREAS, the residential components include a residential facility targeting up to 600 total beds which would increase residential capacity to allow for campus renovations to occur without significantly impacting the current residential programs; and,

WHEREAS, the new residence hall request shall render all prior unexecuted residential planning or construction authorizations for a new building(s) null; and,

WHEREAS, the university is requesting a $10 million planning authorization to complete working drawings and to fund the planning project with an entirely nongeneral fund resource plan including resources generated from the residential auxiliary program sufficient to support the entire project; and,

WHEREAS, the university may submit a subsequent request for full project funding after designs are underway and a firm scope, cost, funding plan, and schedule for the entire project are determined; and,

WHEREAS, the Finance and Resource Management Committee will further review and approve a financing resolution prior to securing permanent financing for the debt component of the project plus amounts needed to fund issuance costs, reserve funds, and other financing expenses; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral funded capital outlay projects.

NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $10 million planning authorization to complete designs through working drawings for the New Residence Hall project.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the New Residence Hall project be approved.

August 20, 2025

Financial Performance Report – Operating and Capital
Finance and Resource Management Committee
July 1, 2024 to June 30, 2025

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

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

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

Capital program performance is measured against the Total Project Budget. The Total Project Budget amounts reflect appropriations and authorizations established by the state or Board of Visitors for each capital project. These amounts are recorded in the accounting system with revenue and expenditure budgets upon the effective date of each project, which normally occurs on July 1 or after Board of Visitors approval. Under restructuring authorities, university administration may make minor changes to a Total Project Budget, within ten percent, and the revised Total Project Budget is shown on the subsequent quarterly report. The Cumulative Expenditures reflect lifetime-to-date activity until a project is complete, and a project's life spans multiple fiscal years. The Annual Budgets are estimates of expected activity for a 12-month portion of the life of a project. Spending pace for a project may periodically slow or accelerate during a year for a variety of reasons including shifts in construction start dates, contractor performance or billing cycles, and supply chain disruptions. The Annual Budgets are revised accordingly and shown on the subsequent quarterly report.

Recommendation:

That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2024 through June 30, 2025 and the Capital Outlay report be accepted.

August 20, 2025

OPERATING BUDGET
2024-25
Dollars in Thousands

	July 1, 2024 to June 30, 2025			Annual Budget for 2024-25		
	Actual	Budget	Change	Original	Adjusted	Change
Educational and General Programs						
University Division						
Revenues						
General Fund	$310,870	$310,911	$-41 (1)	$288,480	$310,911	$22,431 (9)
Tuition and Fees	739,805	738,023	1,782	736,209	738,023	1,814 (10)
All Other Income	55,037	58,059	-3,022 (2)	59,850	58,059	-1,791 (11)
Total Revenues	$1,105,712	$1,106,993	$-1,281	$1,084,539	$1,106,993	$22,454
Expenses						
Academic Programs	$-658,835	$-669,241	$10,406 (3)	$-653,902	$-669,241	$-15,339
Support Programs	-434,637	-437,752	3,115	-430,637	-437,752	-7,115
Total Expenses	$-1,093,472	$-1,106,993	$13,521	$-1,084,539	$-1,106,993	$-22,454 (9,10,11)
NET	$12,240	$0	$12,240 (3)	$0	$0	$0
CE/AES Division						
Revenues						
General Fund	$94,581	$94,581	$0	$92,942	$94,581	$1,639 (12)
Federal Appropriation	16,887	17,761	-874 (4)	15,647	17,761	2,114 (13)
All Other Income	1,788	1,602	186	1,426	1,602	176 (14)
Total Revenues	$113,256	$113,944	$-688	$110,015	$113,944	$3,929
Expenses						
Academic Programs	$-106,037	$-106,146	$109 (4)	$-101,199	$-106,146	$-4,947
Support Programs	-7,206	-7,798	592	-8,816	-7,798	1,018
Total Expenses	$-113,243	$-113,944	$701	$-110,015	$-113,944	$-3,929 (12,13,14
NET	$13	$0	$13	$0	$0	$0
Auxiliary Enterprises						
Revenues	$499,692	$489,263	$10,429 (5)	$480,384	$489,263	$8,879 (5)
Expenses	-462,682	-496,294	33,612 (5)	-459,984	-496,294	-36,310 (5)
Reserve Drawdown/(Deposit)	-37,010	7,031	-44,041 (5)	-20,400	7,031	27,431 (5)
NET	$0	$0	$0	$0	$0	$0
Sponsored Programs						
Revenues	$529,385	$525,079	$4,306 (6)	$510,079	$525,079	$15,000 (15)
Expenses	-478,307	-525,079	46,772 (6)	-510,079	-525,079	-15,000 (15)
Reserve Drawdown/(Deposit)	-51,078	0	-51,078	0	0	0
NET	$0	$0	$0	$0	$0	$0
Student Financial Assistance						
Revenues	$66,016	$66,592	$-576	$63,337	$66,592	$3,255 (16)
Expenses	-64,686	-66,592	1,906	-63,337	-66,592	-3,255 (16)
Reserve Drawdown/(Deposit)	-1,330	0	-1,330 (7)	0	0	0
NET	$0	$0	$0	$0	$0	$0
All Other Programs *						
Revenue	$22,059	$22,621	$-562	$18,211	$22,621	$4,410 (17)
Expenses	-7,989	-18,031	10,042 (8)	-18,211	-18,031	180 (17)
Reserve Drawdown/(Deposit)	-14,070	-4,590	-9,480 (8)	0	-4,590	-4,590 (17)
NET	$0	$0	$0	$0	$0	$0
Total University						
Revenues	$2,336,120	$2,324,492	$11,628	$2,266,565	$2,324,492	$57,927
Expenses	-2,220,379	-2,326,933	106,554	-2,246,165	-2,326,933	-80,768
Reserve Drawdown/(Deposit)	-103,488	2,441	-105,929	-20,400	2,441	22,841
NET	$12,253	$0	$12,253	$0	$0	$0

* All Other Programs include federal work study, surplus property, local funds, and unique military activities.

Presentation Date: August 19, 2025

Operating Budget

1. General Fund Revenues are lower than budgeted due to lower than projected nongeneral fund interest earnings and credit rebates returned to the institution by the Commonwealth.
2. University Division All Other Income revenues are lower than projected due to timing of revenues planned in FY25 that will be recognized in July 2025 (FY26).
3. While the Commonwealth requires revenues and expenses be balanced for Educational and General Programs, variances are possible due to the timing differences. The cash balance as of June 30, 2025 is primarily due to the carryforward of one-time general fund support of $6.5 million for the VTC School of Medicine which was received in late in FY25 and balances in Continuing Education. The university will carry this balance forward to accomplish planned work in support of VTC School of Medicine.
4. The budget for federal revenue is established to match projected allotments from the federal government that are expected to be drawn down during the state fiscal year. All expenses in federal programs are covered by drawdowns of federal revenue up to allotted amounts. Federal revenue in the Cooperative Extension and Agriculture Experiment Station Division is lower than projected due to timing of federal drawdowns.
5. Quarterly and projected annual variances are explained in the Auxiliary Enterprises section of this report.
6. Historical patterns have been used to develop a measure of the revenue and expenditure activity for Sponsored Programs. Actual revenues and expenses may vary from the budget estimates because projects are initiated and concluded on an individual basis without regard to fiscal year. Total sponsored research revenues are higher than projected. The sponsored research expenditures are 8.7% higher than June 30, 2024.
7. The $1.3 million net results from the timing of one-time general fund allocation provided in late FY25 from outcome of the 2025 state budget process. These funds will be carried over and deployed in FY26.
8. Expenses for All Other Programs were lower than projected due to timing of expenses and lower than projected Surplus Property activity.
9. The annual University Division general fund budget was increased $6.2 million for the VT share of Statewide one-time Virginia Military Survivors and Dependents Education Program (VMSDEP) waiver pool, $3.4 million for the state share of the June 2025 1.5% bonus, $6.5 million for one-time state support for VTC School of Medicine and $6.4 million for affordable access support. The budget was decreased $0.1 million for the Tech Talent master's MOU adjustment. The corresponding expenditure budgets have been adjusted accordingly.
10. The annual budget for Tuition & Fees was decreased $2.1 million for higher than projected VMSDEP waiver activity and $1.0 million for one-time student financial aid support. To reflect updated enrollment level and mix, the budget for undergraduate was increased $1.7 million, for graduate increased $0.8 million, for professional programs decreased $0.7 million, and for summer 2024 decreased $1.3 million. A technical

adjustment increased the budget $4.4 million to align projected activities by fund source. The corresponding expenditure budgets have been adjusted accordingly.

11. The University Division All Other Income budget was increased $2.0 million to reflect increased activity in the CVM Veterinary Teaching Hospital and $0.7 million for the finalization of the VTC School of Medicine budget. A technical adjustment decreased the All Other Income budget $4.4 million to align projected activity by fund source. The corresponding expenditure budgets have been adjusted accordingly.
12. The annual budget for Cooperative Extension/Agriculture Experiment Station Division General Fund decreased $0.1 million for the general fund share of state compensation programs and fringe benefit rate changes. As a result of the 2025 General Assembly, the annual budget was increased $1.0 million for the state share of the June 2025 1.5% bonus, and $0.7 million for equipment support. The corresponding expenditure budgets have been adjusted accordingly.
13. The federal revenue budget in the Cooperative Extension/Agricultural Experiment Station Division has been increased $2.1 million for the carryover of federal funds to FY25. The corresponding expenditure budgets have been adjusted accordingly.
14. The All Other Income budget in the Cooperative Extension/Agriculture Experiment Station Division has been increased $0.2 million for higher than projected VCE self-generated revenue. The corresponding expenditure budgets have been adjusted accordingly.
15. The Sponsored Programs grants and contracts revenue and expenditure budgets were increased $15 million to reflect higher than projected activity levels.
16. The student financial assistance revenue and expenditure budgets were increased $0.3 million for the FY25 Pell Grant Initiative Programs, $0.4 million for increased Virginia Military Survivors and Dependents Education Program, $1.3 million for one-time General Fund scholarship support, and $1.2 million to support the nongeneral fund scholarship program.
17. The projected annual budgets for All Other Programs were decreased $0.2 million to finalize budgets and increased $0.3 million for Unique Military Activities state support. The revenue budget was increased $4.3 million for technical alignment of university initiatives. The projected annual expense budgets were increased $1.7 million for outstanding 2023-24 commitments that were initiated but not completed before June 30, 2024 and decreased $2.1 million for technical alignments.

AUXILIARY ENTERPRISES

Dollars in Thousands

	July 1, 2024 to June 30, 2025				Annual Budget for 2024-25			
	Actual	Budget	Change		Original	Adjusted	Change	
Residence and Dining Halls *								
Revenues	$185,661	$182,832	$2,829	(1)	$184,819	$182,832	$-1,987	(7,8)
Expenses	-173,207	-184,285	11,078	(1)	-179,256	-184,285	-5,029	(7,8,9)
Reserve Drawdown/(Deposit)	-12,454	1,453	-13,907	(1)	-5,563	1,453	7,016	(8,9)
Net	$0	$0	$0		$0	$0	$0	
Parking and Transportation								
Revenues	$28,228	$27,828	$400		$26,078	$27,828	$1,750	(10)
Expenses	-21,400	-24,917	3,517	(2)	-23,789	-24,917	-1,128	(8,9,10)
Reserve Drawdown/(Deposit)	-6,828	-2,911	-3,917	(2)	-2,289	-2,911	-622	(8,9,10)
Net	$0	$0	$0		$0	$0	$0	
Telecommunications Services								
Revenues	$25,431	$23,587	$1,844	(3)	$23,347	$23,587	$240	(8)
Expenses	-21,311	-26,206	4,895	(3)	-22,557	-26,206	-3,649	(8,9)
Reserve Drawdown/(Deposit)	-4,120	2,619	-6,739	(3)	-790	2,619	3,409	(8,9)
Net	$0	$0	$0		$0	$0	$0	
University Services * **								
Revenues	$71,072	$69,450	$1,622	(4)	$69,450	$69,450	$0	
Expenses	-66,511	-74,041	7,530	(4)	-68,664	-74,041	-5,377	(8,9,11)
Reserve Drawdown/(Deposit)	-4,561	4,591	-9,152	(4)	-786	4,591	5,377	(8,9,11)
Net	$0	$0	$0		$0	$0	$0	
Intercollegiate Athletics *								
Revenues	$105,141	$104,620	$521		$101,540	$104,620	$3,080	(8,12)
Expenses	-109,655	-111,338	1,683	(5)	-96,923	-111,338	-14,415	(8,9,12)
Reserve Drawdown/(Deposit)	4,514	6,718	-2,204	(5)	-4,617	6,718	11,335	(8,9,12)
Net	$0	$0	$0		$0	$0	$0	
Electric Service *								
Revenues	$50,846	$49,415	$1,431		$48,576	$49,415	$839	(8)
Expenses	-48,962	-49,096	134		-46,410	-49,096	-2,686	(8,9)
Reserve Drawdown/(Deposit)	-1,884	-319	-1,565		-2,166	-319	1,847	(8,9)
Net	$0	$0	$0		$0	$0	$0	
Inn at VT/Skelton Conf. Center								
Revenues	$14,986	$14,171	$815		$14,171	$14,171	$0	
Expenses	-13,726	-14,277	551		-12,788	-14,277	-1,489	(9)
Reserve Drawdown/(Deposit)	-1,260	106	-1,366		-1,383	106	1,489	(9)
Net	$0	$0	$0		$0	$0	$0	
Other Enterprise Functions ***								
Revenues	$18,327	$17,360	$967	(6)	$12,403	$17,360	$4,957	(8,13)
Expenses	-7,910	-12,134	4,224	(6)	-9,597	-12,134	-2,537	(8,9,13)
Reserve Drawdown/(Deposit)	-10,417	-5,226	-5,191	(6)	-2,806	-5,226	-2,420	(8,9,13)
Net	$0	$0	$0		$0	$0	$0	
TOTAL AUXILIARIES								
Revenues	$499,692	$489,263	$10,429		$480,384	$489,263	$8,879	
Expenses	-462,682	-496,294	33,612		-459,984	-496,294	-36,310	
Reserve Drawdown/(Deposit)	-37,010	7,031	-44,041		-20,400	7,031	27,431	
Net	$0	$0	$0		$0	$0	$0	

* University Systems include Dormitory and Dining Hall System, University Services System, Intercollegiate Athletics System, and Electric Service System. The Systems were created to provide assurance to bond holders that system revenues are pledged for the payment of debt service and to allow for dedicated repair and replacement that are not subject to liens of any creditor of the university.

** University Services System includes Career & Professional Development, Center for the Arts, Health Services, Recreational Sports, Student Engagement & Campus Life, Cultural and Community Centers, Student Organizations, and the VT Rescue Squad.

*** Other Enterprise Functions include Hokie Passport, Library Photocopy, Licensing & Trademark, Little Hokie Hangout, New Student and Family Programs, Pouring Rights, Software Sales, Tailor Shop and Clearing Accounts.

Auxiliary Enterprise Budget

1. Revenues in Residence and Dining Halls are higher than projected due to higher than budgeted self-generated revenues primarily from interest earnings and summer conferences. Expenses are lower than projected due to timing of operating expenses, one-time facility improvement projects, and replacement of furniture and equipment normally scheduled during the summer months.
2. Expenses in Parking and Transportation Services are lower than projected due to timing of operating expenses, Fleet Services vehicle replacement purchases, and transit equipment purchases.
3. Revenues in Telecommunications Services are higher than projected due to higher than budgeted self-generated revenues. Expenses are lower than projected due to the timing of network telecommunication projects.
4. Revenues for the University Services System are higher than projected due to higher than budgeted self-generated revenues. Expenses lower than projected due to timing of operating expenses and facility projects scheduled for summer months.
5. Expenses for Intercollegiate Athletics are lower than projected due to timing of expenses and one-time facility and equipment projects.
6. Revenues for Other Enterprise Functions are higher than projected due to increased business volume in New Student Programs and Licensing. Expenses are lower than projected due to the timing of operating expenses and facility projects.
7. The annual revenue and expense budgets for Residence and Dining Halls were decreased $5.7 million for lower dining business volume and increased $2.5 million for higher residential occupancy and one-time furniture and equipment replacement.
8. In June 2024, the annual revenue, expense, and reserve budgets for Auxiliary Enterprises were adjusted for technical alignments and finalization of fixed cost estimates.
9. The annual expense budget for Auxiliary Enterprises was increased $22.1 million for outstanding 2023-24 commitments and projects that were initiated but not completed before June 30, 2024.

Auxiliary Enterprise	Outstanding Commitments
Residence and Dining Halls	$ 6,575,218
Parking and Transportation	1,564,851
Telecommunication Services	3,407,884
University Services System	4,241,856
Intercollegiate Athletics	2,513,098
Electric Service	1,097,019
Inn at Virginia Tech	1,489,009
Other Enterprise Functions	1,252,065
Totals	**$ 22,141,000**

10. The annual revenue, expense, and reserve budgets for Parking and Transportation Services were increased $1.8 million for higher business volume and decreased $0.3 million for lower operating expenses.
11. The annual expense and reserve budgets for the University Services System were increased $1.7 million for Student Engagement and Campus Life maintenance project expenses.
12. The annual revenue and expense budgets for Intercollegiate Athletics were increased $1.3 million to accommodate the football team's participation in the Duke's Mayo Bowl. The annual revenue budget was increased $1.2 million for concert revenue, $0.6 million for self-generated revenues, $0.2 million for licensing revenues, and $5.8 million for private support, partially offset by ACC conference revenue shortfall of $2.7 million and timing of expansion and success conference pools $3.5 million. The annual expense budget was increased $0.9 million for concert expenses, $0.9 million for salary adjustments, $4.1 million for team travel and sports operating expenses, $4.1 million for facility projects and maintenance, and $0.4 million for student athlete medical costs.
13. The annual revenue, expense, and reserve budgets for Other Enterprise Functions were increased for scholarship expenses in Licensing and Trademark and technical accounting alignments. In addition, the annual revenue, expense, and reserve budgets were increased for the transition of Virginia Tech Services to an auxiliary unit.

CAPITAL OUTLAY PROJECTS
AUTHORIZED AS OF JUNE 30, 2025
Dollars in Thousands

	PROJECT INITIATED	FISCAL YEAR ACTIVITY ANNUAL BUDGET	FISCAL YEAR ACTIVITY YTD EXPENDITURES	TOTAL PROJECT BUDGET STATE SUPPORT	TOTAL PROJECT BUDGET NONGENERAL FUND	TOTAL PROJECT BUDGET REVENUE BOND	TOTAL PROJECT BUDGET TOTAL BUDGET	CUMULATIVE EXPENDITURES	
EDUCATIONAL AND GENERAL PROJECTS									
Design Phase									
Planning: New Business Building	Apr 2022	$ 6,300	$ 3,323	$ -	$ 94,000	$ -	$ 94,000	4,496	(1)
Expand VT-C SOM & Fralin Biomedical Research Institute	Sept 2023	3,500	2,704	-	9,000	-	9,000	2,723	(2)
Improve Center Woods Complex	Nov 2023	829	519	14,404	296	-	14,700	535	(3)
Improve Campus Accessibility	Jul 2024	881	77	8,000	-	-	8,000	77	(4)
Planning: CVM Teaching Hospital Renovation & Expansion	Aug 2024	500	26	-	4,300	-	4,300	26	(5)
Planning: Improvements to Eastern Shore AREC	Sept 2024	500	56	1,515	-	-	1,515	56	(6)
Planning: Repair Derring Hall Envelope	Jul 2024	250	74	1,624	-	-	1,624	74	(7)
Planning: Rescue Squad Facility	Nov 2024	400	12	-	2,000	-	2,000	12	(8)
Construction Phase									
Maintenance Reserve	On-going	18,580	17,435	20,645	-	-	20,645	17,435	(9)
Livestock & Poultry Research Facilities, Phase I	Oct 2016	4,000	3,949	31,764	-	-	31,764	28,939	(10)
Building Envelope Improvements	Aug 2022	8,000	1,591	-	13,580	33,620	47,200	7,426	(11)
Life, Health, Safety, Accessibility, & Code Compliance	Jul 2020	2,800	3,246	10,400	-	-	10,400	9,404	(12)
Mitchell Hall (Replace Randolph Hall)	Jul 2020	30,000	20,116	319,789	39,292	-	359,081	35,979	(13)
Equipment and Special Initiatives									
Equipment for Workforce Development	May 2021	5,000	6,703	42,437	-	-	42,437	18,847	(14)
Close-Out									
Fralin Biomedical Research Institute Equipment	Jul 2020	245	245	18,133	-	-	18,133	18,133	(15)
Corps Leadership and Military Science Building	Jun 2019	2,036	844	-	21,600	30,400	52,000	50,424	(16)
Hitt Hall	Apr 2017	9,112	7,459	-	33,600	51,400	85,000	81,344	(17)
Undergraduate Science Laboratory Building	Jul 2017	16,000	14,716	90,412	-	-	90,412	85,686	(18)
Innovation Campus - Academic Building	Jul 2019	40,895	38,067	177,164	80,336	44,636	302,136	273,780	(19)
TOTAL EDUCATIONAL AND GENERAL PROJECTS		$ 149,829	$ 121,162	$ 736,286	$ 298,004	$ 160,056	$ 1,194,347	$ 635,397	

Presentation Date: August 19, 2025

Education and General Projects

1. New Business Building: This project will design a 92,300 gross square foot building for the Pamplin College of Business. The total project budget was adjusted to reflect construction funding approval by the Board of Visitors at the March 2025 meeting. Market pricing is underway with GMP expected mid-August 2025.

2. Planning: Expand Virginia Tech-Carilion School of Medicine and Fralin Biomedical Research Institute: This planning project will design a new 100,000 gross square foot building for the VT-C School of Medicine, 25,000 gross square foot ground floor parking, and renovate 51,000 gross square feet of the existing School of Medicine and Research Institute building to be backfilled by the Fralin Biomedical Research Institute. Schematic design is nearing completion and cost estimates are underway.

3. Improve Center Woods Complex: This project will demolish the existing 12 facilities that have surpassed their useful life and construct 25,900 GSF of research laboratories, research support spaces, equipment storage and offices. Construction was authorized during the 2023 General Assembly Session. The total project budget reflects the capital budget request submission and may be revised by the Commonwealth's Six-Year Capital Advisory Committee (Six-PAC) at the completion of preliminary design. Preliminary design is nearing completion and cost estimates are underway.

4. Improve Campus Accessibility: This project improves pedestrian connectors to ensure accessible service in the southeastern zone of campus project and targets the section of the infinite loop from East Eggleston Hall to Dietrick Hall. Schematic design is underway.

5. Planning: College of Veterinary Medicine Teaching Hospital Renovation & Expansion: This planning project will design a new 32,000 gross square foot addition and 25,000 gross square foot renovation for the College of Veterinary Medicine Teaching Hospital's academic program. Procurement for AE services is complete and schematic design is underway.

6. Planning: Improvements to Eastern Shore AREC: This planning project will design a 13,500 square foot services complex to support research at the Eastern Shore AREC and renovate the 14,000 square foot main building. Schematic design is underway.

7. Planning: Repair Derring Hall Envelope: This planning project will design a repair solution for the exterior envelope of Derring Hall. Planning amount received from the Commonwealth. Design for repairs is underway.

8. Planning: Rescue Squad Facility: This planning project will design a new 12,500 gross square foot facility for the Virginia Tech Rescue Squad (VTRS). Procurement of AE services is nearing completion.

9. Maintenance Reserve: The total project budget reflects $1.759 million of carryforward from fiscal year 2024 and $18.885 million of new appropriations from the State for fiscal year 2025. The annual budget amount reflects the pace necessary to meet the state's 90 percent spending performance requirement.

10. Livestock & Poultry Research Facilities, Phase I: The new swine, poultry, beef, and equine facilities are substantially complete. A supplement from the State to support the fifth and final bid package has been received. Construction of three hay barns and the demolition swine facilities past their useful life are underway with substantial completion expected December 2025.

11. Building Envelope Improvements: This project will complete envelope improvements to four buildings.

12. Life, Health, Safety, Accessibility, & Code Compliance: This project improves accessible pedestrian connectors in the North Academic District. The installation of two enclosed elevator towers for an accessible pathway from the ground level of Derring Hall to Burchard Plaza is complete. Accessible pathway improvements from Perry Street to the Drillfield is substantially complete. The accessible pathways between Patton Hall, Holden Hall, and McBryde Hall is under construction with substantial completion expected September 2025. Resources are available and sufficient to cover accelerated cash flows, and the project remains within the authorized total budget

13. Mitchell Hall (Replace Randolph Hall): This project will replace Randolph Hall with an approximately 285,500 gross square foot building to accommodate engineering instruction and research. Supplement funding has been authorized by the State and infused into the project. Construction is underway.

14. Equipment for Workforce Development: This project supports space and equipment purchases for the instructional programs associated with the Tech Talent Investment Program. Resources are available and sufficient to cover accelerated cash flows, and the project remains within the authorized total budget.

15. Fralin Biomedical Research Institute Equipment: The project is closed.

16. Corps Leadership and Military Science Building: The project is closed.

17. Hitt Hall: The project is closed.

18. Undergraduate Science Laboratory Building: The project is complete and will be closed and financial accounts terminated when final invoices are received and paid.

19. Innovation Campus – Academic Building: The project is complete and will be closed and financial accounts terminated when final invoices are received and paid.

Capital Outlay Projects Authorized as of June 30, 2025 (Continued)

Dollars in Thousands

	PROJECT INITIATED	FISCAL YEAR ACTIVITY ANNUAL BUDGET	FISCAL YEAR ACTIVITY YTD EXPENDITURES	TOTAL PROJECT BUDGET STATE SUPPORT	TOTAL PROJECT BUDGET NONGENERAL FUND	TOTAL PROJECT BUDGET REVENUE BOND	TOTAL PROJECT BUDGET TOTAL BUDGET	TOTAL PROJECT BUDGET CUMULATIVE EXPENDITURES	
AUXILIARY ENTERPRISE PROJECTS									
Design Phase									
Construction Phase									
Maintenance Reserve	On-going	$ 14,500	$ 13,413	$ -	$ 14,500	$ -	$ 14,500	$ 13,413	(1)
Close-Out									
New Upper Quad Residence Hall	Jun 2019	600	(198)	-	16,071	25,929	42,000	39,294	(2)
Student Wellness Improvements	Jun 2016	12,000	10,318	-	25,574	44,426	70,000	66,775	(3)
Football Locker Room Renovations	Jun 2023	2,500	1,641	-	5,900	-	5,900	4,601	(4)
Planning: Student Life Village, Phase I	Jun 2023	7,500	5,012	-	19,500	-	19,500	5,326	(5)
TOTAL AUXILIARY ENTERPRISE PROJECTS		$ 37,100	$ 30,185	$ -	$ 81,545	$ 70,355	$ 151,900	$ 129,409	
GRAND TOTAL		$ 186,929	$ 151,347	$ 736,286	$ 379,549	$ 230,411	$ 1,346,247	$ 764,806	

Auxiliary Enterprise Projects

1. Maintenance Reserve: The auxiliary maintenance reserve program covers 106 assets with a total replacement value of $1.4 billion. Projects are scheduled and funded by the auxiliary enterprises. The units prepare five-year plans that outline their highest priority deferred maintenance needs. The annual budget and total project budget reflect the spending plans of the auxiliary units on maintenance reserve work scheduled for fiscal year 2025. The annual and total budgets may be adjusted during the year depending on the actual spending activities of the auxiliary units provided expenditures do not exceed the total resources encumbered for the program.

2. New Upper Quad Residence Hall: The project is closed.

3. Student Wellness Improvements: The project is complete and will be closed and financial accounts terminated when final invoices are received and paid.

4. Football Locker Room Renovation: The project is complete and will be closed and financial accounts terminated when final invoices are received and paid.

5. Planning for Student Life Village, Phase I: Following a decision by the Board of Visitors, the Student Life Village project will no longer proceed. The project will be closed and financial accounts terminated when final invoices are received and paid.

RESOLUTION OF APPRECIATION HONORING DAVID CALHOUN

WHEREAS, David Calhoun was appointed to the Board of Visitors in 2022. During his tenure, Dave was a member and chair of the Compliance, Audit, and Risk Committee and the Finance and Resource Management Committee, and a member of the Governance and Administration Committee. In addition, Dave served as Vice Rector and a member of the Executive Committee from 2023 to 2025; and

WHEREAS, a distinguished alumnus of Virginia Tech from a long line of Hokies, Dave Calhoun earned a bachelor's degree in accounting in 1979 and has been extensively engaged with his alma mater over the decades, for example, giving the 2005 university commencement keynote address and co-chairing the billion-dollar Campaign for Virginia Tech: Invent the Future launched in 2007. He is also among the university's most generous donors, giving $20 million to the Honors College to create the Calhoun Honors Discovery Program and the Calhoun Center for Higher Education Innovation as well as supporting numerous other initiatives; and

WHEREAS, Dave served from January 2020 to August 2024 as president and chief executive officer of The Boeing Company, a leading global aerospace company and provider of commercial airplanes; defense, space and security systems; and global services. He has served as a member of Boeing's Board of Directors and served as board chairman; and

WHEREAS, he has extensive expertise in a wide array of strategic, business, safety and regulatory matters across several industries as a result of his executive, management and operational experience. Previously, he served as senior managing director and head of portfolio operations at The Blackstone Group, as executive chairman of the board for Nielsen Holdings, and as vice chairman of General Electric Company (GE) and president and chief executive officer of GE Infrastructure; and

WHEREAS, Dave has been a member of the board of directors of Caterpillar Inc. and a member of the Business Roundtable, an association of chief executive officers of leading U.S. companies. He also is a member of Virginia Tech's Pamplin Advisory Council and is co-author of the book *How Companies Win*; and

WHEREAS, the administration and the members of the board truly appreciate the time and support that Dave has dedicated to this Board and the university, as well as have enjoyed getting to know him over the course of his service;

NOW, THEREFORE, BE IT RESOLVED that the members of the Board of Visitors of Virginia Polytechnic Institute and State University hereby extend their sincere appreciation to Dave Calhoun for his many years of exemplary service and for his faithful dedication to the university and its missions before and during his term on the board.

RECOMMENDATION:
That the resolution recognizing Dave Calhoun for his service as a member of the Board of Visitors be approved.

August 20, 2025

RESOLUTION OF APPRECIATION HONORING DONALD HORSLEY

WHEREAS, Donald Horsley served as president of the board of the Virginia Department of Agriculture and Consumer Services from 2023 to 2025, and in that capacity served concurrently as an ex officio member of the Virginia Tech Board of Visitors. During his two-year tenure, he has been a member of the Academic, Research, and Student Affairs Committee and the Buildings and Grounds Committee; and

WHEREAS, an alumnus of Virginia Tech having earned a degree in animal science in 1969, Don is proprietor of Land of Promise Farms, which he runs in partnership with his wife, Diane, and two sons, Ryan and Shane, who are also former Hokies, and together they were inducted into Virginia Tech's College of Agriculture and Life Sciences' Hall of Fame in 2013; and

WHEREAS, voted Virginia's Farmer of the Year in 2011, Don is a long-time 4-H livestock volunteer. Known for their show pigs, Land of Promise Farms has supplied many pigs to Virginia 4-H students to be shown across the state and beyond; and

WHEREAS, he has also been a strong agriculture advocate in local, state, and national government. He has served as a member of the Virginia Beach Planning Commission, the local Farm Bureau Board, the board of the Southern States Cooperative, the Virginia Beach Agriculture Reserve Program Committee, and the Agricultural Advisory Committee. He has been involved in Virginia's Pork Industry Association, the State Fair Board, and the Agribusiness Council, as well as the National Pork Producers Council and Pork Forum and the American Soybean and National Corn Growers Associations; and

WHEREAS, the administration and the members of the board truly appreciate Don's service and have enjoyed getting to know him and his wife, Diane, at board meetings and other university events;

NOW, THEREFORE, BE IT RESOLVED that the members of the Board of Visitors of Virginia Polytechnic Institute and State University hereby extend their sincere appreciation to Don Horsley for his outstanding service and for his faithful dedication to the university and its missions.

RECOMMENDATION:
That the resolution recognizing Donald Horsley for his service as a member of the Board of Visitors be approved.

August 20, 2025

RESOLUTION OF APPRECIATION HONORING ANNA HEALY JAMES

WHEREAS, Anna Healy James was appointed to the Board of Visitors in 2017 and reappointed in 2021. During her eight-year tenure, she was attuned to the interests of the faculty, staff, and students while serving as a member of the Academic, Research, and Student Affairs Committee, the Governance and Administration Committee, and the Executive Committee, as well as both a member and chair of the Compliance, Audit, and Risk Committee and the Finance and Resource Management Committee; and

WHEREAS, an alumna of Virginia Tech, Anna earned her bachelor's degree in business administration and management in 2002 before going on to earn an MBA at Virginia Commonwealth University (VCU) in 2010; and

WHEREAS, Ms. James is currently the Senior Vice President for Government and Community Relations at Sentara Healthcare. She began her career as the Director of Government Relations for Virginia Commonwealth University and the VCU Health System. From there, she assumed the role of Manager for State Government Affairs for Troutman Sanders Strategies, before serving as Special Assistant to Governor Mark Warner. In that role, she established the governor's Healthy Virginians initiative and advised the governor on issues such as teacher quality, K-12 education, procurement, capital outlay, healthcare and higher education. She subsequently became Policy Director to Governor Terry McAuliffe, a position she held from 2014 until joining Sentara in 2016; and

WHEREAS, she is a member of Lead Virginia and the board of trustees of the Virginia Health Care Foundation. She has also served on the board of the Virginia Foundation for Community College Education, and was notably named in the 2012 list of the Top 15 Healthcare Leaders under 40; and

WHEREAS, the administration and the members of the board truly appreciate the time and support that Anna has dedicated to this Board and the university and have enjoyed getting to know her and her husband, Rhys, and their two children over the course of her eight years of service;

NOW, THEREFORE, BE IT RESOLVED that the members of the Board of Visitors of Virginia Polytechnic Institute and State University hereby extend their sincere appreciation to Anna Healy James for her outstanding service and for her faithful dedication to the university and its missions.

RECOMMENDATION:
That the resolution recognizing Anna Healy James for her service as a member of the Board of Visitors be approved.

August 20, 2025

RESOLUTION OF APPRECIATION HONORING LETITIA "TISH" LONG

WHEREAS, Letitia Long was appointed to the Board of Visitors in 2017 and reappointed in 2021. She holds the rare distinction of having served on every committee: as a member of the Academic, Research, and Student Affairs Committee and the Governance and Administration Committee; and as both member and chair of the Buildings and Grounds Committee, the Compliance, Audit, and Risk Committee, and the Finance and Resource Management Committee. As Vice Rector from 2019 to 2021 and Rector from 2021 to 2023, she was also a member of the Executive Committee; and

WHEREAS, an alumna of Virginia Tech, Ms. Long earned her bachelor's degree in electrical engineering in 1982 and went on to earn a master's in mechanical engineering from Catholic University of America, as well as an honorary doctorate of strategic intelligence from the National Intelligence University; and

WHEREAS, her distinguished career included the positions of the first Deputy Undersecretary of Defense for Intelligence, the first CIO of the Defense Intelligence Agency, and the Deputy Director of the Defense Intelligence Agency. She became the first woman to lead a major U.S. Intelligence agency when she was named the fifth Director of the National Geospatial Intelligence Agency; and

WHEREAS, Ms. Long received the 2017 Virginia Tech Distinguished Achievement award and was inducted into the Academy of Engineering Excellence in 2020. Beyond Virginia Tech, she is the recipient of two Presidential Rank Awards of Meritorious Executive, two Department of Defense Medals for Distinguished Service, and three National Intelligence Distinguished Service Medals. Internationally, she received a Medal of Merit by the King of Norway, was appointed Chevalier in the National Order of the Legion of Honor of France, and was awarded the Commander's Cross of the Order of Merit of the Republic of Poland. In 2022, she received the Lundahl-Finnie Lifetime Achievement Award from the US Geospatial Intelligence Foundation for her contributions to geospatial intelligence; and

WHEREAS, Tish has served on the advisory boards for VT's School of Public and International Affairs and Ted and Karyn Hume Center for National Security and Technology. Other board service includes Raytheon, Noblis, Hypersat, Quadrint, Octo, and chairman of the board of the Intelligence and National Security Alliance; and

WHEREAS, the administration and the members of the board truly appreciate the time and support that Tish has dedicated to this Board and university and have enjoyed getting to know her and her husband, John, over the course of her eight years of service;

NOW, THEREFORE, BE IT RESOLVED that the members of the Board of Visitors of Virginia Polytechnic Institute and State University hereby extend their sincere appreciation to Letitia "Tish" Long for her outstanding service and for her faithful dedication to the university and its missions.

RECOMMENDATION:
That the resolution recognizing Letitia "Tish" Long for her service as a member of the Board of Visitors be approved.

August 20, 2025

Thomas Feely

Board of Visitors Undergraduate Representative Constituent Report

20 August 2025

Good day, President Sands, Ladies and Gentlemen of the Board of Visitors, and members of the Hokie community gathered with us today. My name is Thomas Feely, and I am honored to represent the undergraduate students of this extraordinary institution.

This role is the capstone of my Hokie experience. I believe that my roles as Regimental Commander of the Virginia Tech Corps of Cadets and officer in charge of the Eagle Scout Association, Communications Officer, New Station Project Manager, and Member at Large of the Virginia Tech Rescue Squad, ambassador and Associated Schools of Construction competitor for the Myers-Lawson School of Construction, Student Leader (Resident Advisor) for Residence and Well Being, University Building Official intern, and Defense Civilian Training Corps scholar have led me to where I am today prepared to lead and trusted to serve. I look forward to providing a broad perspective coupled with the input of the undergraduate body.

Many of my peers have enhanced this community, the Commonwealth, our country, and abroad over the past few months through internships, competitions, mission trips, military training, and study abroad programs, among other experiences.

Following up on foci from my predecessor, Miss Orellana, and matters from previous meetings, I intend to provide updates on the following topics throughout my term:

1. Residential Facilities
    a. We need to remain conscious of how maintenance nests into the masterplan. When planning new facilities, we should be explicit about how we consider the lifecycle of the core and shell, as well as budget for the lifecycle of systems. It is encouraging to have a plan to move forward and create swing space to take our more senior facilities offline, properly rehabilitate or replace them, and provide future classes of Hokies with a more modern experience on par with other on-campus and off-campus accommodations.
2. Dining Costs
    a. Dining Services heard concerns from and worked with students relating to the current dining plan structure. After engaging with a consultant and

student focus groups, their work has been reviewed by University leadership and will be presented for consideration by the Board at a future meeting.

3. Transition from Undergraduate Studies to Post-Graduation
    a. Career development
        i. Campus internEXP is an internal program to get students connected to on-campus work, enhancing experiential learning and developing employability skills to help our graduates compete for and secure careers to bridge the transition.
        ii. I intend to investigate how we can leverage the Virginia Tech Innovation Network, strengthening experiences and opportunities for the Blacksburg campus students.
4. Topics of Discussion from Constituents
    a. Employee Appreciation Day annually excludes student wage workers.
    b. In the current climate, it is imperative to maintain our identity as a land grant institution and senior military college of the 21st century.
    c. Research conducted at Virginia Tech continues to receive national recognition and contributes to our Global Distinction.
    d. The Undergraduate Student Senate and Commission on Undergraduate Student Affairs have developed a course for students, approved by Parking Services, to enhance education regarding parking policies. In exchange for successfully completing this course, Parking Services has agreed to adjust certain first-time infractions.
    e. The class of 2029 is set to have students from 47 states and 77 countries, with 606 international students. Each undergraduate brings a unique background that contributes to our Global Distinction.

This introductory report is strictly informative with no proposed courses of action.

While I have spent much of my time developing within the Corps of Cadets, the Virginia Tech Rescue Squad, and the Myers-Lawson School of Construction, I am eager to advocate for my undergraduate peers at large to help inform decisions made at this table and assist my peers in digesting the outcomes of these meetings.

Thank you for your time, I look forward to working with you throughout the next year.

In the spirit of Ut Prosim,

Thomas Feely

Graduate & Professional Student Constituent Report

Virginia Tech Board of Visitors Meeting, August 18-20, 2025

Katherine Drinkwater Gregg, Graduate & Professional Student Representative

Rector Rocovich, Members of the Board of Visitors, President Sands, Provost Clarke, administrators, faculty, staff, students, and guests,

Thank you for the opportunity to speak to you as the representative for the nearly 8,000 graduate and professional students at Virginia Tech. I am incredibly excited to spend the next academic year listening to, learning from, and advocating for my fellow students.

To give you a little background on my journey to VT, I grew up in Reno, Nevada as a curious kid who loved learning. Eager to explore a different part of the country, I attended Duke University for my undergraduate degree where I studied Mechanical Engineering. What excited me most about engineering school was the challenge of working on interdisciplinary teams to solve complex, sociotechnical problems. I wondered how universities could better prepare engineers like me to design solutions to ever-changing, real-world problems. When I learned there were graduate programs in Engineering Education that studied these same questions, I knew this was the path for me. I am now a third-year PhD candidate in the department of Engineering Education and an MS student in Mechanical Engineering. I chose Virginia Tech for graduate school for three reasons: 1) a top-ranked Engineering Education program housed within a distinguished College of Engineering, 2) a strong sense of community and school pride, and 3) many opportunities to gain experience with teaching, research, and service. The fact that my younger brother was an undergraduate student who could show me around Blacksburg didn't hurt either. I can confidently say that I would make the same choice again.

I share these details about myself to contextualize my perspective as a graduate student. My experiences in other educational environments help me identify differences and opportunities here at VT. But, of course, my perspective is only one of thousands of graduate students that come from every corner of the world and study disciplines across all realms of knowledge. When I meet graduate and professional students, I am continuously astounded at the breadth of their accomplishments, interests, and goals. We come to Virginia Tech to gain knowledge, skills, and relationships that will further our careers, but graduate and professional students give back to the Hokie community in innumerable ways. I would like to highlight some of those impacts for you today.

Graduate and undergraduate students are often discussed as separate, but graduate and professional students have a profound impact on the development of undergraduates. Graduate teaching assistants (GTAs) provide one-on-one instruction, experiential laboratory learning, and detailed feedback on assignments. Notably, 162 graduate Hokies served as Instructors of Record in Fall 2024[1], meaning they are responsible for independently teaching courses on top of their

[1] Source: Dr. Aimee Surprenant, Dean of the Graduate School

own coursework and research. For example, my friend, Marin Fisher, a fourth-year PhD candidate, is currently preparing to teach two sections of ENGE1215: Foundations of Engineering. She will be the first engineering instructor that students encounter at VT and has the responsibility of mentoring 144 students as they discover what it means to be an engineer. Other VT graduate students are using their skills across the commonwealth through the VT Teaching Fellows program. This partnership with Northern Virginia Community Colleges allows advanced graduate students to teach community college courses in their discipline. Teaching Fellows represent the best of Virginia Tech to community college students who may hope to transfer to a 4-year institution while bolstering their teaching resumes and increasing access to higher education across Virginia. Beyond these formal programs, graduate and professional students constantly engage in informal mentoring of undergraduates. Whether as supervisors of undergraduate research, consultants in the writing center, or residential well-being student leaders, graduate students are active in all aspects of the undergraduate student experience. It is essential that we ensure graduate students have the time, energy, and financial ability to engage in this impactful mentoring.

Despite the myriad backgrounds of graduate and professional students, we all saw something in Virginia Tech that made us think, 'this is home.' We care for this campus and community like it is our home by making it welcoming to all, upholding our Principles of Community, and striving to leave it better than when we came. Graduate students do this work voluntarily through student organizations, the Graduate and Professional Student Senate (GPSS), and individual projects. The Graduate Honor System, which upholds academic integrity in an increasingly challenging environment, is run almost entirely by graduate students. This system educates our academic community about how to write with integrity in addition to addressing cases of misconduct. Graduate student involvement extends to university wide initiatives; students were active in the 2020 revisions to the Climate Action Commitment and were instrumental in the food security study that led to the creation of the Market of Virginia Tech. At the department level, graduate student associations (GSAs) plan community building events, support professional development, and participate in community outreach. My predecessors, Emily and William, started the biannual Graduate Resource Fair to help graduate students locate resources across campus. I am excited to continue this tradition with more than 25 organizations attending this Fall's Resource Fair on September 11th. It is impossible to quantify the number of hours that graduate and professional students contribute to making Virginia Tech a better place for all, but I'm certain that the spirited, tight-knit community that led me to choose VT is sustained by the work of graduate students.

No one gets through post-secondary education alone. For many graduate and professional students, partners and family are a key element of their support system. Hokie families are also benefit to the Virginia Tech community. It is estimated that about 30% of graduate students bring

partners and about 15% bring children[2] with them to Blacksburg, Roanoke, or Northern Virginia, and these areas get to benefit from the excellence of the whole family. This may take the form of skilled labor, economic engagement, or simply more Hokie fans at athletic events. My husband, Connor, works as an engineer for a manufacturing startup in Christiansburg. His job made it possible for us to concurrently pursue our career goals and support a small business in the NRV. The families of graduate students add value to Virginia Tech and the commonwealth. However, for families to be able to thrive here, they need access to necessities like housing and daycare, which can be difficult to find and afford in Blacksburg.

You may have noticed that I have not mentioned many important contributions from graduate students, such as knowledge creation, research publications, representing Virginia Tech at conferences, and exemplifying Ut Prosim as VT alumni. These are certainly notable ways that graduate and professional students add value, but my hope was to highlight some unexpected ways that we may be making a difference. This is, in fact, my goal for my term as a BOV representative: to elevate the successes and challenges of graduate and professional students that may be flying under the radar.

This objective extends beyond my quarterly constituent reports to the Board. Groups of graduate students are often unaware of issues affecting other graduate students or other constituent groups at the university. Furthermore, most students I talk to do not know what the Board of Visitors is or how the decisions made here affect their VT experience. I hope to improve the experience of graduate and professional students by helping them understand a little more about university governance and the people that move this institution forward. To accomplish this goal, I need your help. Over the next year, I want to learn what you think graduate students should know about this board, about the agenda items discussed, and about you. I am particularly interested in exploring experiential learning experiences, graduate student resilience and mental health, and community building across programs and disciplines. With your feedback, I will strive to create avenues of advocacy for graduate and professional students that will continue long after this year.

Thank you and go Hokies!

[2] Source: Monika Gibson, Chief of Staff for the Graduate School

Staff Senate Constituency Report

Virginia Tech Board of Visitors

August 18-20th 2025

Presented by Amber Hagan, Staff Senate President

Good afternoon, Rector Rocovich, members of the board, President Sands, Provost Clarke, administration, and guests.

Thank you for the opportunity to speak to you today about our staff and non-student wage at Virginia Tech. I'd like to provide you with some context on the employees the Staff Senate represents before I speak on our goals for the year.

Currently Virginia Tech employs 3510 staff members and 1792 non-student wage employees. Our constituents hold a wide variety of positions throughout the university. It not only includes operational and administrative positions like mine, but a whole host of unique roles. From the individuals who ensure our students have clear pathways to walk to class to the anesthesia technicians at the Veterinary Medicine School, the staff and non-student wage designation covers positions in all senior management areas of the university.

These 5302 positions run the gamut from stone masons to academic advisors. We are the folks who keep the lights on, the bills paid, and the calendars organized. We support our students by providing a clean, safe and welcoming place to live and many delicious places to eat. We keep our community safe with law enforcement, emergency management and security personal. We support our instructional, administrative, and research faculty with lab technicians and program coordinators.

This year the Staff Senate is continuing to focus on compensation issues. The Staff Compensation Taskforce will soon be bringing forth recommendations and we hope this will help to bring additional clarity and transparency to the staff compensation process. While merit raises are appreciated by us all, it's difficult, when necessary expenses like parking and insurance continue to rise along with cost of living in the area.

The Staff Senate will also continue our work researching Bereavement leave for Staff. We have begun with benchmarking our peer institutions and are interested to see what recommendations come from our research.

Another focus for the senate this year will be senate recruitment and retention. The Staff Senate will be utilizing its newly created Staff Engagement and Access Committee to recruit and retain representative to the Senate. This will bring more voices to the table to ensure that we are representing our constituents in the best way possible. This committee will also identify ways for the Staff to participate in service projects, in the spirt of *Ut Prosim*.

In closing, on behalf of the Staff Senate Executive Committee, Staff Senate, and all staff at Virginia Tech, I'd like to thank you all for your time today. I wish you all the best for the Academic year and I look forward to seeing what we're able to accomplish and celebrate together this upcoming year.

Go Hokies!

Amber Hagan

MOTION TO BEGIN CLOSED MEETING

August 20, 2025

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

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

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

3. Special award.

all pursuant to the following subparts of 2.2-3711 (A), Code of Virginia, as amended, .1, .7, and .11.

Open Session Agenda

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 19, 2025

	Agenda Item	Reporting Responsibility
1.	**Welcome**	N. Dye
2.	**Consent Agenda**	N. Dye
	a. Approval of June 2, 2025 Committee Meeting Minutes	
*	b. Resolution for Exclusion of Certain Officers/Directors	
*	c. Resolution to Approve Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography	
	d. Summary of the 2025-26 Faculty & Staff Merit Programs *(shared for information purposes only, from Finance and Resource Management Committee)*	
3.	**Provost's Update and Discussion**	C. Clarke
* 4.	**Resolution to Revise Chapter 7 of the Faculty Handbook Regarding the A/P Faculty Grievance Process**	R. Fricker M. Lester
5.	**Update on Academic Resource Alignment**	C. Clarke
6.	**Closing Remarks and Adjourn**	N. Dye

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* Requires Full Board Approval

Discusses Enterprise Risk Management topic(s)

Open Session Briefing Report

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 19, 2025

Agenda Item	Reporting Responsibility
1. Welcome Nancy Dye, chair of the Academic, Research, and Student Affairs Committee will welcome members and others to the committee's open session.	N. Dye
2. Consent Agenda The committee will consider for approval and acceptance the items listed on the Consent Agenda. a. **Minutes from June 2025 Committee Meeting:** The committee will review for approval minutes from the June 2, 2025 committee meeting. * b. **Resolution for Exclusion of Certain Officers/Directors:** In accordance with the National Industry Security Program Operating Manual (NISPOM), Cognizant Security Agencies (CSAs) require that certain principal officers, directors, partners, regents, or trustees, and those occupying similar positions at institutions of higher education meet the personnel security clearance requirements established for the level of the institution's facility security clearance or be formally excluded. The NISPOM permits the exclusion from the personnel clearance requirements of said principal officers et al. on the basis that these cited individuals shall not require, shall not have, and can be effectively excluded from access to all classified information disclosed to Virginia Tech, and do not occupy positions that would enable them to affect adversely corporate policies or practices in the performance of classified contracts, as determined by a CSA. The list included with this resolution includes an appended list of all members of the Board of Visitors and certain University Principal Officers that can be effectively excluded from access to all classified information in the possession of Virginia Tech, as determined by a CSA.	N. Dye

* Requires Full Board Approval
# Discusses Enterprise Risk Management topic(s)

* c. **Resolution to Approve Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography:**
The Board of Visitors approved a Bachelor of Science degree designation in Geography in spring 2025. The Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography is requested to clarify the two designations for review by the State Council of Higher Education in Virginia (SCHEV).

d. **Summary of the 2025-26 Faculty & Staff Merit Programs:**
This financial summary of the faculty and staff merit programs is shared for information purposes only, and is also shared with the Finance and Resource Management Committee. Under the authority of Virginia's Restructured Higher Education Act of 2005 and a Management Agreement with the Commonwealth, Virginia Tech manages its own human resources systems, including policies; classification; performance management; compensation; and benefits, for teaching and research faculty (T&R), administrative and professional faculty (AP) and university staff. The Board of Visitors has delegated authority for implementing compensation programs to the university administration; the university is sharing this summary with the Board for awareness.

The Commonwealth's 2025-26 Appropriation Act includes a three percent program for salaried employees, effective June 10, 2025. This state-authorized compensation program was incorporated into the Faculty Compensation Plan and the University Budget approved by the Board of Visitors at the June 2025 meeting. Consistent with these approvals, the university implemented a three-percent across-the-board increase with minimum performance requirement rating for classified staff and a merit program for faculty and university staff. Increases were effective June 10 for calendar year employees and August 10 for academic year employees.

3. Provost's Update and Discussion — C. Clarke
Cyril Clarke, executive vice president and provost, will update the committee on the university's academic initiatives, including updates on the recently completed and upcoming searches for senior leaders, and other topics of strategic and timely importance.

***4. Resolution to Revise Chapter 7 of the Faculty Handbook Regarding the A/P Faculty Grievance Process** — R. Fricker, M. Lester

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* Requires Full Board Approval
# Discusses Enterprise Risk Management topic(s)

Ron Fricker, vice provost for faculty affairs and Marlena Lester, president of the A/P Faculty Senate, will provide an overview of proposed changes to align the Faculty Handbook with the current grievance process for administrative and professional faculty, including an update to the explanation of the various resources available to these faculty related to conflict resolution and mediation.

5. Update on Academic Resource Alignment — C. Clarke

C. Clarke will provide an update to the committee on the progress of the Academic Resource Alignment project and the next steps that need to be accomplished. This project involves a review of all academic programs to confirm that they remain relevant to student interest, career opportunities, and are well aligned with the university's strategic interest. Findings from this work will inform future decisions related to the academic enterprise.

6. Closing Remarks and Adjourn — N. Dye

The committee chair will provide closing remarks and adjourn the meeting.

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* Requires Full Board Approval

Discusses Enterprise Risk Management topic(s)

Open Session Consent Agenda

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

August 19, 2025

The chair of the committee will review and ask for acceptance of the Consent Agenda, which includes the following items.

a. Approval of June 2, 2025 Committee Meeting Minutes

* b. Resolution for Exclusion of Certain Officers/Directors

* c. Resolution to Approve Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography

d. Summary of the 2025-26 Faculty & Staff Merit Programs
(shared for information purposes only, from Finance and Resource Management Committee)

Committee Minutes

ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

June 2, 2025

Committee Members Present: Nancy Dye (chair), Sandy Davis, William Holtzman, Donald Horsley, Letitia Long, J. Pearson, Jeanne Stosser

Board Members Present: Ed Baine (rector), David Calhoun, Anna James, Starlette Johnson, Ryan McCarthy, Jim Miller, John Rocovich

Constituent Representatives Present: Janice Austin (A/P faculty representative), LaTawnya Burleson (staff representative), Rachel Miles (faculty representative), Leslie Orellana (undergraduate student representative), William Poland (graduate and professional student representative).

Guests: Beth Armstrong, Mac Babb, David Baker, Callan Bartel, Richard Bishop, James Bridgeforth, Kristin Caddick, Kirk Cameron, Cyril Clarke, Lance Collins, Catherine Cotrupi, Debbie Day, Katherine Drinkwater, Heather Ducote, Stefan Duma, Jeff Earley, Abbey Erwin, Juan Espinoza, Ron Fricker, Michael Friedlander, Ian Friend, Rachel Gabriele, Bryan Garey, Avery Gendell, Nannette Gordon, Rebekah Gunn, Andrew Gunsch, Leslie Hager-Smith, Chelsea Haines, Rebecca Halsey, Kay Heidbreder, Elizabeth Hooper, Cyndi Hutchison, Frances Keene, Sharon Kurek, Justin Lemkul, Jeff Loeffert, Kimberly Loeffert, Dylan Losey, Hud McClanahan, Larisa McGann, Nancy Meacham, Joe Merola, Mallory Miller, Jeff Mitchell, Justin Noble, Kelly Oaks, Kim O'Rourke, Stephanie Overton, Mark Owczarski, Kevin Pitts, Lauren Pollard, Jonathan Porter, Tanya Rogers, Julie Ross, Karen Sanders, Tim Sands, Saonee Sarker, Brennan Shepard, Oliver Shuey, Rick Sparks, Michael Staples, Michael Stowe, Dan Sui, Aimee Surprenant, Dwyn Taylor, Monecia Taylor, Jon Clark Teglas, Mary Trigiani, Marc Verniel, Peggy Vilardo, Heather Wagoner, Lisa Wilkes, Chris Wise, Andrew Woodall, Chris Yianilos

OPEN SESSION

1. Welcome. N. Dye, chair of the committee, welcomed attendees to the meeting and called the meeting to order at 9:03 am.

2. Review and Approval of Open Session Agenda. The Open Session Agenda and Consent Agenda were presented for approval by the committee. J. Stosser requested that the following items be removed from the Consent Agenda for additional discussion:

- 3b. Resolution to Revise Chapter 7 of the Faculty Handbook
- 3d. Resolution to Clarify Eligibility for Postdoctoral Associate Status
- 3e. Resolution to Amend the Faculty Handbook to Codify Interest- or Discipline-Based Faculty Organizations
- 3f. Resolution to Integrate Chapter 12 into Chapters 2 and 5 of the Faculty Handbook
- 3g. Resolution to Codify the Faculty Reconciliation Process within the Office of Faculty Affairs

3j. Ratification of 2025-26 Faculty Handbook

These items were then discussed immediately following the consideration of the Consent Agenda. A motion to approve Item 3b., the Resolution to Revise Chapter 7 of the Faculty Handbook failed, with 6 committee members voting no and one committee member voting yes. The motion to approve item 3d., the Resolution to Clarify Eligibility for Postdoctoral Associate Status was approved unanimously by the committee. J. Stosser proposed an amendment to item 3e., the Resolution to Amend the Faculty Handbook to Codify Interest- or Discipline-Based Faculty Organizations, to add the following sentence to the proposed language, indicated in red as follows:

> **1.1.12 Faculty Organizations**
> Faculty organizations may be established by faculty for the purposes of building communities of practice and networking for professional development. These organizations may be comprised of faculty around certain disciplinary interests, experiences, or towards specific goals. These faculty organizations have constitutions that designate their purposes, membership, officers, election procedures, standing committees and their duties, and other organizational and procedural matters. These faculty organizations do not have a formal role in university governance but are recognized by and supported in their activities, as appropriate, by the office of the Vice Provost for Faculty Affairs. The Vice Provost for Faculty Affairs will provide an annual report to the Board of Visitors on the registered faculty organizations and their activities.

This item was approved as amended in Committee with 6 committee members voting yes and one committee member voting no. Item 3f., the Resolution to Integrate Chapter 12 into Chapters 2 and 5 of the Faculty Handbook was approved unanimously by the committee. Item 3g., the Resolution to Codify the Faculty Reconciliation Process within the Office of Faculty Affairs was approved unanimously by the committee. J. Stosser proposed an amendment to Item 3j., Ratification of 2025-26 Faculty Handbook, to add additional reference to Title VI and Title IX. This change is reflected in Section 2.4.1 as follows (highlighted in grey):

> **2.4.1 ~~Equitable~~ Searches**
> It is the policy of Virginia Tech to provide equal opportunity for all qualified individuals while rejecting all forms of prejudice and discrimination. Virginia Tech does not discriminate against employees, students, or applicants on the basis of age, color, disability, sex (including pregnancy), gender, gender identity, gender expression, genetic information, national origin, political affiliation, race, religion, sexual orientation, or military status; or otherwise discriminate against employees or applicants who inquire about, discuss, or disclose their compensation or the compensation of other employees or applicants; or any other basis protected by law. For inquiries regarding non-discrimination policies, contact the Office for Civil Rights Compliance and Prevention Education~~Office for Equity and Accessibility.~~
>
> Virginia Tech is committed to ensuring that all qualified individuals with disabilities can take part in educational and employment programs and services on an equal basis. The aim is to provide this opportunity in an integrated setting that fosters independence and meets the guidelines of the Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973. Reasonable accommodations are made on an individual ~~and flexible~~ basis.
>
> Virginia Tech does not discriminate against employees, students, or applicants ~~is committed to increasing the number of women and underrepresented faculty and administrators. This commitment is~~as stated and elaborated in the ~~affirmative action program~~university's nondiscrimination statement, Title VI of the Civil Rights Act of 1964 , Title IX of the Education

Amendments Act of 1972, Executive Order ~~11246~~14173, and other documents filed with federal and state officials. All recruitment and search processes and procedures are designed to ensure that searches are conducted ~~affirmatively resulting in greater faculty diversity~~in a fair and unbiased manner.

This item was approved unanimously as amended in Committee.

3. Consent Agenda Items. Approval of March 24, 2025 Committee Meeting Minutes; Resolution to Rename the Department of Biomedical Engineering and Mechanics; Resolution to Approve 2025-26 Student Code of Conduct; Resolution to Revise Graduate Honor System Constitution; and Report of the 2025-26 Faculty Compensation Plan.

The committee voted unanimously to approve the Open Session Agenda and remaining Consent Agenda items.

4. Provost's Update.

Recruitment of Senior Leaders

C. Clarke, executive vice president and provost, provided updates to the committee on several senior searches. The search for the new dean of the Honors College is complete and Dr. Becky Bott-Knutson will be joining Virginia Tech on July 1. Dr. Bott-Knutson is an animal scientist and academic leader, currently serving as Dean of the Honors College at South Dakota State University. Dr. Saskia van de Gevel will be joining Virginia Tech on July 1 as the new dean of the College of Natural Resources and Environment. Dr. van de Gevel was previously chair of Geography and Planning at Appalachian State University. Dr. Jill Sible, the Associate Vice Provost for Undergraduate Education and Professor of Biological Sciences has been appointed as the Vice Provost for Undergraduate Academic Affairs, taking over from Rachel Holloway who is retiring. Clarke expressed deep appreciation for Rachel Holloway, Paul Winistorfer, and Paul Knox on their many years of service.

Academic Resource Alignment

C. Clarke provided the committee with an update on the Academic Resource Alignment project; this project was discussed at length during the BOV retreat in August 2024 and a more comprehensive report was provided in the Provost's update in March. The goal of the project is to assure that programs remain relevant to student interest, career opportunities and strategic interest of the university. The committee has completed its quantitative and qualitative review of programs and several departments, representing a cross-section of disciplinary emphases across the arts, humanities and STEM areas have been identified for further review by an administrative support team. Possible outcomes include discontinuation, redirection, and administrative reorganization. In addition to subject relevancy, particular attention is being focused on cost-effectiveness of program delivery. Although an opportunity for reinvestment is anticipated it will take time to be realized because:

- university curriculum is not substantively deficient, due to ongoing updates;
- discontinued programs are subject to a teach-out requirement; and
- employment contracts of instructional personnel have to be honored.

Final recommendations are anticipated this summer, with consequent actions to be

submitted to governance in the fall.

Artificial Intelligence (AI)

Multiple efforts are underway across the university to understand and utilize this technology as well as mitigate potential challenges posed. Included among these is the AI Working Group charged by the Chief Operating Officer and the Provost to develop guidance for AI use at Virginia Tech. This working group is being co-chaired by the Associate Vice Provost for Technology-Enhanced Learning and the Associate Vice President for Security Identity. A report is expected by July 1 addressing: responsible and ethical AI framework; options for AI governance; analysis of Virginia Tech policies to identify those that might need revision due to AI; and recommendations for tools and platforms; and a prioritized task list for next steps.

Results of a recent survey regarding the use of AI at Virginia Tech include the following items of note:

- 52 % of Virginia Tech faculty already use AI in their teaching. Creating teaching materials is the dominant use-case.
- Main barriers to adoption are “lack of time/resources to explore AI” and “concern about negative impacts”.
- 54% of VT respondents believe student evaluation methods need significant change or a complete revamp; half anticipate redesigning assignments to be more “AI-resistant.”

Fraternities and Sororities

C. Clarke concluded his remarks with an update on fraternities and sororities at Virginia Tech. The mission of fraternities and sororities is to coach and educate the members by cultivating leadership, encouraging personal growth, fostering health & safety, and facilitating community while embracing *Ut Prosim* as a way of life.

In Spring 2025 semester, the fraternity and sorority community had 5,639 full-time enrolled students (approximately 19% of the undergraduate student population) organized in 61 chapters. For the Spring 2025 semester, the all fraternity and sorority GPA (3.4349) was higher than the all-undergraduate GPA (3.38) for the 36th consecutive semester since the Fall 2007 semester. 3,318 active and new members of the fraternity and sorority community (59%) achieved Dean’s List academic honors or made a 4.0 term GPA.

5. Overview of Institute for Advanced Computing. C. Clarke provided an overview of a new institute being established at Virginia Tech. There are two types of institutes at Virginia Tech, investment institutes and thematic institutes. Investment institutes are university-level organizations that convene researchers from across campus to focus on high-potential, interdisciplinary projects, with resources provided that include funding, space, and core equipment. In these institutes faculty retain as their primary homes their respective academic units. Thematic institutes are university-level organizations committed to advancing a particular thematic area of emphasis, such as transportation, national security, biomedical research and advanced computing. In thematic institutes

faculty retain tenure in their respective academic units, but their primary membership is in the institute community. Thematic institutes have deep relationships with sponsors and receive substantial extramural research grants and/or contract funding.

Of the two types of institutes at Virginia Tech, the Institute for Advanced Computing (IAC) will be a thematic institute, with a focus on computing technology. The IAC's mission is to catalyze a culture of innovation that unlocks the power of its faculty and students to solve the world's most pressing problems through computing technology. The institute will seek to unite top innovators in computing technologies to integrate faculty and students into the science and technology ecosystem of our nation's capital and beyond. Through research leadership, experiential learning, and strategic partnerships, real-world and human-centered challenges from industry and government will be addressed.

The foundations of this institute will be in artificial intelligence and machine learning, Next G wireless, quantum architecture and software development, and intelligent interfaces. There will also be opportunities to develop close connection with areas such as business analytics, sports, art, and entertainment, and health sciences. The IAC will have a director who will report to a senior administrator in the Greater Washington DC Metro area, and ultimately up to the Provost. It will also be supported by an internal stakeholder committee and external advisory board.

Areas of potential impact for the IAC include innovative research in the foundational areas, innovative project-based graduate education in Computer Science and Electrical and Computer Engineering at both the master's and Ph.D. levels, close collaboration with non-university partners, and visibility, branding, and communication in the Washington DC region.

The creation of the IAC has involved a number of steps in compliance with Virgia Tech policy. The institute's charter was developed in fall of 2024, and an interim director was appointed in May of 2025. The charter was approved, and a public announcement was made about the institute in May of 2025. After the Board of Visitors meeting, next steps for the IAC include the appointment of the senior administrator in the Greater Washington DC Metro area and the launch of a national search for the inaugural institute director.

6. Undergraduate Enrollment Plan. C. Clarke and Juan Espinoza, Vice Provost for Enrollment Management, provided the committee with information regarding undergraduate enrollment planning. This topic differs from admissions policy, which will be addressed at the November meeting. A number of recent topics addressed by the BOV, including the Student Life Village and on-campus residential housing are dependent on having a clear understanding of enrollment growth. The case for growth, at least over the intermediate- to longer-term is strong. Two foundational considerations in enrollment planning are Virginia Tech's land grant mission, and VT's role in advancing economic development through the graduation of a skilled workforce. Enrollment plays a pivotal role in the university budget, as tuition and Education and General (E&G) fees account for 68% of the university's revenues. J. Espinoza presented a plan for 1% enrollment growth over the next 5 years as a point of introduction for discussion of this topic. Neither a

proposal nor a scenario, it is a plan designed to stimulate a constructive conversation about whether the BOV supports growth in enrollment and, if so, at what rate.

There are a wide variety of opinions about university growth across local communities that support the university, citizens of Virginia who want access to the education provided, and those who believe that the university must scale to achieve its global distinction goal. The situation is complicated because even within local supportive communities there are differences of opinion. It is important that there is an understanding that the 1% plan is not an immutable one, but one that has been selected at neither extreme of current opinion. Though for several years the university has maintained the same First-Time-In-College (FTIC) and transfer goals for new students, total enrollment has still grown because of improvements in student retention. However, the projection is that total enrollments will plateau because ongoing improvements in retention are mathematically not sustainable.

7. Update on the Expand Appalachia CORE-CM project. Richard Bishop, professor of practice in the Department of Mining and Minerals Engineering, shared an update with the committee on the work of the Expand Appalachia CORE-CM project, a grant-funded program that is researching approaches to the domestic development of critical minerals and rare earth elements. The project is based out of the Virginia Center for Coal & Energy Research and includes partnership with a number of other universities including Penn State, Bluefield State, University of Kentucky, and West Virginia University, in addition to industry and governmental partners. The current phase of the project includes expanding the geographic focus, continuing to evolve the project objectives for mineral location, and focusing on a wider set of resources under consideration, both coal and non-coal. This phase of the project has $7.5M in funding from the Department of Energy, as well as an additional $2.1M from other sources.

8. Closing Remarks and Adjourn. N. Dye offered brief remarks. The meeting concluded at 10:52 am.

RESOLUTION FOR EXCLUSION OF CERTAIN OFFICERS/DIRECTORS

WHEREAS, Virginia Polytechnic Institute and State University (Virginia Tech) was determined by the U.S. Department of Defense (DoD) to be a facility authorized to be eligible for access to classified information or award of classified contracts in 1960, and years following, with the most recent authorization in May 2022; and

WHEREAS, in accordance with the National Industry Security Program Operating Manual (NISPOM) under 32 CFR 117, Cognizant Security Agencies (CSAs) require that certain principal officers, directors, partners, regents, or trustees, and those occupying similar positions at institutions of higher education meet the personnel security clearance requirements established for the level of the institution's facility security clearance or be formally excluded; and

WHEREAS, the NISPOM permits the exclusion from the personnel clearance requirements of said principal officers et al. on the basis that these cited individuals shall not require, shall not have, and can be effectively excluded from access to all classified information disclosed to Virginia Tech, and do not occupy positions that would enable them to affect adversely corporate policies or practices in the performance of classified contracts, as determined by a CSA;

NOW, THEREFORE, BE IT DECLARED that the Virginia Tech Board of Visitors hereby formally appoints a managerial group with the authority and responsibility for the negotiation, execution, and administration of classified contracts (Key Management Personnel), consisting of the following principal officers within Virginia Tech: President; University Legal Counsel; Chief Contracting Officer; Senior Vice President and Chief Research and Innovation Officer; Senior Associate Vice President for Research and Innovation; Associate Vice President for Research and Innovation, Sponsored Programs; Facility Security Officer; and Insider Threat Program Senior Official (specified by name in Attachment A); and

BE IT RESOLVED that the President, and the said managerial group, at the present time do possess the required security clearance; and

BE IT RESOLVED FURTHER that in the future, when a CSA determines that additional Virginia Tech officials must be added to said managerial group and be granted personnel clearances or excluded from classified access pursuant to the NISPOM, such requirements shall be made and approved by the Key Management Personnel, and not the Board of Visitors, unless approval by the Board of Visitors is formally required by a CSA; and

LASTLY, BE IT RESOLVED, that the appended list of all members of the Board of Visitors and certain University Principal Officers (specified by name in Attachment B) shall not require, shall not have, and can be effectively excluded from access to all classified information in the possession of Virginia Tech, and do not occupy a position that would enable them to adversely affect Virginia Tech policies or practices in the performance of classified contracts. A copy of this resolution shall be provided to CSAs as required by the NISPOM.

RECOMMENDATION:

That this resolution be adopted August 20, 2025.

ATTACHMENT A:

Key Management Personnel who must be granted personnel clearances or excluded from classified access pursuant to the NISPOM per Board of Visitors Resolution, August 20, 2025

President	Timothy D. Sands, Ph.D.
University Legal Counsel	Kay K. Heidbreder, Esq.
Chief Contracting Officer	Timothy D. Sands, Ph.D.
Sr. VP and Chief Research & Innovation Officer	Daniel Sui, Ph.D.
Sr. AVP, Research & Innovation	James R. Heflin, Ph.D.
AVP, Sponsored Programs	Linda Feuster Duffy
Facility Security Officer and Insider Threat Program Senior Official	John J. Talerico, III

ATTACHMENT B:

Members of the Virginia Tech Board of Visitors to be excluded per Board of Visitors Resolution, August 20, 2025.

John Rocovich (Rector)
Ms. Sandy Davis (Vice Rector)
Dr. Rosa Atkins
Mr. Edward H. Baine
Dr. Nancy Dye
Mr. Theodore “Ted” Hanson
Mr. William Holtzman
Ms. Starlette Johnson
Mr. Ryan McCarthy
Mr. Jim Miller
Mr. Robert “Robby” Moser, Jr.
Mr. J. Pearson
Ms. Margaret Smith
Ms. Jeanne Stosser

List of Virginia Tech Principal Officers to be excluded per Board of Visitors Resolution, August 20, 2025

Executive Vice President and Provost	Dr. Cyril R. Clarke
Executive Vice President and Chief Operating Officer	Ms. Amy S. Sebring

RESOLUTION TO APPROVE BACHELOR OF ARTS (B.A.)/ BACHELOR OF SCIENCE (B.S.) DEGREE DESIGNATION IN GEOGRAPHY

MATERIALS INCLUDED

- Resolution
- Degree Designation Proposal

BACHELOR OF ARTS (B.A.)/ BACHELOR OF SCIENCE (B.S.) DEGREE DESIGNATION IN GEOGRAPHY

Academic Area: College of Natural Resources and Environment

Requested initiation: Spring 2026

The Board of Visitors approved a Bachelor of Science degree designation in Geography in spring 2025. The Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree designation in Geography is requested to clarify the two designations for review by the State Council of Higher Education in Virginia (SCHEV).

Students pursuing the B.A. in Geography will develop broad, interdisciplinary knowledge with an emphasis on human and environmental geography, cultural and regional studies, and the social dimensions of spatial patterns. This pathway is well-suited for students interested in careers in urban and regional planning, policy analysis, education, international development, or sustainability work in nonprofit and government sectors.

Students pursuing the B.S. in Geography will engage in a more technically focused curriculum that emphasizes geospatial science, quantitative methods, and the physical science aspects of geography. Coursework will include hands-on training in data collection techniques (e.g., fieldwork, GPS mapping), spatial analysis, and technologies such as GIS, satellite imagery, and remote sensing. B.S. graduates will be prepared to conduct complex spatial analyses, identify trends and patterns in large datasets, and apply technical expertise in roles such as geographers, GIS analysts, cartographers, and remote sensing specialists across academia, industry, nonprofit organizations, and all levels of government.

RECOMMENDATION:

That the resolution to approve a Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) in Geography degree designation be approved and the proposal forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval.

August 20, 2025

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Description of the Proposed Program

Program Background

Virginia Polytechnic Institute and State University (Virginia Tech) seeks approval for a Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree in Geography. The proposed B.A./B.S. degree program in Geography will be located in the College of Natural Resources and Environment, Department of Geography. The new degree program would be initiated in spring 2026.

The purpose of the proposed B.A./B.S. degree in Geography is to equip students with the knowledge and skills necessary for entry-level positions in fields such as geography, cartography, geographic information science (GIS), and remote sensing, or for graduate study in the physical or social sciences. The program will provide students with a strong foundation in the physical and human processes that shape the Earth's surface, including patterns of climate, landforms, ecosystems, population, and urbanization, as well as the interactions between people and their environments. All students will study core geographic theory, human-environment relationships, and methods for analyzing spatial data.

Students pursuing the B.A. in Geography will develop broad, interdisciplinary knowledge with an emphasis on human and environmental geography, cultural and regional studies, and the social dimensions of spatial patterns. This pathway is well-suited for students interested in careers in urban and regional planning, policy analysis, education, international development, or sustainability work in nonprofit and government sectors.

Students pursuing the B.S. in Geography will engage in a more technically focused curriculum that emphasizes geospatial science, quantitative methods, and the physical science aspects of geography. Coursework will include hands-on training in data collection techniques (e.g., fieldwork, GPS mapping), spatial analysis, and technologies such as GIS, satellite imagery, and remote sensing. B.S. graduates will be prepared to conduct complex spatial analyses, identify trends and patterns in large datasets, and apply technical expertise in roles such as geographers, GIS analysts, cartographers, and remote sensing specialists across academia, industry, nonprofit organizations, and all levels of government.

Institutional Mission

The proposed B.A./B.S. in Geography aligns well with the mission of Virginia Tech. The University's mission statement is:

> "Inspired by our land-grant identity and guided by our motto, *Ut Prosim* (That I May Serve), Virginia Tech is an inclusive community of knowledge, discovery, and creativity dedicated to improving the quality of life and the human condition within the Commonwealth of Virginia and throughout the world."

The proposed degree program aligns with the institution's mission of "improving the quality of life and the human condition within the Commonwealth of Virginia and throughout the world" by preparing students to analyze and address pressing global and regional challenges through geospatial technologies and geographic perspectives. With coursework spanning human-environment interactions, physical systems, cartography, GIS, remote sensing, and spatial analysis, the program equips graduates to interpret and solve complex geographical problems, reflecting the university's commitment to discovery, service, and global impact.

Curriculum

The proposed B.A./B.S. in Geography degree program will require 120 credit hours. Experiential learning will be required.

The core coursework will provide students with a foundation in geography, including both human and physical aspects and technical skills of the field. Students will learn fundamental concepts such as space, place, regions, human communities, cultures, and economies and their interaction with the environment. Coursework will train students to use spatial perspective to understand and analyze global issues, environmental systems, and human activities across different regions. Students will learn how human societies are shaped by their geographic environments. Students will also be trained to develop proficiency in spatial analysis, geographic literacy, cartography, and use of geospatial technologies to interpret satellite imagery, and analyze, interpret and communicate complex geographic data effectively. Students will learn to apply geospatial methods to analyze and design solutions to contemporary problems facing Virginia and the world, such as mapping past climate variations for an area or analyzing the dispersion of air pollutants and identifying pollution sources.

All students enrolled in the proposed degree program will complete a semester of experiential learning through participation in a study abroad experience, field experience, or undergraduate research under the direct supervision of a faculty member. The experiential learning activity offers students practical experience to apply theoretical knowledge and gain a better understanding of geographic concepts and issues. This can be achieved through a research project or field study in a chosen topic area, selected with guidance from a faculty member, or through a practical project as part of a study abroad program. For example, students might use geographic information systems to analyze forest carbon storage, evaluate the impact of new developments on natural areas, or use remote sensing to assess natural disaster damage.

New courses are denoted by an asterisk.

Program Requirements

Core Courses: 21 credit hours
GEOG 1004: Introduction to Human Geography (3 credits)
GEOG 1014: World Regions (3 credits)
GEOG 1084/FREC 1004: Digital Planet (3 credits)

GEOG 1104: Introduction to Physical Geography (3 credits)
GEOG 2084: Principles of Geographic Information Systems (3 credits)
GEOG 2314: Maps and Mapping (3 credits)

Required Field Experience
Students select one of the following:
GEOG 3954: Study Abroad (3 credits)
GEOG 4964: Field Study (3 credits)
GEOG 4994: Undergraduate Research (3 credits)

Bachelor Arts (B.A.) Required Coursework

Pathways General Education Requirements: 42-45 credit hours
Concept 1: Discourse (9 credits)
ENGL 1105: First-Year Writing (3 credits)
Or COMM 1015: Communication Skills (3 credits)
ENGL 1106: First-Year Writing (3 credits)
Or COMM 1016: Communication Skills (3 credits)
Additional Discourse Course (3 credits)
Concept 2: Critical Thinking in the Humanities (6 credits)
Concept 3: Reasoning in the Social Sciences (6 credits)
Concept 4: Reasoning in the Natural Sciences (6 credits)
Concept 5: Quantitative and Computational Thinking (9 credits)
STAT 3604: Statistics for Social Science (3 credits)
Or STAT 3615: Biological Statistics (3 credits)
Students select two of the following:
CS 1014: Introduction to Computational Thinking (3 credits)
MATH 1014: Precalculus with Transcendental Functions (3 credits)
MATH 1025: Elementary Calculus (3 credits)
MATH 1026: Elementary Calculus (3 credits)
MATH 1225: Calculus of a Single Variable (4 credits)
MATH 1226: Calculus of a Single Variable (4 credits)
Concept 6: Critique and Practice in Design and the Arts (6 credits)
GEOG 3314: Cartography (3 credits) Students must take GEOG 3314.
Additional Critique and Practice in Design and the Arts Course (3 credits)
Concept 7: Critical Analysis of Identity and Equity in the United States (0-3 credits) *(may be met by another core concept course)*

Additional Pathways General Education Courses: 2-4 credit hours
Students are required to take 2 additional credit hours in Pathways General Education concept area 4.
Concept 4: Critical Thinking in the Natural Sciences (2 additional credits)
Reasoning in the Natural Sciences Laboratory Courses (2 credits)

Students may choose to take 2 additional credit hours in Pathways General Education concept area 5.
Concept 5: Quantitative and Computational Thinking (0-2 credits)

Required Major Coursework: 4 credit hours
The GEOG 3314 required course will be double-counted as part of the Pathways General Education requirements.
GEOG 1024: Survey of Geography (1 credit)
GEOG 3314: Cartography (3 credits)

Cognate Coursework: 3 credits
Students select one course from a list of courses.

FREC 2114: Ecology of Appalachian Forests (3 credits)
FREC 2124: Forests, Society & Climate (3 credits)
FREC/HORT 2134: Plants and Greenspaces in Urban Communities (3 credits)
FREC/NR/LAR 2554: Leadership for Global Sustainability (3 credits)
FREC 3044: Environmental Data Science (3 credits)
FREC/PSCI/IS 4174: Climate Change and the International Policy Framework (3 credits)
GEOS 1034: Earth's Natural Hazards (3 credits)
GEOS 3014: Environmental Geosciences (3 credits)
GEOS 3034: Oceanography (3 credits)
SBIO/FREC 2784: Global Forest Sustainability (3 credits)
SBIO 3004: Sustainable Nature-Based Enterprises (3 credits)
SBIO 3324: Green Building Systems (3 credits)
SOC 1014: Introduction to Social Anthropology (3 credits)
SOC/HIST/STS 2604: Introduction to Data in Social Context (3 credits)
SOC 3204: Social Research Methods (3 credits)
STAT 3616: Biological Statistics (3 credits)

Restricted Electives: 18 credit hours
Students select 18 credits from a list of courses. 12 credit hours must be at the 3000/4000 level.

GEOG/NR 1115: Seeking Sustainability (3 credits)
GEOG/NR 1116: Seeking Sustainability (3 credits)
GEOG 1514: Introduction to Meteorology (3 credits)
GEOG 1524: Introduction to Earths Climate (3 credits)
GEOG/WATR 2004: Water, Environment, and Society (3 credits)
GEOG 2014: Health and Place: Introduction to Health Geography (3 credits)
GEOG 2034: Geography of Global Conflict (3 credits)
GEOG/PSCI/IS 2054: Introduction to World Politics (3 credits)
GEOG/PSCI/IS 2064: The Global Economy and World Politics (3 credits)
GEOG 2104: Introduction to Environmental Security (3 credits)
GEOG 2114: Introduction to Coastal Regions (3 credits)

GEOG 2244: Sustainable Urbanization (3 credits)
GEOG 2505: Weather Analysis I (3 credits)
GEOG 2784: Geography of Tea (3 credits)
GEOG 3034: The CIA: Its Capabilities in Todays Geo-Political World (3 credits)
GEOG 3104: Environmental Justice, Resources and Development (3 credits)
GEOG 3224: Geography of Appalachia (3 credits)
GEOG 3234: Geography of Virginia (3 credits)
GEOG 3244: The U.S. City (3 credits)
GEOG 3254: Geography of East Asia (3 credits)
GEOG 3274: Polar Environments (3 credits)
GEOG/CSES/GEOS 3304: Geomorphology (3 credits)
GEOG 3404: Mountain Geography (3 credits)
GEOG/AHRM/APS/HUM/SOC/UAP 3464: Appalachian Communities (3 credits)
GEOG 4044: Biogeography (3 credits)
GEOG 4054: Geography of Wine (3 credits)
GEOG 4074: Medical Geography of Infectious Diseases (3 credits)
GEOG/GEOS 4084: Modeling with Geographic Information Systems (3 credits)
GEOG/GEOS 4134: Interdisciplinary Issues and Ethics in Water Resources (3 credits)
GEOG 4164: Qualitative Methods & Ethics in Geography (3 credits)
GEOG 4184: Health Applications of Geospatial Techniques (3 credits)
GEOG 4204: Geography of Resources (3 credits)
GEOG/UAP/WGS 4214: Gender, Environment, and International Development (3 credits)
GEOG 4224: Tracking Environmental Change (3 credits)
GEOG 4304: Geospatial Analysis of Mobility (3 credits)
GEOG/GEOS 4354: Introduction to Remote Sensing (3 credits)
GEOG 4414: Climate Change and Societal Impacts (3 credits)
GEOG 4764: International Development Policy and Planning (3 credits)

Free Elective Courses: 25-27 credit hours

Bachelor Science (B.S.) Required Coursework

Pathways General Education Requirements: 42-45 credit hours
Concept 1: Discourse (9 credits)
- ENGL 1105: First-Year Writing (3 credits)
  - Or COMM 1015: Communication Skills (3 credits)
- ENGL 1106: First-Year Writing (3 credits)
  - Or COMM 1016: Communication Skills (3 credits)
- COMM 2004: Public Speaking (3 credits)
  - Or ENGL 3764: Technical Writing (3 credits)
  - Or ENGL 3844: Writing and Digital Media (3 credits)
  - Or HIST 2624: Topics in the History of Data in Social Context (3 credits)

Concept 2: Critical Thinking in the Humanities (6 credits)
Concept 3: Reasoning in the Social Sciences (6 credits)

Concept 4: Reasoning in the Natural Sciences (6 credits)
Concept 5: Quantitative and Computational Thinking (9 credits)
MATH 1014: Precalculus with Transcendental Functions (3 credits) Students must take MATH 1014.
STAT 2004: Introductory Statistics (3 credits)
Or STS 2604: Introduction to Data in Social Context (3 credits)
STAT 3604: Statistics for Social Science (3 credits)
Or STAT 3615: Biological Statistics (3 credits)
Concept 6: Critique and Practice in Design and the Arts (6 credits)
GEOG 3314: Cartography (3 credits) Students must take GEOG 3314.
Additional Critique and Practice in Design and the Arts Course (3 credits)
Concept 7: Critical Analysis of Identity and Equity in the United States (0-3 credits) *(may be met by another core concept course)*

Required Major Coursework: 4 credit hours
The GEOG 3314 required course will be double-counted as part of the Pathways General Education requirements.
GEOG 1024: Survey of Geography (1 credit)
GEOG 3314: Cartography (3 credits)

Required Geographic Information Science and Technology Option Coursework: 16 credit hours
CS 1064: Introduction to Programming in Python (3 credits)
GEOG/GEOS 4084: Modeling with Geographic Information Systems (3 credits)
GEOG 4314: Spatial Analysis in Geographic Information Systems (3 credits)
GEOG 4324: Algorithms in Geographic Information Systems (4 credits)
GEOG/GEOS 4354: Introduction to Remote Sensing (3 credits)

Restricted Electives: 18 credit hours
Geospatial Electives
Students select 9-12 credits from the list of courses.

FREC 4214: Forest Photogrammetry and Spatial Data Processing (3 credits)
GEOG 4304: Geospatial Analysis of Mobility (3 credits)
GEOG 4334: Geospatial Information Technology for Land Change Modeling (3 credits)
GEOG 4254: R Programming for Geospatial Applications (3 credits)
GEOG 4374: Remote Sensing and Phenology (3 credits)
GEOG 4394: Introduction to Web Mapping (3 credits)
GEOG 4404: Geovisualization (3 credits)

Geography
Students select 6-9 credits from the list of courses.

GEOG 1524: Introduction to Earth's Climate (3 credits)

GEOG 2004: Water, Environment, and Society (3 credits)
GEOG 2014: Health and Place: Introduction to Health Geography (3 credits)
GEOG 2034: Geography of Global Conflict (3 credits)
GEOG 2054: Introduction to World Politics (3 credits)
GEOG/PSCI/IS 2064: The Global Economy and World Politics (3 credits)
GEOG 2074: COVID-19: Global Pandemic, Local Impacts (3 credits)
GEOG 2104: Introduction to Environmental Security (3 credits)
GEOG 2114: Introduction to Coastal Regions (3 credits)
GEOG 2134: Geography of the Global Economy (3 credits)
GEOG 2214: Geography of North America (3 credits)
GEOG 2224: Geography of Europe (3 credits)
GEOG 2244: Sustainable Urbanization (3 credits)
GEOG 2505: Weather Analysis I (3 credits)
GEOG 2784: Geography of Tea (3 credits)
GEOG 3034: The CIA: Its Capabilities in Today's Geo-Political World (3 credits)
GEOG 3104: Environmental Problems, Population, and Development (3 credits)
GEOG 3214: Africa Together (3 credits)
GEOG 3224: Geography of Appalachia (3 credits)
GEOG 3234: Geography of Virginia (3 credits)
GEOG 3244: The U.S. City (3 credits)
GEOG 3254: Geography of East Asia (3 credits)
GEOG 3274: Polar Environments (3 credits)
GEOG 3304: Geomorphology (3 credits)
GEOG 3404: Mountain Geography (3 credits)
GEOG/AHRM/APS/HD/HUM/SOC/UAP 3464: Appalachian Communities (3 credits)
GEOG 3504: Severe Weather (3 credits)
GEOG 4044: Biogeography (3 credits)
GEOG 4054: Geography of Wine (3 credits)
GEOG 4074: Medical Geography of Infectious Diseases (3 credits)
GEOG 4134: Interdisciplinary Issues and Ethics in Water Resources (3 credits)
GEOG 4204: Geography of Resources (3 credits)
GEOG 4214: Gender, Environment, and International Development (3 credits)
GEOG 4224: Tracking Environmental Change (3 credits)
GEOG 4284: Human Dimensions of Coastal Social-Ecological Systems (3 credits)
GEOG 4414: Climate Change and Societal Impacts (3 credits)
GEOG 4764: International Development Policy and Planning (3 credits)

Free Elective Courses: 19-22 credit hours

Total Credit Hours: 120 credit hours

The degree program will double-count courses across the curriculum requirements to ensure students complete the 120 credit hours of coursework required for the degree program.

Field Experience

Study Abroad
The study abroad course present students with the opportunity to put knowledge and skills into practice in a real-world context. Students are required to engage in a minimum of 150 hours during the study abroad course. Students work with a faculty advisor to select the study abroad course that best aligns with their career interests and future goals. All students must receive prior approval from the faculty advisor and the Global Education Office before the start date of the course.

Students will work with a faculty advisor to select one of the approved study abroad courses. The study abroad courses can range in length from 10 days to a full academic semester. Costs to students can range from approximately $11,000 - $16,000. Students have the opportunity to apply for scholarship funds to support study abroad costs.

Students will be graded based on participation in the course assignments, midterm and final evaluations, and contact hours verified by the instructor. The students produce written and oral reports in the form of journal entries, reflections, reports and papers, discussions, and oral presentations based on the course requirements that includes fundamental knowledge about human-environment interaction, sense of space, physical landscape determination, spatial data analysis, and field or geospatial research methods. The faculty of record for the course creates a rubric for student assessment and is responsible for evaluating student learning and assigning a final grade. If a student does not pass the study abroad course, the student is offered the opportunity to select the field study or the undergraduate research course to fulfill the field experience requirement. If the student is unable to pass the field experience course, the student may retake the course up to three (3) times. If a student is unable to pass the field experience course, the student is offered the opportunity to transfer to another degree program within the university.

Field Study
The field study course present students with the opportunity to put knowledge and skills into practice in a real-world context. Students are required to engage in a minimum of 150 hours of supervised work though an external internship. Students work with a faculty advisor to select the field study that best aligns with their career interests and future goals. All students must receive prior approval from the faculty advisor before the start date of the course.

Students will be graded based on participation in the course assignments, midterm and final evaluations, and contact hours verified by the instructor. The students produce written and oral reports in the form of journal entries, reflections, reports and papers, discussions, and oral presentations based on the course requirements that includes fundamental knowledge about human-environment interaction, sense of space, physical landscape determination, spatial data analysis, and field or geospatial research methods. The faculty of record for the course creates a rubric for student assessment and is responsible for evaluating student learning and assigning a final grade. If a student does not pass the field study course, the student may retake the course up

to three (3) times. If a student is unable to pass the field experience course, the student is offered the opportunity to transfer to another degree program within the university.

Undergraduate Research
The undergraduate research course present students with the opportunity to put knowledge and skills into practice in a real-world context. Students are required to engage in a minimum of 150 hours of supervised work though a research experience with a faculty member. Students work with a faculty advisor to select the undergraduate research experience and faculty supervisor that best aligns with their career interests and future goals. All students must receive prior approval from the faculty advisor and the faculty supervisor before the start date of the course.

Students will be graded based on participation in the course assignments, midterm and final evaluations, and contact hours verified by the faculty supervisor who is also the faculty of record. The students produce written and oral reports in the form of journal entries, reflections, reports and papers, discussions, and oral presentations based on the course requirements that includes fundamental knowledge about human-environment interaction, sense of space, physical landscape determination, spatial data analysis, and field or geospatial research methods. The faculty of record for the course creates a rubric for student assessment and is responsible for evaluating student learning and assigning a final grade. If a student does not pass the undergraduate research course, the student may retake the course up to three (3) times. If a student is unable to pass the undergraduate research course, the student is offered the opportunity to transfer to another degree program within the university.

Faculty Resources

Faculty in the Department of Geography will teach core and required courses in the proposed B.A/B.S. in Geography degree program. Twelve (12) faculty will teach core and required courses. All faculty members possess a doctorate degree in geography or a physical science. The faculty have been teaching for a minimum of five years in higher education. The faculty are published and conducting research in geography or a physical science.

No adjunct faculty will be needed to initiate and sustain the proposed B.A/B.S. in Geography degree program.

Student Learning Assessment

Student learning for the proposed B.A./B.S. degree program in Geography will be assessed throughout the program through a variety of assessment measures, formative and summative. Some of these measures will include, but are not limited to, assignments, examinations and individual and team-based projects assigned during classroom instruction.

All students will be required to complete at least one semester of experiential learning in a study abroad, field study, or undergraduate research course. The Department of Geography has developed a rubric that the faculty will use to assess students' abilities to apply geographical

knowledge and skills while conducting research, field study, or study abroad projects through deliverables including reports, reflections, and oral presentations. At the end of each semester, the faculty members will use the rubric to score students on their abilities.

Student Learning Outcomes
All students will be able to:

- Interpret the arrangement of major physical and human geographic features on a world map or regional maps.
- Describe the Earth's human and physical characteristics and processes and human-environment interactions.
- Identify the various geospatial tools used in geographical analysis including Geographic Information Systems (GIS), remote sensing, GPS, geovisualization, spatial data coding, and spatial analysis.
- Evaluate the concept of "region" and its importance in understanding world affairs.
- Demonstrate the appropriate use of map projections.
- Name and discuss the techniques, terms and applications of GIS in an informed way.
- Operate contemporary geospatial software in an effective manner.
- Compare and contrast alternative data models used for spatial data representation.
- Apply specialized geographic knowledge in a real-world context.

Curriculum map for B.A./B.S. degree in Geography

Learning Outcomes	**Core and Required Courses**	**Assessment Measures**
Interpret the arrangement of major physical and human geographic features on a world map or regional maps.	GEOG 1014: World Regions GEOG 1104: Introduction Physical Geography	Formative: Class assignments (for example, diagram the atmospheric pressure zones association with the South Asian monsoon) Summative: Course exams (for example, exam question to discuss the spatial organization of population density patterns in China)
Describe the Earth's human and physical characteristics and processes and human-environment interactions.	GEOG 1004: Introduction to Human Geography GEOG 1104: Introduction to Physical Geography	Formative: Class assignments (for example, describe characteristics of climate types in the Köppen classification system)

		Summative: Course exams (for example, exam question to diagram and describe the Urban Heat Island effect)
Identify the various geospatial tools used in geographical analysis including GIS, remote sensing, GPS, geovisualization, spatial data coding, and spatial analysis.	GEOG 1084/FREC 1004: Digital Planet	Formative: Class assignments (for example, identify examples found on the web that use Google Map Application Program Interface (API) to display spatial data patterns) Summative: Course exams (for example, exam question listing three geospatial software/tools that are commonly used to visualize spatial data)
Evaluate the concept of "region" and its importance in understanding world affairs.	GEOG 1004: Introduction to Human Geography GEOG 1014: World Regions	Formative: Class assignments (for example, in class assignment to define and provide an example of a vernacular region from a non-US country) Summative: Course exams (for example, exam question to compare and contrast the explanatory utility of the concentric zone versus multiple nuclei models of US metropolitan urban structure)
Interpret current events in terms of the geographical and historical context.	GEOG 1004: Introduction to Human Geography GEOG 1014: World Regions	Formative: Class assignments (for example, in class discussion to define and provide an example of a stateless nation) Summative: Course exams (for example, exam question related to

		explaining how historical and socio-economic characteristics contribute to Black migration patterns in the 20th century)
Demonstrate the appropriate use of map projections.	GEOG 2084: Principles of Geographic Information Systems GEOG 2314: Maps and Mapping	Formative: Class assignments (for example, homework assignment identifying the type of map projection employed from information on a map) Summative: Lab assignments (for example, assignment to convert data from latitude/longitude to a Cartesian coordinate system designed to preserve the property of equal area measurement)
Name and discuss the techniques, terms and applications of GIS in an informed way.	GEOG 2084: Principles of Geographic Information Systems	Formative: Class assignments (for example, identify the different types of vector overlay methods for points, lines, and polygons and the types of output that are yielded) Summative: Course exams (for example, exam question to discuss how a raster combine function applied to a time series of gridded land cover data can be used to identify and map patterns of land cover change)
Operate contemporary geospatial software in an effective manner.	GEOG 2084: Principles of Geographic Information Systems	Formative: Class assignments (for example, use ArcGIS Pro software to create a vector

		data layer stored in a file geodatabase) <u>Summative:</u> Lab exams (for example, demonstrate use of ArcGIS Pro software to perform spatial data queries using Boolean logic to answer a site suitability question)
Compare and contrast alternative data models used for spatial data representation.	GEOG 2084: Principle of Geographic Information Systems	<u>Formative:</u> Class assignments (for example, homework assignment to define the differing characteristics of vector vs raster spatial data) <u>Summative:</u> Course exams (for example, question to discuss the issues involved in representing human population data using discrete features versus continuous fields)
Apply specialized geographic knowledge in a real-world context.	GEOG 3954: Study Abroad GEOG 4964: Field Study GEOG 4994: Undergraduate Research	<u>Formative:</u> Project assignments (for example, creating digital spatial features of traffic accident locations) <u>Summative:</u> Final report (for example, document and summarizing an analysis of traffic accident patterns)

Employment Skills

All graduates of the proposed B.A./B.S. in Geography degree program will be able to:

- Analyze the distribution of physical geographic features (e.g., land, sea, and air masses), natural resources, and ecosystems across different regions.
- Assess the impact of human population patterns, cultural practices, and economic activities on natural environments.

- Read, analyze and construct maps for a variety of purposes such as assessing population densities near coastlines, helping local governments identify areas at high risk for flooding, mapping police reports over time by location, and mapping tourist traffic flow.

Graduates of the proposed B.A. degree designation in Geography will be able to:

- Analyze how cultural, economic, political, and environmental processes influence spatial patterns, regional development, and interactions between human and natural systems.
- Analyze the distribution of physical geographic features—such as landforms, climates, natural resources, and ecosystems—and their influence on human activity across different regions.
- Compare and contrast world regions by examining the physical and human characteristics that define their geographic identities and interconnections.
- Evaluate the role of geographic scale (local to global) in shaping and understanding social, political, and environmental processes.
- Apply geographic perspectives to contemporary issues such as climate change, urbanization, resource management, and environmental justice using appropriate terminology and conceptual frameworks.
- Read, analyze, and construct maps for applied purposes such as risk assessment, spatial planning, and decision-making related to population density, infrastructure, crime patterns, and tourism.
- Communicate geographic knowledge effectively in written, oral, and visual formats for academic, professional, and public audiences.

Graduates of the proposed B.S. degree designation in Geography will be able to:

- Compile and integrate geographic data from various sources, including field observations, satellite imagery, and existing databases.
- Create and modify maps using GIS software and cartographic principles.
- Evaluate data using geospatial technologies (e.g., remote sensing).
- Develop reports and presentations to communicate complex geographical information to diverse audiences.
- Create ethical guidelines for the use of geospatial technologies and data.

Justification for the Proposed Program

Response to Current Needs (Specific Demand)

Geography is an interdisciplinary field encompassing the interactions between natural environments and human societies, requiring expertise in both broad spatial concepts and technical applications. There is a significant workforce need in Virginia and nationwide for

professionals with advanced geographic knowledge and technical skills, driven by rapid urban growth, environmental challenges, and an increased reliance on geospatial technologies.

The proposed Bachelor of Arts/Bachelor of Science (B.A./B.S.) degree program in Geography will respond to this demand by: 1) addressing the need for foundational knowledge in the field of geography, 2) meeting the need for geography professionals with knowledge and skills in human geography and policy-related fields, and 3) meeting the need for geography professionals with more technical skills in geographical information systems.

Foundational Geographic Knowledge

Geography professionals with strong spatial reasoning and cartographic skills are increasingly vital to informed policymaking and strategic planning. Professionals trained in geographic concepts and spatial visualization techniques are essential for interpreting economic geography, guiding infrastructure investment, planning urban density, and targeting policy interventions effectively. For example, geospatial dashboards can be used to "provide unique insights into a rich array of subnational development indicators which can be leveraged to better understand spatial disparities along various thematic and sectoral dimensions (e.g., poverty, education, health)…[and] inform where development projects should be targeted to most effectively reach areas that hold the greatest potential."[1]

Through coursework emphasizing maps, cartographic interpretation, global regions, and human geography, students will develop skills in spatial reasoning and geographic literacy. These competencies are critical for policy and planning roles, enabling graduates to effectively analyze and communicate complex spatial relationships and policy implications. Nationally, the Geospatial Data Act of 2018 emphasizes the importance of geographic literacy across federal agencies and the importance of geographic understanding across the government to support "informed decision-making and efficient government operations," noting geospatial data supports "economic growth, public health, environmental protection, and other societal benefits."[2] The capacity to visualize and interpret complex spatial relationships is indispensable in addressing societal issues, such as climate change, urbanization, and disaster preparedness.

The proposed B.A./B.S. degree program in Geography core coursework will provide foundational geographic knowledge and training in the field of geography. The proposed B.A. degree designation in Geography will provide knowledge and skills in human geography, cultural studies, urban planning, and policy-related topics such as land use planning (e.g., spatial distribution of agriculture and urban development). The proposed B.S. degree designation in Geography degree designation will provide knowledge and skills in the more technical aspects of the geography field including geographical information science and remote sensing. The

[1] Masaki, T., Bosch, L., Finn, A., Meyer, M., Haider, S. Z., & Bukin, E. (2022, June 2). *Dashboards for development: The power of geospatial data at your fingertips*. World Bank Poverty & Equity Global Practice. https://documents1.worldbank.org/curated/en/099552206032228352/pdf/IDU0918d19120955e04c82096b8073cb389e875a.pdf, p. 1

[2] Government CDO IQ. (n.d.). *Geospatial Data Act of 2018*. https://govcdoiq.org/resources/legislation/geospatial-data-act-of-2018

proposed B.A./B.S. degree program in Geography will prepare graduates to contribute to the need for more geography professionals to address foundational aspects of the field of geography at both the state and national levels.

Differentiated Degree Designation Offerings
Bachelor of Arts (B.A.) and Bachelor of Science (B.S.) degree designations offer different focuses and flexibility in curriculum. B.A. degree designations offer a broad scope of learning in the humanities, arts, and social sciences. Whereas the B.S. degree designations offer a "deeper dive into the technical, analytical, and scientific aspects of a field."[3] Offering both the Bachelor of Arts (B.A.) and the Bachelor of Science (B.S.) degree designations addresses the evolving and diverse nature of geography as a discipline.

The B.A. degree designation in Geography provides a broad foundation in human geography, urban studies, and policy-related fields, preparing graduates for roles in urban planning, and community development. It is more focused on human geography and policy fields. In contrast, the B.S. degree designation in Geography emphasizes the technical, analytical, and scientific dimensions of geographic inquiry, including Geographic Information Systems (GIS), spatial analysis, and remote sensing. It emphasizes more technical GIS and spatial analysis skills than does the B.A. This knowledge and skillset will equip students for technical roles in spatial data management and environmental analysis.

The proposed B.A./B.S. degree program in Geography will address workforce demands for professionals in urban planning, GIS specialists, spatial analysts, and policy experts. The proposed degree program will support state initiatives in infrastructure, sustainability, and disaster management, and will align with national policy priorities (e.g., Geospatial Data Act of 2018).

Demand for Geography Professionals in Human Geography and Policy-Related Fields
The proposed B.A./B.S. degree program in Geography will address growing workforce needs in urban planning, community development, environmental policy, and public administration. According to the Bureau of Labor Statistics (BLS), geographers "inform governments, businesses, and the public on a variety of topics, including urban planning and disaster response."[4] Urban and regional planning areas are expanding due to an increased focus on sustainable development, infrastructure improvement, and efficient land use practices. Demographic shifts and cultural dynamics in urban and rural communities in Virginia further amplify the demand for professionals proficient in analyzing social, economic, and cultural geographies, thereby enhancing community engagement and effective policymaking. "For

[3] Arizona State University. (2025, January 14). *BA vs. BS: The differences between the two degree types*. ASU Online. https://asuonline.asu.edu/newsroom/online-learning-tips/ba-vs-bs-differences/

[4] Bureau of Labor Statistics. (2025, April 18). *Geographers*. In *Occupational Outlook Handbook*. U.S. Department of Labor. https://www.bls.gov/ooh/life-physical-and-social-science/geographers.htm#tab-2

example, geographers' analyses on population distribution and land use are important for infrastructure planning and development by both governments and businesses."[5]

The proposed degree program will prepare students to understand the complex dynamics of human-environment interactions and cultural landscapes. The proposed B.A./B.S. degree program in Geography will prepare graduates to meet the state needs for geography professionals in urban planning and policy development.

Demand for Geographic Information Systems (GIS) Professionals

Demand for professionals skilled in GIS and spatial data analysis is driven by urban planning, environmental sustainability, disaster management, and transportation issues. With the advancements in technologies[6] including digital mapping and visualization, spatial analysis, and big data, and the integration of other disciplines (e.g., computer science), more technically-focused areas have emerged as need in the field of geography (e.g., geographic information systems and remote sensing).

"As geospatial technology rapidly evolves and demand for precise data intensifies, the insights derived from geospatial solutions will become increasingly crucial for decision-making processes across both the private and public sectors."[7] Within Virginia, urbanization trends, especially in rapidly developing regions such as Northern Virginia, Richmond, and Hampton Roads, necessitate GIS expertise to support infrastructure development and environmental resilience. Further highlighting this need, the "Virginia Geographic Information Network (VGIN) and VGIN Advisory Board were established in Code of Virginia (§44-146.18:6 and §2.2-2423) in 1997. VGIN's mission is to encourage and support the innovative implementation of geospatial technologies, applications, and data across commonwealth stakeholder communities. This spans all levels of the public sector (federal, state, regional and local governments), numerous private sector users, academic users at all levels, and citizens of the commonwealth."[8] Additionally, the Virginia Coastal Resilience Master Plan underscores GIS-based analysis to mitigate climate change impacts like flooding, coastal erosion, and severe weather events. For example, the Virginia Institute of Marine Science (VIMS) "maintains a Shoreline Management Model (SMM), a decision support tool which includes a database of shoreline conditions, established as a Geographic Information System (GIS) model

[5] Bureau of Labor Statistics. (2025, April 18). *Geographers*. In *Occupational Outlook Handbook*. U.S. Department of Labor. https://www.bls.gov/ooh/life-physical-and-social-science/geographers.htm#tab-6

[6] American Association of Geographers and Esri. (n.d.). *Geography: The science of our world*. Geography.com. https://www.geography.com/

[7] L.E.K. Consulting. (2024). *Geospatial services: Navigating the next era*. https://www.lek.com/sites/default/files/insights/pdf-attachments/geospatial-services.pdf, p. 18.

[8] Virginia Department of Emergency Management. (n.d.). *Geographic Information Network*. https://www.vaemergency.gov/divisions/911-and-geospatial/geographic-information-network

that helps recommend best management practices for shorelines, using data and decision tree logic to assess potential future conditions."[9]

Coursework in the proposed program will equip graduates with skills in spatial data analysis, digital mapping technologies, and geographic visualization techniques. These courses prepare students to fulfill the growing demand for GIS professionals in Virginia and nationwide. Graduates of the proposed degree program will support these state initiatives, enhancing Virginia's ability to respond proactively to environmental and infrastructural challenges.

Employment Demand

Graduates of the proposed Bachelor of Arts/Bachelor of Science (B.A./B.S.) in Geography degree program will be qualified to collect, interpret, and apply geographic data to analyze the complex relationships between physical landscapes and human activity. Graduates will be prepared to work at the intersection of environment, society, and technology, contributing to planning and policy decisions on urban development, transportation, environmental management, disaster response, and climate resilience. Graduates will be prepared to work in a variety of settings, including government agencies (e.g., U.S. Geological Survey, FEMA, EPA), urban and regional planning offices, environmental consulting firms, tech companies using geospatial analytics, nonprofits focused on sustainability and housing, and academic research institutions.

According to the U.S. Bureau of Labor Statistics (BLS), between 2023 and 2033 employment for geographers will grow at 3% or "about as fast as the average for all occupations."[10] The BLS indicates that "governments and businesses will need geographers to research topics such as natural hazards and the use of resources" and to conduct "analyses on population distribution and land use…for infrastructure planning and development."[11]

According to the U.S. Bureau of Labor Statistics (BLS), between 2023 and 2033 employment for cartographers and photogrammetrists will grow at 6% or "faster than average for all occupations."[12] The BLS indicates that the "use of maps for government planning should lead to employment growth. Cartographers and photogrammetrists also will be needed to map and locate areas that require help during natural disasters, often using Geographic Information Systems (GIS)."[13]

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[9] Virginia Department of Conservation and Recreation. (2020, October). *Virginia Coastal Resilience Master Planning Framework*. Virginia Department of Conservation and Recreation. https://www.dcr.virginia.gov/crmp/document/Virginia-Coastal-Resilience-Master-Planning-Framework-October-2020.pdf, p. 23.

[10] The U.S. Bureau of Labor Statistics. Occupational Outlook Handbook. https://www.bls.gov/ooh/life-physical-and-social-science/geographers.htm#tab-6

[11] Ibid.

[12] The U.S. Bureau of Labor Statistics. Occupational Outlook Handbook. https://www.bls.gov/ooh/architecture-and-engineering/cartographers-and-photogrammetrists.htm#tab-6

[13] Ibid.

The Virginia Employment Commission, Labor Market Information (LMI) shows long term employment projects cartographers and photogrammetrists will grow at a rate of 4.52%.

Virginia Employment Commission, Labor Market Information 2022-2032 (10-Yr)

Occupation[14]	Base Year Employment	Projected Employment	Total Projected Difference	Total Percent Change	Annual Change	Education
Cartographers and Photogrammetrists	818	855	37	4.52%	4	Not available

See Appendix C for employment announcements.

Duplication

Four (4) public institutions offer a similar degree program. The following universities offer undergraduate degree programs in the field of geography: George Mason University, James Madison University, Old Dominion University, and Radford University.

George Mason University
George Mason University (GMU) offers a B.A./B.S. in Geography (CIP: 45.0701) that is similar to the proposed degree program. The purpose of the degree program is to train students on geospatial knowledge, geographical analysis tools, and geoinformation technologies that can help understand human-environment relationships and solve geographical problems. The program requires 120 credit hours. The program requires 24-25 credits of the core coursework. A capstone course is required. GMU's B.A. in Geography degree program has four concentration areas:1) Environmental Geography, 2) Health Geography, 3) Geoanthropology, and 4) Urban Planning. GMU's B.S. in Geography degree program has three concentration areas: 1) Geoinformatics, 2) Geospatial Intelligence, and 3) Urban Science.

Similarities
GMU's program is similar to Virginia Tech's proposed program in that both programs require core coursework in physical geography (Earth's major subsystems, global distribution, interrelationships of climate, vegetation, landforms), spatial aspects of human-environment interaction, spatial data collection analytic tools and methods, geographic analysis using GIS, and geographic research methods and tools.

Differences
The primary difference between GMU's program and the proposed program is that GMU requires cartography in the core coursework. Virginia Tech's proposed program requires cartography in the major coursework. Virginia Tech's proposed program offers the option of a

[14] Virginia Employment Commission. (n.d.). *Labor market information*. https://virginiaworks.com/Occupational-Projections

Study Abroad course in the core coursework, while GMU does not have this option. GMU's B.A. in Geography degree program requires students to select one from the four concentration areas, and its B.S. in Geography degree program requires students to select one from the three concentration areas, while Virginia Tech's proposed degree program does not offer multiple subareas. Virginia Tech's B.A. in Geography has one major, Geography, and the B.S. in Geography has one major, Geography, and one option, Geographic Information Science and Technology**.**

James Madison University
James Madison University (JMU) offers a B.A./B.S. in Geography (CIP: 45.0701) that is similar to the proposed degree program. The purpose of the degree program is to educate students on geospatial technologies and tools to analyze global change and solve problems associated with the spatial patterns and processes of human and environmental change. The program requires 120 credit hours. Based on information in the university's current catalog, the degree program does not have a common core. JMU's B.A./B.S. in Geography degree program has two concentration areas:1) Applied Geographic Information Science, and 2) Environmental Conservation, Sustainability and Development.

Similarities
JMU's program is similar to Virginia Tech's proposed program in that both programs require coursework in physical geography (Earth's major subsystems, global distribution, interrelationships of climate, vegetation, landforms), principles and applications of geographic information systems and spatial aspects of human-environment interaction.

Differences
The primary difference between JMU's program and the proposed program is that JMU does not appear to have a designated set of core courses. Virginia Tech's proposed program has core coursework in physical geography, principles and applications of geographic information systems and spatial aspects of human-environment interaction. These topics are covered in the major coursework in JMU's program. Virginia Tech's proposed program offers the option of a Study Abroad course in the core coursework, while JMU does not have this option. JMU's program requires students to select a concentration. Virginia Tech's proposed degree program does not offer multiple subareas. The B.A. in Geography as one major, Geography, and the B.S. in Geography has one major, Geography, and one option, Geographic Information Science and Technology**.**

Old Dominion University
Old Dominion University offers a B.A./B.S. in Geography (CIP: 30.4401) that is similar to the proposed degree program. The purpose of the degree program is to give students a broad base of geographical training and an understanding of human-environment interrelationships. The degree program requires 120 credit hours. Based on information in the university's current catalog, the degree program does not have a common core. A capstone course is required. ODU's degree program has two majors: 1) Environment and Resources, and 2) Urban Planning & Emergency/Hazards Management.

Similarities
ODU's program is similar to Virginia Tech's proposed program in that both programs require coursework in world regional geography, human geography, maps and geographical information, and digital representation of the Earth and geospatial science and technology.

Differences
The primary difference between ODU's program and the proposed program is that ODU does not appear to have a designated set of core courses. Virginia Tech's proposed program has core coursework in human geography, human and physical patterns and characteristics of world regions, principles and applications of Geographic Information Systems, geographical data analysis, and geospatial technologies and their impact on human-environmental relationships. These topics are not required for all students in ODU's program. Virginia Tech's proposed program offers the option of a Study Abroad course in the core coursework, while ODU does not have this option. ODU's program requires students to select one major among the two majors: 1) Environment and Resources, and 2) Urban Planning & Emergency/Hazards Management. Virginia Tech's proposed degree program does not offer multiple subareas. Virginia Tech's B.A. in Geography has one major, Geography, and the B.S. in Geography has one major, Geography, and one option, Geographic Information Science and Technology**.**

Radford University
Radford University (RU) offers a B.A./B.S. in Geospatial Science (CIP: 45.0702) that is similar to the proposed degree program. The purpose of the degree program is to train students in geographic information systems (GIS), geospatial intelligence (GEOINT), remote sensing, digital/web cartography, environmental sciences, geography to prepare for geoinformatics, environmental and management careers. The program requires 120 credit hours. The program requires 31 credits of the core coursework. A capstone course is required. RU's B.A. /B.S. in Geospatial Science has two concentration areas:1) the Environmental Studies, 2) GIS, Remote Sensing and Data Analytics Concentration.

Similarities
RU's program is similar to Virginia Tech's proposed degree program in that both programs require core coursework in human geography, maps, the physical geography of the Earth, the concepts and applications of Geographic Information Systems (GIS), and methods of geographic data analysis.

Differences
The primary difference between RU's program and the proposed degree program is that the core coursework requires different content. RU's program requires introduction to statistics and fundamentals of cartography in the core coursework while Virginia Tech's proposed program does not require the same content in the core coursework but requires the same content in the General Education (Pathways) coursework and major course work. Virginia Tech's proposed

program also requires the topic of human and physical patterns and characteristics of major world regions including political systems, religions, economies, and physical settings in the core coursework, while RU's program does not require this topic in the core coursework. Virginia Tech's proposed program offers the option of a Study Abroad course in the core coursework, while RU does not have this option. RU's program requires students to select a concentration. Virginia Tech's proposed degree program does not offer multiple subareas. Virginia Tech's B.A. in Geography has one major, Geography, and the B.S. in Geography has one major, Geography, and one option, Geographic Information Science and Technology**.**

Enrollment and Degrees Awarded of Comparable Programs in Virginia

Enrollments[15]	**Fall 2020**	**Fall 2021**	**Fall 2022**	**Fall 2023**	**Fall 2024**
George Mason University	78	71	63	67	72
James Madison University	205	183	184	172	172
Old Dominion University	33	35	52	36	51
Radford University	33	31	31	36	43
Degrees Awarded[16]	**2020**	**2021**	**2022**	**2023**	**2024**
George Mason University	21	20	21	20	12
James Madison University	59	63	65	61	52
Old Dominion University	18	5	13	13	14
Radford University	12	8	8	11	2

Student Demand

Evidence of student demand comes from one source: student enrollment in Geography major.

Fall Enrollment in major, 2020 to 2024

	2020	2021	2022	2023	2024
Fall Enrollment	79	84	88	109	106

[15] State Council of Higher Education for Virginia (SCHEV). *Enrollment summary by program level*. https://research.schev.edu//enrollment/E01_Report.asp

[16] State Council of Higher Education for Virginia (SCHEV). *Completions, Program Detail*. https://research.schev.edu//Completions/C1Level2_Report.asp

State Council of Higher Education for Virginia
Summary of Projected Enrollments in Proposed Program

Year 1		Year 2		Year 3		Year 4 **Target Year (2-year institutions)**			Year 5 **Target Year (4-year institutions)**		
2025 - 2026		2026 - 2027		2027 - 2028		2028 - 2029			2029 - 2030		
HDCT 100	FTES 100	HDCT 100	FTES 100	HDCT 100	FTES 100	HDCT 100	FTES 100	GRAD _____	HDCT 100	FTES 100	GRAD 35

Assumptions:
Retention rate: 90%
Full-time students: 100% Part-time students: 0%
Full-time students credit hours per semester: 15-16
Part-time students credit hours per semester:
Full-time students graduate in 4 years
Part-time students graduate in years

Is summer required? Yes No X

Projected Resource Needs for the Proposed Program

Resource Needs

Virginia Tech and the Department of Geography have all of the faculty, classified support, equipment, space, and other resources necessary to initiate and sustain the proposed B.A. / B.S. degree program in Geography. The proposed program allocates 1.0 FTE of instructional effort for every 24.0 FTE of enrollment in lower division courses and 1.0 FTE of instructional effort for 18.0 FTE of enrollment in upper division courses. The proposed program will therefore require a total of 4.76 FTE of instructional effort in 2025-2026, which will remain constant through the target year 2029-2030.

Full-time Faculty
Six (6) faculty members will teach in the proposed degree program. One (1) faculty member will dedicate 100% (1 FTE) of their teaching time to the proposed degree program. Five (5) faculty members will dedicate 50% (0.50 FTE) each, for a total of 2.5 FTE of their teaching time to the proposed degree program. The program will require 3.5 FTE of faculty instruction to initiate, and this level of effort is expected to remain constant through the target year of 2029-2030.

Part-time Faculty

Six (6) faculty in the Department of Geography will dedicate 25% (0.25 FTE) each, for a total of 1.5 FTE of their teaching time to the proposed degree. The program will require 1.5 FTE of faculty instruction to initiate, and this level of effort is expected to remain constant through the target year of 2029-2030.

Adjunct Faculty
No adjunct faculty will be required to initiate or sustain the proposed degree program.

Graduate Assistants
No new graduate assistantships will be needed to initiate and sustain the proposed the proposed degree program.

Classified Positions
An administrative assistant currently employed by the Department of Geography will support the proposed degree program. The program will require .10 FTE of classified support to initiate, and this level of effort will remain constant through the target year 2029-30. The position answers students questions and assists in scheduling student appointments with faculty. Salary for the administrative assistant will be $6,420 and fringe benefits $2,973, for a total of $9,393.

Equipment (including computers)
No new equipment, including computers, is needed to initiate and sustain the proposed degree program. The equipment available, including computers, is sufficient for the proposed degree program.

Library
No new resources are needed to initiate or sustain the proposed degree program. The library has an adequate collection to support the proposed program. Resources include journals and publications for Geography. As a member of the Virtual Library of Virginia (VIVA), on-line access to journals in also available for the proposed degree program.

Telecommunications
No new or additional resources are required to initiate or sustain the proposed degree program.

Space
No additional space is needed to initiate or sustain the proposed degree program.

Targeted Financial Aid
No targeted financial aid will be offered to initiate and sustain the proposed degree program.

Special Tuition or fee charges
No special tuition or fee charges will be utilized or instituted to initiate or sustain the proposed degree program.

Other Resources (specify)

No additional resources are needed to initiate or sustain the proposed degree program. No resources are needed for advertising and promotion of the proposed degree program.

Funds to Initiate and Operate the Degree Program

Figures provided in the table below will be compared to SCHEV funding estimates using the current base adequacy model. This comparison will serve as a reference for the estimated costs. If there are large discrepancies, SCHEV may request additional clarification to ensure the institution's assumptions are correct, or require modifications as a condition of approval.

Note: Institutions must use the recommended student-faculty ratio when estimating FTES enrollments and required faculty FTEs.

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		**Program Initiation Year**	**Program Target Year**
		20 25 - 20 26	**20 29 - 20 30**
1.	Projected Enrollment (Headcount)	100	100
2.	Projected Enrollment (FTES)	100	100
3.	Projected Enrollment Headcount of In-State Students	85	85
4.	Projected Enrollment Headcount of Out-of-State Students	15	15
5.	Estimated Annual Tuition and E&G Fees for In-State Students in the Proposed Program	$13,656	$13,656
6.	**Revenue** from Tuition and E&G Fees for In-State Students Due to the Proposed Program	$1,160,760	$1,160,760
7.	Estimated Annual Tuition and E&G Fees for Out-of-State Students in the Proposed Program	$36,107	$36,107
8.	**Revenue** from Tuition and E&G Fees for Out-of-State Students Due to the Proposed Program	$541,605	$541,605
9.	**Projected Revenue Total from Tuition and E&G Fees Due to the Proposed Program**	**$1,702,365**	**$1,702,365**
10.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business, private sources, university funds)	$0	$0
11.	**Total Funding**	**$1,702,365**	**$1,702,365**

Part V: Certification Statements

3. A request of any kind will be submitted to the General Assembly for funds to initiate and/or maintain the proposed degree program.

   Yes ☐

   No ☒

   If "Yes" is checked, include narrative text to describe: when the request will be made, how much will be requested, what the funds will be used for, and what will be done if the request is not fulfilled.

2. The proposed degree program is included in the institution's most recent six-year plan.

   Yes ☐

   No ☒

   If "No" is checked, include narrative text to explain why the program is being advanced at the present time despite not being included in the six-year plan.

The institution originally submitted this action as a technical change to add the B.S. degree designation to the existing B.A. in Geography degree program. After reviewing the submission, SCHEV staff determined the curriculum for the B.A. degree designation in Geography would need to be reaffirmed with the curriculum for the B.S. degree designation in Geography.

3. The institution's governing board has been provided information regarding duplication (if applicable) and labor market projections as part of its approval action.

   Yes ☒

   No ☐

   If "No" is checked, include narrative text to explain why the governing board has not been provided the information.

The institution's Chief Academic Officer attests to the accuracy of the above statements

Name (Printed)

Signature Date

Appendices

Appendix A: Sample Plan of Study

Full-Time Student

B.A. Sample Plan of Study

Freshman Fall	**Credits**	**Freshman Spring**	**Credits**
GEOG 1004: Introduction to Human Geography	3	GEOG 1014: World Regions	3
GEOG 1104: Introduction to Physical Geography	3	GEOG 1084/FREC 1004: Digital Planet	3
General Education Course: Discourse	3	General Education Course: Discourse	3
General Education Course: Reasoning in the Social Sciences	3	General Education Course: Critical Thinking in the Humanities	3
General Education Course: Quantitative and Computational Thinking	3	General Education Course: Quantitative and Computational Thinking	3
GEOG 1024: Survey of Geography	1		
Total	**16**	**Total**	**15**
Sophomore Fall	**Credits**	**Sophomore Spring**	**Credits**
GEOG 2084: Principles of Geographic Information Systems	3	General Education Course: Critical Thinking in the Humanities	3
GEOG 2314: Maps and Mapping	3	General Education Course: Reasoning in the Natural Sciences	3
General Education Course: Reasoning in the Natural Sciences	3	General Education Course: Critical Analysis of Identity and Equity in the United States	3
General Education Course: Reasoning in the Social Sciences	3	Cognate Elective	3
Restricted Elective	3	Restricted Elective	3
Total	**15**	**Total**	**15**
Junior Fall	**Credits**	**Junior Spring**	**Credits**
GEOG 3314: Cartography	3	General Education Course: Critique and Practice in Design and the Arts	3
General Education Course: Quantitative and Computational Thinking	3	Restricted Elective	3
Additional General Education Course: Reasoning in the Natural Sciences	2	Restricted Elective	3
Restricted Elective	3	Restricted Elective	3
Restricted Elective	3	Free Elective	3
Total	**14**	**Total**	**15**

GEOG 4994: Undergraduate Research	3	Restricted Elective	3
General Education Course: Discourse	3	Free Elective	3
Restricted Elective	3	Free Elective	3
Restricted Elective	3	Free Elective	3
Free Elective	3	Free Elective	3
Total	**15**	Free Elective	1
		Total	**16**

Full-Time Students

Credit Hours – Freshman – Fall Term	16
Credit Hours – Freshman – Spring Term	15
Credit Hours – Sophomore – Fall Term	15
Credit Hours – Sophomore – Spring Term	14
Credit Hours – Junior – Fall Term	15
Credit Hours – Junior – Spring Term	15
Credit Hours – Senior – Fall Term	15
Credit Hours – Senior – Spring Term	16
Total Credit Hours	**120**

B.S. Sample Plan of Study

Freshman Fall	**Credits**	**Freshman Spring**	**Credits**
GEOG 1004: Introduction to Human Geography	3	GEOG 1014: World Regions	3
GEOG 1104: Introduction to Physical Geography	3	GEOG 1084/FREC 1004: Digital Planet	3
General Education Course: Discourse	3	General Education Course: Discourse	3
General Education Course: Reasoning in the Social Sciences	3	General Education Course: Critical Thinking in the Humanities	3
MATH 1014: Precalculus with Transcendental Functions	3	General Education Course: Quantitative and Computational Thinking	3
GEOG 1024: Survey of Geography	1		
Total	**16**	**Total**	**15**
Sophomore Fall	**Credits**	**Sophomore Spring**	**Credits**
GEOG 2084: Principles of Geographic Information Systems	3	CS 1064: Introduction to Programming in Python	3
GEOG 2314: Maps and Mapping	3	General Education Course: Critical Thinking in the Humanities	3
GEOG/GEOS 4354: Introduction to Remote Sensing	3	General Education Course: Reasoning in the Natural Sciences	3
General Education Course: Reasoning in the Natural Sciences	3	General Education Course: Critical Analysis of Identity and Equity in the United States	3
General Education Course: Reasoning in the Social Sciences	3	Restricted Elective	3
Total	**15**	**Total**	**15**
Junior Fall	**Credits**	**Junior Spring**	**Credits**
GEOG 3314: Cartography	3	General Education Course: Critique and Practice in Design and the Arts	3
General Education Course: Quantitative and Computational Thinking	3	GEOG 4314: Spatial Analysis in Geographic Information Systems	3
GEOG/GEOS 4084: Modeling with Geographic Information Systems	3	Restricted Elective	3
Restricted Elective	3	Restricted Elective	3
Restricted Elective	3	Free Elective	3
Total	**15**	**Total**	**15**

Senior Fall	Credits	Senior Spring	Credits
GEOG 4994: Undergraduate Research	3	Free Elective	3
General Education Course: Discourse	3	Free Elective	3
GEOG 4324: Algorithms in Geographic Information Science	4	Free Elective	3
Restricted Elective	3	Free Elective	3
Free Elective	3	Free Elective	1
Total	**16**	**Total**	**13**

Full-Time Students

Credit Hours – Freshman – Fall Term	16
Credit Hours – Freshman – Spring Term	15
Credit Hours – Sophomore – Fall Term	15
Credit Hours – Sophomore – Spring Term	15
Credit Hours – Junior – Fall Term	15
Credit Hours – Junior – Spring Term	15
Credit Hours – Senior – Fall Term	16
Credit Hours – Senior – Spring Term	13
Total Credit Hours	**120**

Appendix B: Course Descriptions

B.A./B.S. Core Courses

GEOG/FREC 1004: Introduction to Human Geography (3 credits)
Introduction to geography as a social science. Development of a conceptual framework for studying and evaluating human-environment relationships. Through examination of selected regional and global issues and through exploring basic concepts like regions, place, location, human-environment interaction, movement, and accessibility, students will discover how power is spatially expressed and explore how culture shapes the production of space and vice versa. Students will also discover and describe how ethical issues manifest spatially.

GEOG 1014: World Regions (3 credits)
Human and physical patterns and characteristics of major regions of the world including political systems, religions, economies, and physical settings. Concepts and perspectives of geography as a social science; linkages and interdependence of nations and regions; analysis of media coverage of events or global issues; engagement with current and historical global affairs.

GEOG 1084/FREC 1004: Digital Planet (3 credits)
Exploration of innovative geospatial technologies and their impact on the world around us, including how humans interact with the environment and each other. Roles of location-based services, global positioning systems, geographic information systems, remote sensing, virtual globes and web-based mapping for environmental applications. Skills and techniques for spatial thinking and environmental decision-making. Ethical implications of the use of geospatial technologies, data, and computational approaches.

GEOG 1104: Introduction to Physical Geography (3 credits)
Integrated study of major subsystems of the natural environment: the nature, distribution, and interrelationships of landforms, climate and vegetation.

GEOG 2084: Principles of Geographic Information Systems (3 credits)
Principles and diverse applications of Geographic Information Systems, geographic coordinate systems, Cartesian map projections, spatial data sources, GIS databases, map representations, and illustrated spatial applications of GIS. Requires regular use of computer systems for geographic data analysis.

GEOG 2314: Maps and Mapping (3 credits)
Introduction to maps. Fundamentals of reading, analysis, and interpretation of hard copy and digital maps, as they are required to illuminate spatial problems. Influences of maps on attitudes toward and images of the geographic environment.

GEOG 3954: Study Abroad (1-19 credits)
No course description listed in catalog.

GEOG 4964: Field Study (1-19 credits)
No course description listed in catalog.

GEOG 4994: Undergraduate Research (1-19 credits)
No course description listed in catalog.

B.A./B.S. Major Coursework: 4 credit hours
GEOG 1024: Survey of Geography (1 credit)
Foundations of geography and subdisciplines. Career pathways for geography-interested students in various workforce sectors and sub-disciplinary specialization areas, including physical geography, GIScience, and human geography. Introduction to campus academic and geography-related career resources to enhance the undergraduate experience. Professional goal reflection and development.

GEOG 3314: Cartography (3 credits)
Science and art of cartography including the conceptual framework of the cartographic method. Development of the skills necessary to create maps to be used in the analysis of spatial phenomena. Emphasis on thematic and ethical cartography.

B.A. General Education Pathway Required Courses
GEOG 3314: Cartography (3 credits)
Science and art of cartography including the conceptual framework of the cartographic method. Development of the skills necessary to create maps to be used in the analysis of spatial phenomena. Emphasis on thematic and ethical cartography.

B.S. General Education Pathway Required Courses
GEOG 3314: Cartography (3 credits)
Science and art of cartography including the conceptual framework of the cartographic method. Development of the skills necessary to create maps to be used in the analysis of spatial phenomena. Emphasis on thematic and ethical cartography.

MATH 1014: Precalculus with Transcendental Functions (3 credits)
Precalculus college algebra, basic functions (algebraic, exponential, logarithmic, and trigonometric), conic sections, graphing techniques, basic probability. Usage of mathematical models, analytical calculations, and graphical or numerical representations of data to analyze problems from multiple disciplines that address intercultural and global challenges in areas such as chemistry, environmental science, the life sciences, finance, and statistics. Use of spreadsheet software. Two units of high school algebra and one of plane geometry are required.

B.S. Geographic Information Science and Technology Option Coursework: 16 credit hours
CS 1064: Introduction to Programming in Python (3 credits)
Introduction to programming in Python contextualized with scientific and engineering problems. Computational problem-solving skills and software solutions in addition to Python language fundamentals. The basics of control flow with loops and conditionals, state tracing and manipulation, simple and complex types, organization of code using functional and object-oriented coding strategies, and data processing. Create, interpret, and debug programs. Ethically debate important issues in computing culture.

GEOG/GEOS 4084: Modeling with Geographic Information Systems (3 credits)

Use of automated systems for geographic data collection, digitization, storage, display, modeling and analysis. Basic data flow in GIS modeling applications. Development of proficiency in the use of current GIS software. Senior Standing.

GEOG 4314: Spatial Analysis in Geographic Information Systems (3 credits)
Theory and application of Geographic Information Systems, with special emphasis on analytical operations, database design, cartographic modeling, and raster GIS. Spatial data handling and analysis to facilitate decision-making through the communication of geographically referenced data.

GEOG 4324: Algorithms in Geographic Information Systems (4 credits)
Computational methods in automated mapping and map analysis. Visual Basic programming and algorithm design for spatial display and analysis under both raster and vector data models. Requires regular use of the departmental microcomputer and UNIX workstation laboratory. Prerequisite(s): GEOG 4084 and CS 1064

GEOG/GEOS 4354: Introduction to Remote Sensing (3 credits)
Theory and methods of remote sensing. Practical exercises in interpretation of aerial photography, satellite, radar, and thermal infrared imagery. Digital analysis, image classification, and evaluation. Applications in earth sciences, hydrology, plant sciences, and land use studies.

Appendix C – Employment Demand
Job Announcements

Financial Summary of Faculty and Staff Merit Programs

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

July 18, 2025

The document summarizes the recent implementation of the state authorized compensation programs for faculty and staff at Virginia Tech.

Background

Under the authority of Virginia's Restructured Higher Education Act of 2005 and a Management Agreement with the commonwealth, Virginia Tech manages its own human resources systems, including policies; classification; performance management; compensation; and benefits, for teaching and research faculty (T&R), administrative and professional faculty (AP), and university staff. The Board of Visitors has delegated authority for implementing compensation programs to the university administration.

Faculty policies are outlined in the Faculty Handbook and the annual Faculty Compensation Plan. Each faculty member completes a Faculty Activity Report and undergoes an annual performance evaluation, which informs merit pay recommendations reviewed at multiple levels.

Virginia Tech has two staff systems: classified staff (hired before July 1, 2006, under state policies) and university staff (hired after that date, under university policies). Since 2008, classified staff have had the option to convert to university staff. Currently, 87% of staff are university staff.

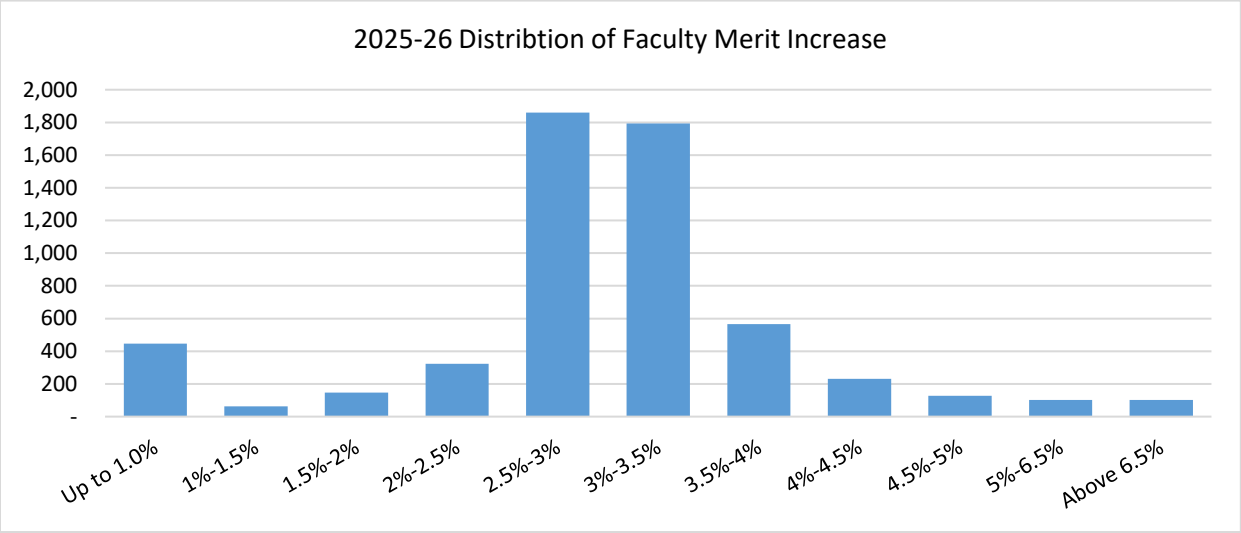
In 2008, the university adopted HR policies for university staff, retaining existing benefits and compensation while introducing a more flexible performance rating system. These policies, approved by the Board of Visitors, support annual merit pay based on performance evaluations conducted by managers.

2025-26 Merit Process

The commonwealth's 2024-26 Appropriation Act included a three percent adjustment for all salaried employees, effective June 10, 2025. This state-authorized compensation program was incorporated into the Faculty Compensation Plan and the University Budget approved by the Board of Visitors at the June meeting. Consistent with these approvals, the university implemented a three percent merit program for faculty and university staff, and a three percent across-the-board increase with minimum performance requirement rating for classified staff. Increases were effective June 10 for calendar year (CY) employees and August 10 for academic year (AY) employees.

Faculty Merit Process Results

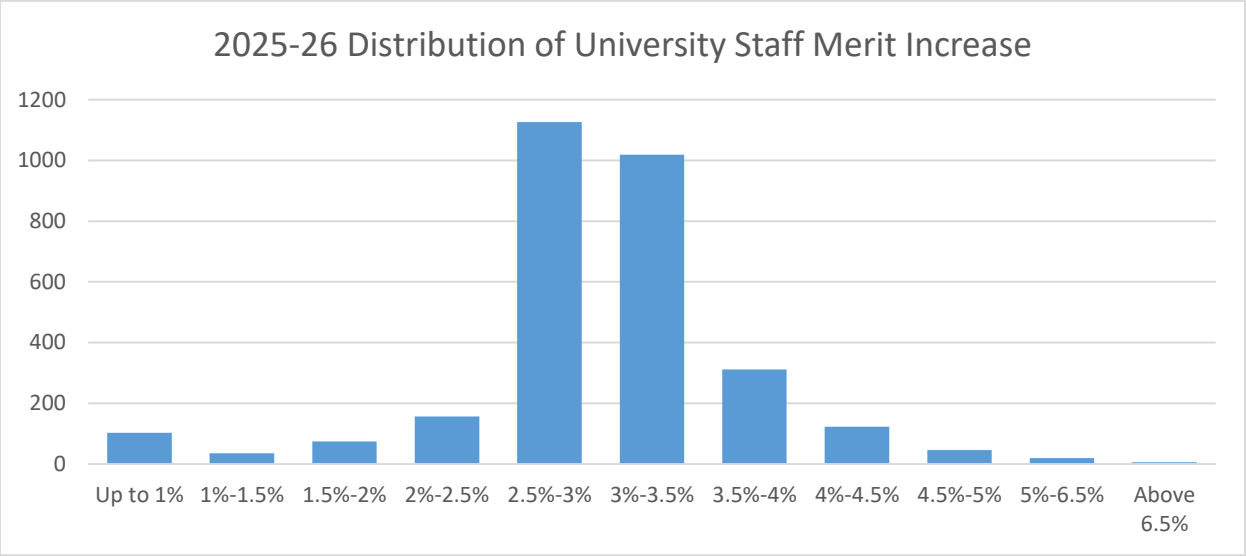
The merit process resulted in an average three percent merit increase for T&R and AP faculty, with salary increases differentiated based on performance. Eligibility was limited to T&R faculty hired on or prior to December 10, 2024, and AP faculty hired prior to March 10, 2025. The university implemented the results of the merit program in accordance with the parameters specified in the Appropriation Act and the university's Faculty Compensation Plan. While the overall faculty average adjustment is three percent, individual recommendations varied based upon employee performance and were distributed as follows:



**Adjustments of 0% occur for various reasons including ineligibility due to hire date, change of position or separation from the university, recent promotion or retention action, performance, contractual agreement, and other employment-related factors.*

University Staff Merit Process Results

This merit process resulted in an average three-percent staff increase for university staff, effective June 10, 2025. Only staff hired on or prior to March 10, 2025, were eligible for the increase. The university implemented the results of the merit program in accordance with the parameters specified in the Appropriation Act and the university's staff compensation policies. While the overall university staff average adjustment is three percent, individual recommendations varied based upon employee performance and were distributed as follows.



**Adjustments of 0% occur for various reasons including ineligibility due to hire date, change of position or separation from the university, recent promotion or retention action, performance, contractual agreement, and other employment-related factors.*

RESOLUTION TO UPDATE LANGUAGE IN CHAPTER SEVEN OF THE FACULTY HANDBOOK ON THE A/P FACULTY GRIEVANCE PROCESS

WHEREAS, the creation of the Administrative and Professional (A/P) Faculty Senate was finalized through approval of the Constitution and Bylaws by the University Council on February 15, 2021 and by the Board of Visitors on March 22, 2021; and

WHEREAS, the A/P Faculty Senate Constitution and Bylaws outline the leadership, membership, and role of the A/P Faculty Senate; and

WHEREAS, Virginia Tech's Faculty Handbook includes policies for all university faculty; and

WHEREAS, Chapter 7 of the Faculty Handbook describes the employment policies for administrative and professional faculty; and

WHEREAS, Chapter 7, Section 8 of the Faculty Handbook describes the grievance policy and procedures for administrative and professional faculty; and

WHEREAS, the Administrative and Professional Faculty Senate is involved in the grievance process; and

WHEREAS, the Administrative and Professional Faculty Senate reviewed Chapter 7, Section 8 of the Faculty Handbook to:

- Propose grammatical edits to simplify the wording and make the section easier to understand.
- Propose updates, in collaboration with the respective offices, to the description of the resources available to faculty through the University Ombuds and through Mediation in the Office of Civil Rights Compliance and Prevention Education.
- Propose revisions to clarify the steps in the grievance process and the role of the A/P Faculty Senate Vice President in that process to align with current practice.

WHEREAS, these changes were reviewed and approved through the university shared governance process as indicated in the attached summary;

NOW, THEREFORE, BE IT RESOLVED, that the current Faculty Handbook chapter 7 be revised per the changes reflected by tracked changes (noted in red) in the attached document; and

BE IT FURTHER RESOLVED, that revisions to language in section 7.8 of the Faculty Handbook be made consistently throughout the documents as appropriate.

BE IT FURTHER RESOLVED, that these revisions will become effective immediately.

RECOMMENDATION:

That the resolution to revise Chapter 7 of the Faculty Handbook be approved effective immediately.

August 20, 2025

Summary of Shared Governance Review and Approval

RESOLUTION TO REVISE CHAPTER 7 OF THE FACULTY HANDBOOK
CAPFA 2024-25A

Commission on Administrative and Professional Faculty Affairs

Resolution Proposal Form Sent to University Council Cabinet	November 21, 2024
First Reading by Commission on Administrative & Professional Faculty Affairs	December 13, 2024
Approval by Commission on Administrative & Professional Faculty Affairs	February 14, 2025
First Reading by AP Faculty Senate	January 15, 2025
Approval by AP Faculty Senate	February 19, 2025
Faculty Senate Waived Right to Comment	February 14, 2025
Staff Senate Comment	December 20, 2024
Graduate and Professional Student Senate Comment	December 29, 2024
Undergraduate Student Senate Waived Right to Comment	February 14, 2025
First Reading, University Council	March 3, 2025
Approved, University Council	March 17, 2025
Approved, President	March 18, 2025

CHAPTER SEVEN: ADMINISTRATIVE AND PROFESSIONAL FACULTY INCLUDING VIRGINIA COOPERATIVE EXTENSION FACULTY

7.8 Grievance Policy and Procedures for Administrative and Professional Faculty

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

7.8.1 Ombuds and~~,~~ Mediation Services~~, and Faculty Reconciliation~~

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

University Ombuds: Any ~~member of the~~ university community member may visit the Virginia Tech Office of Interactive Communication and Empowerment (VOICE). The Ombuds listen~~s~~ and explore~~s~~ options for addressing and resolving concerns or complaints. The Ombuds Office ("the Office") ~~does not have the~~has no authority to make ~~decisions~~ or ~~to~~ reverse any decision~~s~~ ~~made~~ or actions taken by university authorities. ~~The Ombuds Office~~It supplements, but does not replace, the university's ~~existing resources for~~ conflict resolution resources and ~~its~~ systems of review and adjudication.

Communications with the Ombuds Office are considered confidential. The ~~Ombuds~~ Office will not accept legal notice on behalf of the university, and information provided to ~~the Ombuds Office will~~ it does not constitute such notice ~~to the university~~. ~~Should~~ However, if someone wish~~es~~ to make the university formally aware of a particular problem, the ~~Ombuds~~ Office can provide ~~information~~ instructions on how to do so. The only exception to this pledge of confidentiality is ~~where~~ when the ~~Ombuds~~ Office determines that there is an imminent risk of serious harm, or if disclosure is required by law.

To preserve independence and neutrality, the Ombuds Office reports directly to the president. The ~~Ombuds~~ Office does not keep permanent records of confidential communications.

Mediation and Other Conflict Resolution Services: The Office for Civil Rights Compliance and Prevention Education (OCRCPE) offers a range of conflict resolution

services, including conflict coaching, mediation, and group facilitations. In general, OCRCPE's conflict resolution services are available in matters related to the office's work to maintain working environments free from discrimination.

~~Mediation is available through the Office for Civil Rights Compliance and Prevention Education.~~ Mediation is a voluntary~~, confidential~~ process through which one or more trained ~~neutral third persons (mediators)~~facilitators assist ~~people~~ employees in expressing ~~to express~~ their concerns and developing solutions to ~~the~~ a ~~dispute~~ conflict in a ~~safe and~~ structured environment. Mediation differs from faculty reconciliation in that mediation facilitators do not conduct fact-finding or evaluate decisions. Mediation may be available prior to or after filing a grievance. Any party to a grievance process may request mediation prior to step three of the process. If both parties voluntarily agree to try mediation and the university, usually through the OCRCPE, appoints a facilitator, then the grievance is placed on administrative hold until the mediation process is complete. If a resolution is reached through mediation, then the parties are responsible to each other for ensuring that the provisions of the resolution agreement are followed. If any party withdraws from mediation or the facilitator terminates the process without agreement, then the grievant may request that the grievance be reactivated and the process continues.

~~Assistance with mediation is available through Human Resources. Because mediation is voluntary, both parties must agree to participate for mediation to occur.~~ A/P faculty members and supervisors are encouraged to consider using conflict resolution services like mediation to resolve disputes or to help address a conflict between an A/P faculty member and another member of the Virginia Tech community.

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

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

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

7.8.2 The Formal Grievance Procedure

The grievant may pursue the issue as a formal grievance through the following procedure. Supervisors and administrators will cooperate with the grievant ~~in the mechanics of processing~~to process the grievance, but the grievant alone is responsible for ~~preparation of~~preparing the case. See "Valid issues for Grievance" in this chapter.

The ~~number of steps in the process is determined by the~~ grievant's reporting line determines the number of steps in the process.~~of the grievant.~~ Thus, if three steps do not exist between the grievant and the president, then the available number of steps is used.

The grievance must be well described, and the ~~relief~~ requested relief must be specified on the ~~grievance~~ form. For more information, consult the Administrative and Professional Faculty Grievance Form.

The Administrative and Professional Faculty Senate Vice President will maintain an active list of trained A/P faculty members who can ~~provide consultation to~~consult an A/P faculty colleague ~~who is~~ preparing to file a formal grievance. Upon being contacted by an A/P faculty colleague who is preparing to file a formal grievance, the trained consulting A/P faculty member will be able to provide information on and answer questions about the formal grievance process, completion of the A/P faculty grievance form, and available university resources. The consulting A/P faculty member will not submit a grievance form for another A/P faculty member or serve on any panel within the grievance process in a matter to which they served as the consulting A/P faculty member.

Step one: The grievant must submit a written statement of the grievance to the step one administrator (the department head, chair, school director, or appropriate supervisor/director; for A/P faculty in Virginia Cooperative Extension, the district director or appropriate step one administrator) and ~~to~~ the Administrative and Professional Faculty Senate Vice President within 30 calendar days of the date identified, or the grievant should have known, of the event or action that is the basis for the grievance. If appropriate, the step one administrator will provide a copy of the grievance to the ~~supervisor of the~~ grievant's supervisor.

Grievability Panel: The Administrative and Professional Faculty Senate Vice President, within ten weekdays of receiving a copy of the grievance form, will convene a grievability panel. The panel consists of the Administrative and Professional Faculty Senate Vice President and two A/P faculty senators. The panel meets to deliberate and determine the admissibility of the matter to the grievance process. (See "Valid Issues for Grievance" in this chapter) A written report summarizing the deliberation and documenting the ruling of

the grievability panel will be provided to all parties. The decision of the grievability panel is final. If the issue is deemed grievable by the panel, the step one administrator provides a written response to the grievant within five weekdays of receiving the grievability panel's written response. Step one, the administrator's written response, should cite reasons for action taken or not taken. If the written response of the department head, chair, school director, or appropriate supervisor/director is satisfactory to the grievant, that ends the matter.

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

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

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

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

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

Step three: If the resolution of the grievance proposed in the written response by the step two administrator is not acceptable, the grievant may advance the grievance to the step three administrator. The step three administrator is the vice president for human resources or the vice provost for faculty affairs. The grievant must advance the complaint to the step three administrator within five weekdays of receiving the written response from the step two administrator. If the grievant works in a college or academic vice president's division, the step three administrator will provide the provost a copy of the grievance to the provost.

Advancement of a grievance to step three includes consideration by an impartial Administrative and Professional Faculty Senate hearing panel unless the grievant

petitions the step three administrator to bypass the hearing panel and rule on the grievance. If the step three administrator accepts the request to rule on the grievance, there is no subsequent opportunity for the grievance to be heard by an Administrative and Professional Faculty Senate hearing panel. If the step three administrator does not accept the petition, an Administrative and Professional Faculty Senate hearing panel is formed to review the grievance as outlined in these procedures. An Administrative and Professional Faculty Senate hearing panel may also be convened to determine whether a complaint may be grieved under university policy.

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

Hearing Panel: A grievance hearing for A/P faculty is conducted by an ad hoc panel selected by the Administrative and Professional Faculty Senate Vice President from the current A/P Faculty Senate membership, including Senators and Alternates. A hearing panel consists of three A/P Faculty Senators or Alternates, an alternate panel member, and the non-voting chair. The chair polls all appointees to ensure ~~that they have~~ no conflict of interest in the case. Either party may challenge one of the appointments, including the alternate. Other replacements are made only for cause. The alternate serves as a replacement panel member if the need arises.

To ensure uniformity in practice, the Administrative and Professional Faculty Senate Vice President serves as the non-voting chair of each hearing panel. If the Administrative and Professional Faculty Senate Vice President has a conflict of interest concerning a case, they ~~chair~~ appoint~~s~~ a replacement from among the Administrative and Professional Faculty senators who serve on the Commission for Administrative and Professional Faculty Affairs (CAPFA) ~~at- large~~ to serve as chair of the hearing panel. In the unlikely event that all A/P faculty senators and alternates have a conflict of interest concerning a case, the Administrative and Professional Faculty Senate Vice President, in consultation with the A/P Faculty Senate ~~president~~President, and an appropriate senior administrative official (president, provost, vice president for human resources), will appoint a non-voting chair and panelists from the A/P faculty at large.

Hearings: After ~~the members of the~~ hearing panel members are appointed, the Administrative and Professional Faculty Senate Vice President requests that each party

to the grievance provide relevant documentation to be shared among the parties and the hearing panel. The panel holds its initial hearing with both principals present within 15 weekdays of receipt of the grievance by the Administrative and Professional Faculty Senate Vice President. If the panel ~~feels it~~ needs to investigate the case further, ~~or~~ requires more information, or desires to hear witnesses, the hearing is adjourned until the panel completes the necessary work or scheduling can occur. The hearing is then reconvened as appropriate (and within the 45-day period required by this policy~~,~~ unless agreed upon by both parties).

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

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

Findings and Recommendations: The hearing panel concludes its work and makes its recommendations within 45 weekdays of receipt of the grievance by the Administrative and Professional Faculty Senate Vice President. The time limit for consideration may be extended by agreement of both parties.

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

Action of the Step Three Administrator: The step three administrator meets with the grievant within 10 weekdays after receiving the findings and recommendations of the hearing panel to discuss the case and advise the grievant about the prospects for disposition of the case. Within 10 weekdays of that meeting, the step three administrator sends ~~to~~ the grievant the decision in writing concerning the disposition of the grievance. If the step three administrator's decisions is satisfactory to the grievant, even if it differs from the hearing panel's recommendations, then that ends the matter. If the step three administrator's decision is ~~fully~~ entirely consonant with ~~(or exceeds)~~ the hearing panel's recommendations ~~of the hearing panel~~, ~~or if~~ whether or not it is satisfactory to the grievant, ~~even if it differs from the recommendations of the hearing panel,~~ that ends the matter, and there is no further appeal.

Step four: If the step three administrator's decision is not consonant with the hearing panel's recommendations and is not acceptable to the grievant ~~and not consonant with the recommendations of the hearing panel~~, only then may the grievant ~~may~~ appeal ~~in writing~~ to the university president. The appeal must be made within 20 calendar days of the step three administrator's decision and must be in writing. The president's decision is final.

7.8.3 Timeliness of Grievance and Procedural Compliance

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

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

If the grievant does not follow the time limits specified in the grievance procedure it is assumed that the last proposed resolution is accepted as satisfactory. If the grievant desires to advance the grievance after the appropriate specified time limits have lapsed, the administrator who receives the late submission notifies the Administrative and Professional Faculty Senate Vice President in writing, who determines if there was ~~good~~ a reasonable cause for the delay. If so, the grievance proceeds. If not, the process ends with the most recently proposed resolution in force. The finding on the matter by the Administrative and Professional Faculty Senate Vice President is communicated to both parties in writing.

If either party to a grievance charges the other with procedural violations, other than time limit issues, the Administrative and Professional Faculty Senate Vice President rules on the question, as in disputes about the validity of procedural issues qualifying for the grievance procedure. The Administrative and Professional Faculty Senate Vice President has the following options: The Administrative and Professional Faculty Senate Vice President can either find no ~~significant~~ substantial procedural violation occurred, in which case the grievance process continues unaffected, or that a ~~significant~~ substantial procedural violation did occur. If the step one or step two administrator committed a ~~significant~~ substantial procedural violation, the grievance automatically qualifies for advancement to the next step in the grievance process. If the grievant committed a

significant procedural violation, the grievance process ends at that point for that grievance with the last proposed resolution established as the final disposition of the case.

7.8.4 Valid Issues for Grievance

For this process, a grievance is defined as a complaint by an A/P faculty member alleging a violation, misinterpretation, or incorrect application of a university policy, procedure, or practice ~~of the university~~ that directly affects the grievant. Some examples of valid issues for filing a grievance are termination for cause; improperly or unfairly determined personnel decisions that result in an unsatisfactory annual performance evaluation; unreasonable merit adjustment or salary level; excessive teaching load/work assignments; reprisals for activities protected by law or policy; substantive error in the application of policy; matters relating to academic freedom.

Issues not open to grievance. While A/P faculty disputes with the university administration may be dealt with using this grievance policy, the following issues may not be made the subject of a grievance: appropriate application of policy by the university administration or the university governance system; contents of university policies and procedures; the routine assignment of university resources (e.g., space, operating funds, parking, etc.); ~~normal~~ everyday actions taken, or recommendations made, by administrators or committee members acting in an official capacity in the grievance process; those items falling within the jurisdiction of other university policies and procedures for example, complaints of unlawful discrimination or harassment, complaints related to unprofessional or unethical conduct, complaints related to non-reappointment, promotion, or abolition of position).

See chapter two of this handbook for information regarding “Allegations of Unprofessional or Unethical Conduct” against an A/P faculty member.

The Administrative and Professional Faculty Senate does not consider the subject of a grievance while it is simultaneously under review by another committee or panel of the university.

7.8.5 Particular Concerns and Definitions

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

Time limits are subject to an extension by written agreement of both parties. The grievant and the administrator involved at that step of the discussion make such an agreement. Visit Faculty Forms for the “Agreement to Extend the Deadline for Grievance Response” form.

At step three, if necessary, t~~T~~he principals and the Administrative and Professional Faculty Senate Vice President~~, if necessary,~~ negotiate time limit extensions ~~of time limits at step three~~. In case of disagreement, the Administrative and Professional Faculty Senate Vice President rules on time extensions and procedural questions or recommendations designed to expedite the proceedings while providing a peer review of the grievance.

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

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

To protect a grievant from undue pressure in the pursuit of a grievance, if a grievant becomes ill and takes sick leave, the grievance process stops until ~~such time as~~ the grievant can resume duties. Exceptions to this provision are made at the ~~request of the~~ grievant's request, but only if the grievant obtains and produces medical certification that proceeding with the grievance will not ~~be harmful to the health of~~ harm the grievant's health or exacerbate the ailment that required taking sick leave.

The grievant bears all costs of legal counsel employed by a grievant. ~~All costs of legal counsel employed by a grievant are borne by the grievant.~~

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

~~In the event that~~If an A/P faculty member discovers there is a grievance about actions by an administrator above the level of the supervisor that directly involve the A/P faculty member, or with actions by an administrator not in the department/unit or school that directly involve the A/P faculty member, the grievant initiates the grievance process by seeking the intervention of the supervisor within 30 calendar days of the date when the grievant knew or should have known of the event or action that is the basis for the grievance. If that effort does not resolve the grievance satisfactorily, the grievant, after consulting the supervisor, may file the grievance form for A/P faculty at the appropriate level or with the ~~appropriate~~ proper administrative office to initiate a response from the

administrator perceived as the source of the action causing the grievance. The grievance process then proceeds from that level onward in the usual fashion.

A grievance filed by an A/P faculty member concerning an action of either the provost, ~~senior~~ executive vice president and chief ~~business~~ operating officer, vice provost for faculty affairs, or the vice president for human resources is handled by the Administrative and Professional Faculty Senate Vice President and an impartial hearing panel. Still,~~, but~~ the findings and recommendations of the hearing panel are sent to the president for ruling. A grievance filed by a faculty member concerning an action of the university president ~~of the university~~ is dealt with by a special panel appointed by the provost in consultation with the ~~chair of the Commission on~~ Administrative and Professional Faculty ~~Affairs~~Senate Vice President.

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

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

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

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

Time limits are subject to extension by written agreement of both parties. The grievant and the administrator involved at that step of the discussion make such an agreement. Visit Faculty Forms for the "Agreement to Extend the Deadline for Grievance Response" form.

The Administrative and Professional Faculty Senate can determine the validity of a grievance under university policy ~~can be determined by CAPFA~~ at any point in the process.

Step One

Timing	Step Number and Description	
Within 30 days of event	1a.	Grievant submits written grievance to step one administrator (for Extension A/P faculty this is usually the district director) and Administrative and Professional Faculty Senate Vice President.

Within 10 weekdays	1b. ~~CAPFA~~ Administrative and Professional Faculty Senate Vice President~~chair~~ acknowledges in writing to grievant that copy of grievance has been received. 1c. Administrative and Professional Faculty Senate Vice President convenes a grievability panel to determine the admissibility of the issue to the grievance process per chapter seven, “Valid Issues for Grievance.” The grievability ruling will be documented and a written report on the deliberation sent to all parties concerned. 1d. If the issue is not grievable, the grievance process concludes. 1e. If the issue is grievable, the step one administrator responds to grievance in writing on the grievance form. 1f. If step one administrator’s response is satisfactory to grievant, that ends the matter. 1g. If step one administrator’s response is not satisfactory to the grievant, move to step two within 5 weekdays.

Step Two

Timing	Step Number and Description
Within 5 weekdays	2a. Grievant submits written grievance to the step two administrator, usually the dean or vice president (for Extension A/P faculty, this is the dean of the College of Agriculture and Life Sciences). If the grievance involves a programmatic issue for an Extension A/P faculty member where responsibility for that program lies with a different dean, the designated step two administrator consults with the programmatic dean before rendering a decision. 2b. Step two administrator meets with the grievant and provides a written response. 2c. If step two administrator’s response is satisfactory to grievant, that ends the matter. 2d. If step two administrator’s response is not satisfactory to grievant, move to step three within 5 weekdays.

Step Three

Timing	Step Number and Description
Within 5 weekdays	3a. Grievant advances grievance form to the step three administrator (the vice president for human resources or

		the vice provost for faculty affairs) who then, depending on reporting structure, shares a copy of the grievance with the provost.
Within 5 weekdays	3b.	Step three administrator acknowledges receipt of grievance and forwards copy to Administrative and Professional Faculty Senate Vice President.
Within 5 weekdays	3c.	Administrative and Professional Faculty Senate Vice President acknowledges in writing to grievant that copy of grievance has been received from the step three administrator and forwards a copy of the "Hearing Procedures for Administrative and Professional Faculty Grievances" to parties in the grievance process.
Within 15 weekdays	3d.	Administrative and Professional Faculty Senate Vice President convenes a hearing panel that holds its initial meeting with both principals.
Within 45 weekdays	3e.	The hearing panel concludes its work and makes recommendation to step three administrator and grievant.
Within 10 weekdays	3f.	Step three administrator meets with grievant.
Within 10 weekdays	3g.	Step three administrator notifies grievant in writing of the decision.
	3h.	If the step three administrator's decision is satisfactory to the grievant, even if it differs from the recommendations of the hearing panel, then that ends the matter. If the step three administrator's decision is fully consonant with ~~(or exceeds)~~ the recommendations of the hearing panel, ~~or if it is satisfactory to the grievant even if it differs from the recommendations of the hearing panel~~whether or not it is satisfactory to the grievant, that ends the matter and there is no further appeal.
	3i.	If the step three administrator's decision is not consonant with the recommendations of the hearing panel, and is not acceptable to the grievant ~~and not consonant with the recommendations of the hearing panel~~, only then may the grievant ~~may~~ appeal ~~in writing~~ to the university president. The appeal must be made within 20 calendar days of the step three administrator's decision.

Step Four

Timing	Step Number and Description

Within 20 calendar days	4a. 4b.	Grievant appeals in writing to president. The president’s decision is final.

REVISIONS TO CHAPTER 7

RON FRICKER
VICE PROVOST FOR FACULTY AFFAIRS

MARLENA LESTER
PRESIDENT, A/P FACULTY SENATE

VIRGINIA TECH™

EMPLOYEE MANUALS VS. FACULTY HANDBOOK

Employee Manual (Human Resources):

> general employment policies applicable to all employees, including staff, on topics like compensation, benefits, and workplace conduct

Faculty Handbook (Provost):

> focuses on the specific rights, responsibilities, and procedures related to faculty appointments, evaluations, tenure, and academic matters

All faculty are employees, but not all employees are faculty, so a separate handbook outlines those policies unique to faculty employees.

THE FACULTY HANDBOOK

The Faculty Handbook is a **living** document that is continually shaped by faculty governance, detailing faculty-related policies and intended to support and protect the professional environment for all faculty members at Virginia Tech.

- created **by faculty and for faculty**,
- developed through the collaborative efforts of the **Faculty Senates** and the **Commission on Faculty Affairs (CFA), a**nd with support from the Office of the Provost.
- contents are directly shaped by faculty input and represent the outcomes of shared governance, including policies addressing
  - academic freedom,
  - appointment, evaluation, discipline, and recognition of all categories of faculty
  - promotion and tenure
  - benefits, leave policies, and professional activities outside the university

FACULTY HANDBOOK CHANGE EXAMPLES

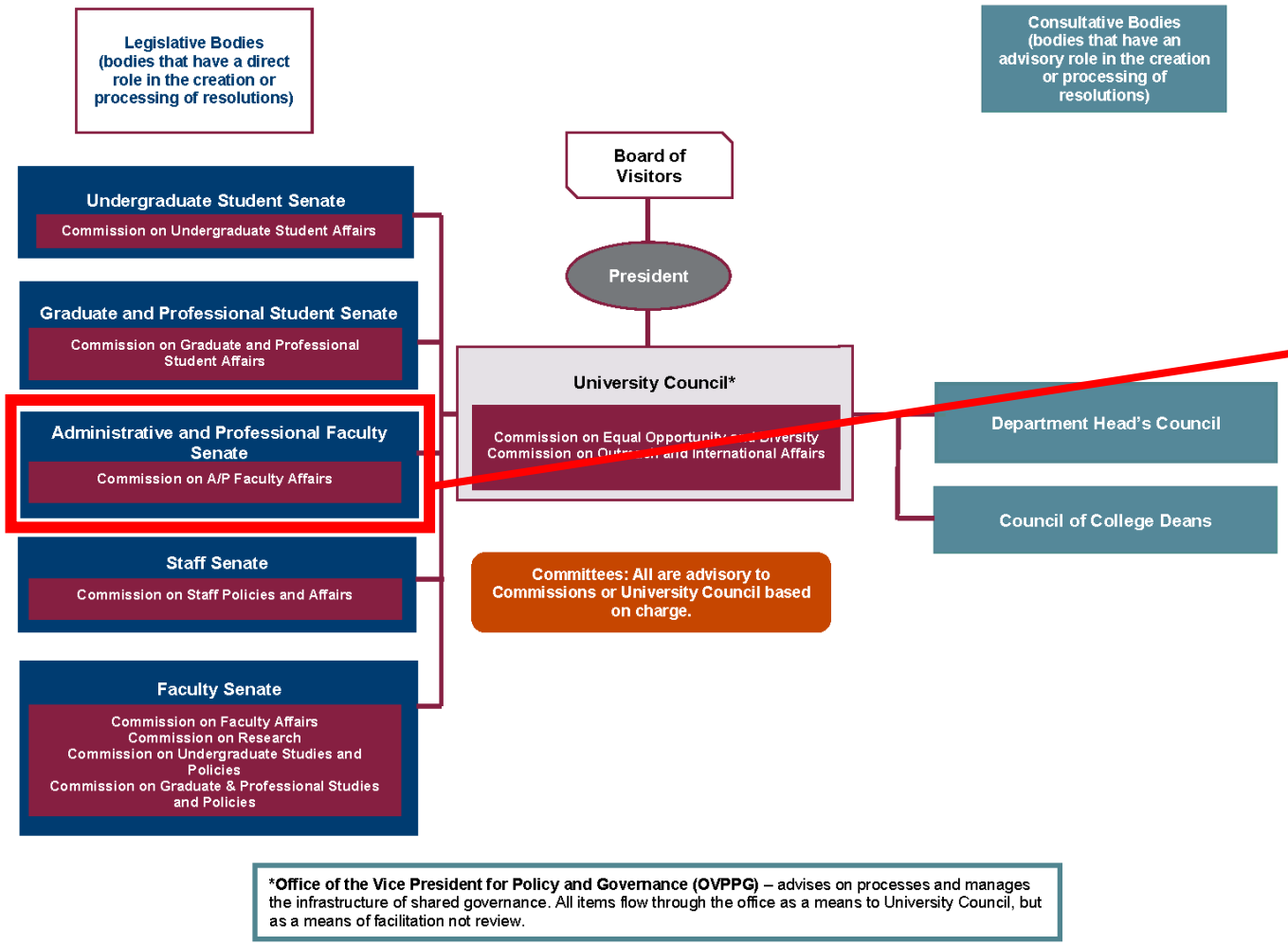
RECENT:

- Collegiate faculty series – introduced about 7 years ago
- Clinical instructor series – approved in June to better align clinical series for hiring and promotion
- Removal of Chapter 12 – fully incorporated VTCSoM into the handbook as Virginia Tech newest college

UPCOMING:

- New research faculty series – changes needed for some institutes to be more competitive with industry
- Updates to Chapter 3 – making corrections stemming from complete chapter overhaul implemented 3 years ago

GOVERNANCE STRUCTURE



Proposed changes originated in Commission on A/P Faculty Affairs

GOVERNANCE REVIEW

Resolution Proposal Form Sent to University Council Cabinet	November 21, 2024
First Reading by Commission on Administrative & Professional Faculty Affairs	December 13, 2024
Approval by Commission on Administrative & Professional Faculty Affairs	February 14, 2025
First Reading by AP Faculty Senate	January 15, 2025
Approval by AP Faculty Senate	February 19, 2025
Faculty Senate Waived Right to Comment	February 14, 2025
Staff Senate Comment	December 20, 2024
Graduate and Professional Student Senate Comment	December 29, 2024
Undergraduate Student Senate Waived Right to Comment	February 14, 2025
First Reading, University Council	March 3, 2025
Approved, University Council	March 17, 2025
Approved, President	March 18, 2025

PROPOSED CHANGES

- **Revisions to clarify the steps in the grievance process** and the role of the A/P Faculty Senate Vice President in that process to align with changes resulting from the formation of the A/P Faculty Senate and their role in the process.

- **Grammatical edits** to simplify the wording and make the section easier to understand.

- Updates, in collaboration with the respective offices, to the **description of the resources** available to faculty through the University Ombuds and through Mediation in the Office of Civil Rights Compliance and Prevention Education.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED, that the current Faculty Handbook chapter 7 be revised per the changes reflected by tracked changes (noted in red) in the accompanying document; and

BE IT FURTHER RESOLVED, that revisions to language in section 7.8 of the Faculty Handbook be made consistently throughout the documents as appropriate.

BE IT FURTHER RESOLVED, that these revisions will become effective immediately.

RECOMMENDATION:

That the resolution to revise Chapter 7 of the Faculty Handbook be approved effective immediately.

BACK UP SLIDES (AS NEEDED)

HANDBOOK MODELS AT OTHER INSTITUTIONS

LESS COMPREHENSIVE → **MORE COMPREHENSIVE**

Arizona State University

Ohio State

Texas A&M

University of Miami

Cornell

Purdue

Virginia Tech

UVA

Shorter Overview Document
No handbook, just academic personnel policies; or
Policies are not included in the handbook,
instead there are links to specific policies/webpages

Longer Document
Collects policies in one location;
contains policies not covered elsewhere

EXAMPLES OF CHANGES TO CLARIFY PROCESS

Current Language (Section 7.8.2)
"To ensure uniformity in practice, the Administrative and Professional Faculty Senate serves as the non-voting chair of each hearing panel"

Doesn't indicate an individual who serves on the hearing panel, this says the entire A/P Faculty Senate serves.

> To ensure uniformity in practice, the Administrative and Professional Faculty Senate Vice President serves as the non-voting chair of each hearing panel. If the Administrative and Professional Faculty Senate Vice President has a conflict of interest concerning a case, they ~~chair~~ appoints ~~s~~ a replacement from among the Administrative and Professional Faculty senators who serve on the Commission for Administrative and Professional Faculty Affairs (CAPFA) ~~at- large~~ to serve as chair of the hearing panel. In the unlikely event that all A/P faculty senators and alternates have a conflict of interest concerning a case, the Administrative and Professional Faculty Senate Vice President, in consultation

Proposed Language
"To ensure uniformity in practice, the Administrative and Professional Faculty Senate Vice President serves as the non-voting chair of each hearing panel"

Indicates that it is part of the role of the A/P Faculty Senate Vice President to serve as the non-voting member on the hearing panel

EXAMPLES OF CHANGES TO CLARIFY PROCESS

Current Language (Section 7.8.6, item 1b. in the summary table)
"CAPFA acknowledges in writing to grievant that copy of grievance has been received."

CAPFA (the Commission on A/P Faculty Affairs) does not receive the grievance, and A/P Faculty Senate Vice President now serves in that role

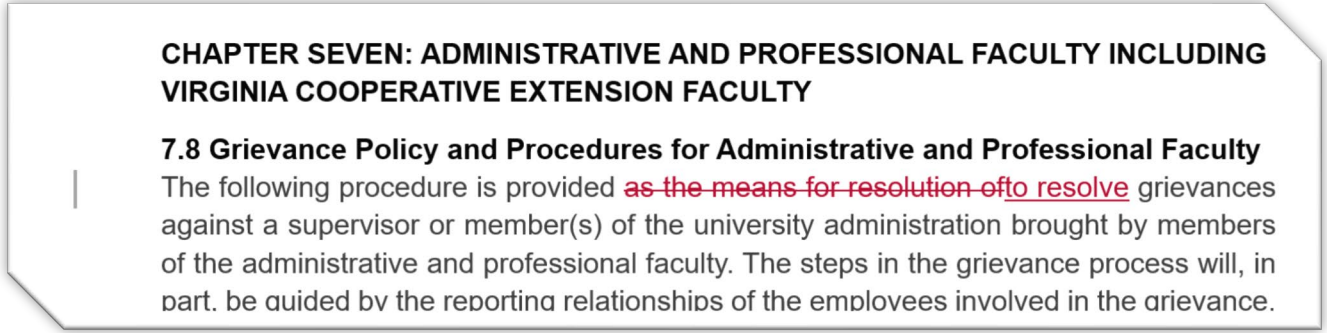
Proposed Language
"Administrative and Professional Faculty Senate Vice President acknowledges in writing to grievant that copy of grievance has been received."

Corrects the recipient of the grievance.

Within 10 weekdays	1b.	~~CAPFA~~ Administrative and Professional Faculty Senate Vice President~~chair~~ acknowledges in writing to grievant that copy of grievance has been received.
	1c.	Administrative and Professional Faculty Senate Vice President convenes a grievability panel to determine the admissibility of the issue to the grievance process per chapter seven, "Valid Issues for Grievance." The grievability ruling will be documented and a written report on the deliberation sent to all parties concerned.

EXAMPLES OF GRAMMATICAL CHANGES

changed:
"as the means for resolution of grievances"
to
"to resolve grievances"



CHAPTER SEVEN: ADMINISTRATIVE AND PROFESSIONAL FACULTY INCLUDING VIRGINIA COOPERATIVE EXTENSION FACULTY

7.8 Grievance Policy and Procedures for Administrative and Professional Faculty
The following procedure is provided ~~as the means for resolution of~~to resolve grievances against a supervisor or member(s) of the university administration brought by members of the administrative and professional faculty. The steps in the grievance process will, in part, be guided by the reporting relationships of the employees involved in the grievance.

changed:
"any member of the university community"
to
"any university community member"



University Ombuds: Any ~~member of the~~ university community member may visit the Virginia Tech Office of Interactive Communication and Empowerment (VOICE). The Ombuds listen~~s~~ and explore~~s~~ options for addressing and resolving concerns or

REVISIONS TO UPDATE DESCRIPTION OF RESOURCES

Proposed Additional Language (Section 7.8.1)

"Mediation and Other Conflict Resolution Services: The Office for Civil Rights Compliance and Prevention Education (OCRCPE) offers a range of conflict resolution services, including conflict coaching, mediation, and group facilitations…"

Rather than just mediation, these changes explain the additional services available through OCRCPE.

> **Mediation and Other Conflict Resolution Services:** The Office for Civil Rights Compliance and Prevention Education (OCRCPE) offers a range of conflict resolution services, including conflict coaching, mediation, and group facilitations. In general, OCRCPE's conflict resolution services are available in matters related to the office's work to maintain working environments free from discrimination.

STRATEGIC INITIATIVES
ORGANIZATIONAL EXCELLENCE
VIRGINIA TECH

Academic Resource Alignment Overview and Update

Board of Visitors Meeting

August 2025

Dr. Cyril Clarke
Executive Vice President and Provost

Committee Charge - Fall, 2024

Academic Resource Alignment Committee (ARAC)

1. Identify criteria for quantitative and qualitative assessment of academic programs
2. Conduct a preliminary review to identify programs requiring in-depth analysis
3. Make recommendations regarding programs that should be discontinued or realigned
4. Estimate financial impact of recommendations
5. Develop a routinized process for ongoing review of academic programs

Committee Members

STRATEGIC INITIATIVES
ORGANIZATIONAL EXCELLENCE
VIRGINIA TECH

Committee Leadership:
Cyril Clarke, EVP & Provost - Chair
Amy Hogan - Organizational Excellence

Academic College Deans:
Laura Belmonte (CLAHS)
Mario Ferruzzi (CALS)

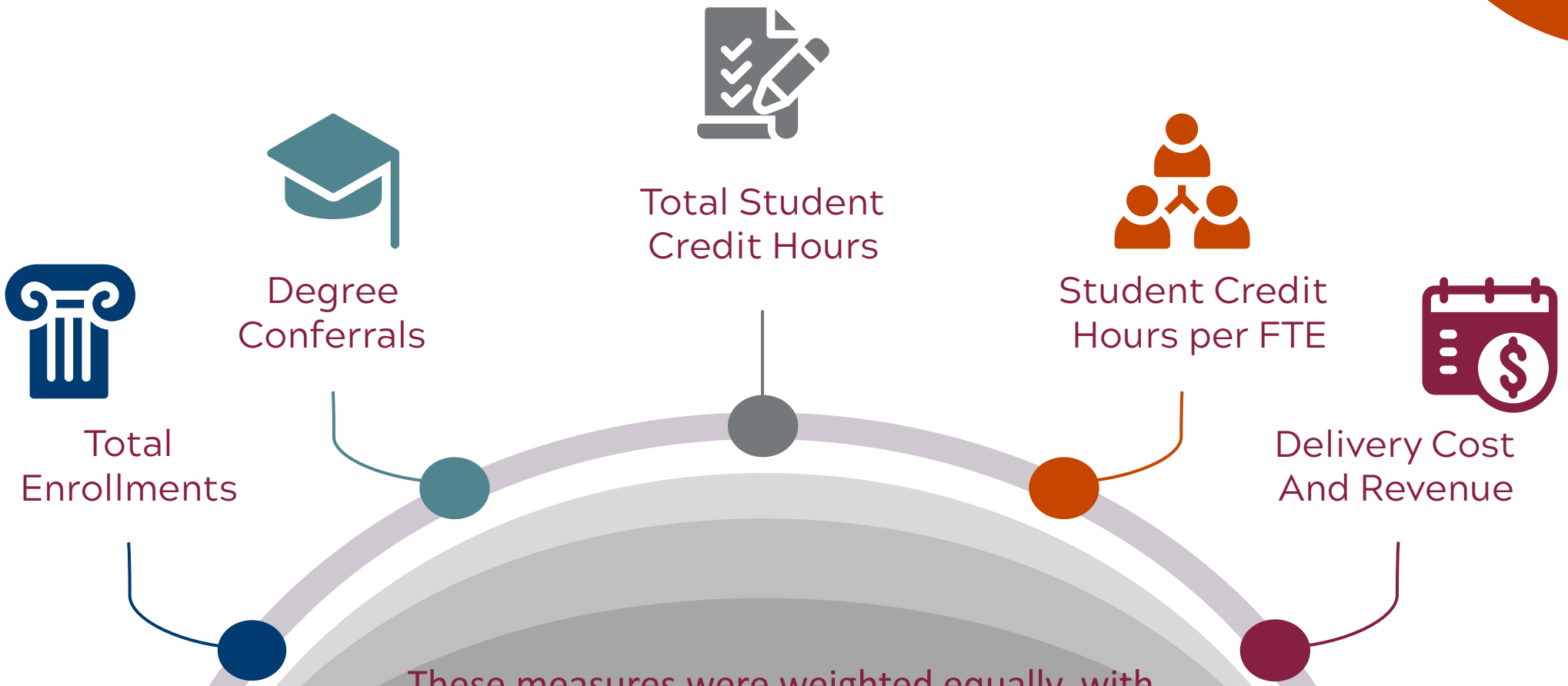
College Associate Deans:
Margie Lee (Vet Med)
Keith Goyne (CNRE)

Department Heads:
Jeff Loeffert (SOPA)
Eileen Van Aken (ISE)

Faculty Senate Representatives:
Diane Agud (Mathematics)
Sherwood Clements (Real Estate)

Administrative Support Team:
G. Don Taylor (Executive Vice Provost)
Aimée Surprenant (Dean, Graduate School)
Kacy Lawrence (Dir. Of Assessment, Grad School)
Rachel Holloway (VP, UG Academic Affairs)
Jeff Earley (VP, Academic Resource Mgt.)
Rick Sparks (Registrar)
Ron Fricker (VP, Faculty Affairs)
Dave Guerin (AVP, Communications)
Rob Hopkins (AVP, Analytics)

Data Analysis for Departments and Programs



These measures were weighted equally, with sub-metrics weighted within these categories

Departments/programs in the bottom quartile of a composite ranking were identified for additional data gathering

College Data Packages

- ✓ Composite Ranking of departments from initial data analysis
- ✓ Undergraduate Major Enrollments (primary and secondary, headcount and change over time)
- ✓ Graduate Major Enrollments (primary and secondary, headcount and change)
- ✓ Total SCH offered, by major and department (SCH and change)
- ✓ SCH offered per instructional faculty FTE, by department (count and change)
- ✓ Degree conferrals, by degree, major, and level (count and change)
- ✓ PILOT DATA TABLE: Direct instructional costs and margins (by major and course, undergraduate and graduate, 2023-24)
- ✓ Course enrollments below policy threshold
- ✓ Courses with low enrollment and low fill rate

All data pulled from 2018-19 through 2023-24 academic years.

Department Data Packages

- ✓ Composite Ranking of departments from initial data analysis
- ✓ Undergraduate Major and Minor Enrollments and Graduate Major Enrollments (primary and secondary, headcount and change over time)
- ✓ Admissions demand data by major (applications, offers, enrollments, offer and yield rates)
- ✓ Total SCH offered by major and SCH offered per instructional faculty FTE (count and change)
- ✓ Degree conferrals, by degree, major, and level (count and change)
- ✓ 4- and 6-year graduation rates by major, and benchmarked against university and college rates
- ✓ Post-graduation success and outlook data: Sourced from US Census data for VT Grads in relevant majors, by level, and Bureau of Labor Statistics job positions and outlook for the major field
- ✓ PILOT DATA TABLE: Direct instructional costs and margins (by major and course, undergraduate and graduate, 2023-24)
- ✓ Course enrollments below policy threshold
- ✓ Courses with low enrollment/low fill
- ✓ Sponsored expenditures for the department - scholarship and innovation activity

All data pulled from 2018-19 through 2023-24 academic years.

Qualitative Data Sourced from Selected Departments

- ✓ Any additional context to aid understanding and analysis of the quantitative data provided for the department, program(s), and students
- ✓ Any issues with the way these data are centrally recorded, tracked, and analyzed that don't accurately reflect the context of the department or program(s)
- ✓ What additional ways the department or program(s) are adding meaningful and valuable impact to the university, its students, and other stakeholders (including external stakeholders such as interest groups, governmental agencies, donors, industry partners, etc.)
- ✓ The most significant substantive efforts underway (top 3-5) in the department/program(s) in response to these or similar data, and how are they impacting department/program performance
- ✓ The most significant opportunities (top 3-5) already identified for advancing the department/program(s)

Qualitative responses were provided by department heads in writing and reviewed and scored with a shared rubric by multiple committee members. Additional context was gathered through in-person meetings with selected department heads/school directors and their deans.

Preliminary Report

STRATEGIC INITIATIVES
ORGANIZATIONAL EXCELLENCE
VIRGINIA TECH

- ✓Draft report submitted in May, 2025
- ✓15 departments identified with programs that do not consistently meet academic performance expectations. These include:
  - ✓Four in the College of Agriculture and Life Sciences
  - ✓One in the College of Arts, Architecture and Design
  - ✓Five in the College of Liberal Arts and Human Sciences
  - ✓Three in the College of Engineering
  - ✓One in the Pamplin College of Business
  - ✓One in the College of Natural Resources and Environment
- ✓Committee recommendations involved: collaborating with other academic units; strategies to enhance enrollment; curricular redesign; discontinuation of minors; rebalancing personnel needs/assignments; unit reorganization

Current and Ongoing Activity

STRATEGIC INITIATIVES
ORGANIZATIONAL EXCELLENCE
VIRGINIA TECH

- Further analysis of enrollment and degree conferral thresholds to confirm that programs other than those already identified all meet expectations
- Analysis of Instructional FTE and workload measures to optimize staffing levels
- Further analysis of cost of delivery for identified programs
- Cross-check with SCHEV ROI calculations when that work is available and invite external review
- Finalize recommendations for programs to be continued, revised, realigned, strengthened or discontinued
- Assessing and planning for how best to continue this work on a regular, recurring basis

Timeline and Status

STRATEGIC INITIATIVES
ORGANIZATIONAL EXCELLENCE
VIRGINIA TECH

Oct. 2024
Initial charge meeting and discussion of scope

Dec. 2024
Quantitative analysis and identification of evaluative rubric

Mar. 2025
Quantitative analysis completed

Apr. 2025
Qualitative analysis completed

May 2025
Initial Report

Summer/Fall 2025
Additional Analysis/Final Recommendations

Open Session Agenda

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

Open session meeting begins at 1:15 p.m. in Latham A/B.

		Agenda Item	Reporting Responsibility
	1.	Welcome and Introductions	Jeanne Stosser
	2.	Consent Agenda	Jeanne Stosser
		a. Minutes from the June 2025 Committee Meeting	
*		b. Resolution on the Demolition of University Building No. 0124A	
*		c. Resolution on the Demolition of University Building No. 0578	
*		d. Resolution on the Demolition of University Building No. 0583	
*		e. Resolution on the Demolition of University Building No. 0584	
*		f. Resolution on the Demolition of University Building No. 0589	
*		g. Resolution on the Joint Appointment to the Virginia Tech/Montgomery Regional Airport Authority	
*		h. Resolution on the Appointment to the New River Valley Emergency Communications Regional Authority	
	3.	EVPCOO Remarks	Amy Sebring
# +	**4.**	Physical Assets/Infrastructure -- Facilities Management Approach	Dwyn Taylor
# +	**5.**	Land Use and Planning (Campus Master Planning) Approach	Liza Morris
# +	**6.**	Capital Outlay Approach	Travis Jessee
# +	**7.**	Acceptance of the Quarterly Capital Project Status Report	Travis Jessee
	8.	Design Preview/Review – Improve Center Woods Complex	Travis Jessee
	9.	Future Agenda Items and Closing Remarks	Jeanne Stosser

*** Requires Full Board Approval**
 # Discusses Enterprise Risk Management Topic(s)
+ Discusses Strategic Investment Priorities Topic(s)

Open Session Briefing Report

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

Open session meeting begins at 1:15 p.m. in Latham A/B.

1. **Welcome and Introductions:** The Committee Chair will open with welcoming remarks and introductions.

2. **Consent Agenda:** The Committee will consider for approval and acceptance the items listed on the Consent Agenda.

    a. **Minutes from the June 2025 Committee Meeting:** The Committee will review for approval the minutes from its March 2025 meeting.

    b. **Resolution on the Demolition of University Building 0124A:** The Committee will review for approval a resolution on the demolition of university building 0124A (Greenhouse F6). Building No. 0124A, located at 201-A Garden Lane, is a 1,978-square-foot self-contained hoop structure greenhouse built in 1973. Since its construction, the structure has deteriorated and is no longer viable or efficient for use by the program. The College of Agriculture and Life Sciences will obtain a state-of-the-art Controlled Environment Agriculture greenhouse to replace building 0124A that will more effectively serve the dynamic plant and environmental sciences program. The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

* c. **Resolution on the Demolition of University Building 0578:** The Committee will review for approval a resolution on the demolition of university building 0578 (Trailer). Building No. 0578, located at 401 Inventive Lane, is a 696-square-foot trailer positioned in a wooded area that has historically provided office and storage accommodations for research personnel. The structure has significantly deteriorated and has exceeded its serviceable lifespan. The forthcoming capital improvement project at Center Woods includes provisions for new office and storage facilities, rendering this trailer obsolete. The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

* d. **Resolution on the Demolition of University Building 0583:** The Committee will review for approval a resolution on the demolition of university building 0583 (Forestry and Wildlife Storage). Building No. 0583,

located at 697 Inventive Lane, is a 3,245-square-foot structure previously used for Forestry and Wildlife Storage. The building has fallen into disrepair and no longer meets program requirements. The new facility, once constructed, will provide adequate and modern storage accommodations, eliminating the need for this structure. The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

* **e. Resolution on the Demolition of University Building 0584:** The Committee will review for approval a resolution on the demolition of university building 0584 (Aquaculture Facility, South Wing). Building No. 0584 (South Wing), located at 756 Inventive Lane, comprises 3,837 square feet of a larger aquaculture facility. This portion of the building, constructed in 1976, is the oldest section of the structure. A 5,437-square-foot addition, built in 1989, is not included in the demolition and will remain in use. The planned capital project will provide updated and consolidated laboratory, office, and storage space, allowing for the removal of the outdated south wing. The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

* **f. Resolution on the Demolition of University Building 0589:** The Committee will review for approval a resolution on the demolition of university building 0589 (Amphibious Lab). Building No. 0589 is an 806-square-foot, two-room laboratory also located at 756 Inventive Lane. The facility is in a state of decline and has reached the end of its useful life. Replacement laboratory space is incorporated in the design of the new Center Woods building, supporting continued research operations without disruption. The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

g. Resolution on the Joint Appointment to the Virginia Tech/Montgomery Regional Airport Authority: The Committee will review for approval a joint appointment to the Virginia Tech/Montgomery Regional Airport Authority. The university is requesting approval to jointly appoint Nathaniel L. Bishop as the at-large member to the Virginia Tech/Montgomery Regional Airport Authority.

h. Resolution on the Appointment to the New River Valley Emergency Communications Regional Authority: The Committee will review for approval an appointment to the New River Valley Emergency Communications Regional Authority. The university is requesting approval to appoint Amy Orders, Associate Vice President for Public Safety as the Virginia Tech representative and member on the New River Valley Communications Regional Authority.

3. **EVPCOO Remarks:** Executive Vice President and Chief Operating Officer, Amy Sebring, will update the committee on matters of University Operations.

#+ 4. **Physical Assets/Infrastructure -- Facilities Management Approach:** The Committee will receive a comprehensive overview of Virginia Tech's physical assets/infrastructure and facilities management approach, presented by Dwyn Taylor, Vice President for Facilities and Chief Facilities Officer. This briefing will emphasize the integral relationship between institutional governance and the university's strategic, operational, and tactical execution of facilities management.

Virginia Tech is committed to providing infrastructure that is safe, reliable, mission-centric/ user-focused, and cost-effective. The university's extensive land holdings, infrastructure, and facilities across a wide variety of location form the foundation for delivering world-class education, research, and outreach while preserving a distinct sense of place.

Oversight by the Buildings and Grounds Committee of the Board of Visitors plays a vital role in guiding the responsible evolution of the physical plant. The Committee ensures that Virginia Tech's investments and development align with institutional priorities and advance long-term goals, including those articulated in the Beyond Boundaries vision and Six-Year Capital Outlay Plan.

Supporting this governance role is the Division of Facilities' matrix-based organizational structure, which allows for both strategic alignment and responsive delivery.

This structure operates within the university's facilities management framework, which is driven by three layers of institutional intent:

- *Strategic* drivers shape long-range planning, capital investment, and alignment with institutional mission, vision, and values.
- *Operational* drivers guide the delivery of services and programs that support academic and research continuity, occupant safety, and environmental responsibility.
- *Tactical* drivers inform day-to-day priorities and decision-making, ensuring effective execution, responsiveness, and stewardship at the ground level.

The division, led by the Vice President for Facilities and Chief Facilities Officer, is organized into three business lines that are directly responsible for maintaining and developing the physical campus:

- Facilities Operations
- Energy and Utilities
- Facilities Design and Construction

These are directly influenced by four support lines that provide essential policy, regulatory, and technical guidance to ensure institutional integrity and consistency across all projects and operations:

- University Building Official
- University Space Official
- University Architect
- University Engineer

Together, the matrix organizational structure coupled with the framework drivers provide clarity and cohesion across the university's physical plant, empowering the division to translate high-level institutional goals into daily action with positive long-term impact.

At the core of this integrated system is the division's unifying motto, "***Care and Serve***." This ethos reflects the shared commitment to the people, places, and purpose of Virginia Tech. Every facility maintained, every project delivered, and every decision made is stewarded by a culture of care – for the campus community and the university's legacy – and a call to serve its future.
Through the aligned efforts of the Board, the Buildings and Grounds Committee, the President, the Executive Vice President/Chief Operating Officer, the Vice President for Facilities/Chief Facilities Officer, the Division of Facilities, and expansive network of partners and stakeholders, Virginia Tech ensures that its physical environment remains a strategic asset – enabling excellence, fostering connection, and supporting the university's enduring mission of service, discovery, and impact.

#+ **5. Land Use and Planning (Campus Master Planning) Approach:** The Committee will receive a briefing on the university's land use and campus master planning process and strategy, as well as the purpose, evolution, strategic alignment, and role in university governance. The Campus Master Plan documents Virginia Tech's land use strategy and long-range vision, serving as the physical embodiment of its mission and strategic priorities. Our current master plan also provides frameworks for how select aspects of the university's physical environment can evolve over time, ensuring that buildings, infrastructure, open spaces, and underlying systems support institutional growth, adaptability, and long-term mission fulfillment.

The current Campus Master Plan, completed and approved by the Board in November of 2018, facilitated by Sasaki, is an award-winning document that has guided the delivery of academic, research, residential, and auxiliary facilities. Rooted in the university's Beyond Boundaries 2047 strategies, the plan was shaped through broad-based stakeholder engagement and serves as a foundational tool for aligning capital investment with institutional priorities. It reflects the university's identity and preserves the character of Virginia Tech's distinct legacy assets.

Adhering to a ten-year renewal approach, the university is currently poised to initiate a Campus Master Plan update process this fiscal year, targeting adoption by the Board in November 2028. Each master plan update process begins with a purposeful recentering around the universities strategic plan, and strategic goals or initiatives. The process also seeks to address change agents.

Given the Committee's governance role in endorsing campus development priorities, land use and planning, and monitoring alignment with institutional strategy, this presentation is intended to begin to equip members with context and insights to aide a full participation in the planning process. In preparation for the work ahead, the Committee's engagement and leadership is crucial, and each member of the Board will be extended an invitation to meet with university staff to review the current plan in detail.

By reinforcing the Campus Master Plan as both a strategic roadmap and a stewardship tool, the presentation lays the foundation for informed, proactive governance as Virginia Tech's physical campus continues to evolve in service of its mission.

6. **Capital Outlay Approach:** The Committee will receive an overview of the university's capital outlay approach from Travis Jessee, Assistant Vice President for Facilities Design and Construction. As the governing body responsible for oversight of the university's physical plant, infrastructure, land use, and capital planning, the Committee reviews and approves capital outlay requests and monitors progress on authorized projects. This governance role ensures that projects align with institutional priorities, comply with regulatory requirements, and are delivered efficiently and effectively. The annual overview of the Capital Construction program supports the Committee's oversight responsibilities by promoting process awareness and providing transparency into the overall program.

   The Division of Facilities provides leadership in the administration and management of all major capital outlay projects. These are defined as projects with a total cost of $3 million or more, inclusive of all expenditures necessary to complete the project, and/or involving construction of 5,000 square feet or more. Project managers work closely with sponsoring colleges and departments, future building users, and other stakeholders to ensure project goals are met. Following authorization by the Board of Visitors, project managers oversee all phases of the project from initiation through completion and close-out.

#+ 7. **Acceptance of the Quarterly Capital Project Status Report:** The Committee will review and consider acceptance of the quarterly capital project status report. This report supports the Committee's governance responsibilities by providing regular oversight of the university's capital construction activities. It allows the Committee to monitor project scope, schedule, budget, and alignment with institutional priorities. The review ensures transparency, accountability, and

effective stewardship of university resources. It is a key tool in fulfilling the Committee's charge related to the maintenance and development of the physical plant and infrastructure, land use and planning, and the review and development of capital outlay requests.

The current active portfolio includes 15 authorized projects, including both active projects and recently completed ones within their one-year warranty phase. These projects represent a total value of approximately $1.3 billion, add approximately 1.1 million gross square feet of new construction, and renovate nearly 294,000 gross square feet of existing space.

8. **Design Preview/Review – Improve Center Woods Complex:** The Committee will review for approval the combined design preview/review for Center Woods. The Committee is charged with overseeing the development and stewardship of the university's physical assets, including the review of capital project planning and design to ensure alignment with institutional goals and priorities. As part of its responsibilities, the Committee will review and consider approval of the combined design preview and review materials for the Improve Center Woods Complex project. This action affirms the Committee's role in advancing the physical planning and design process for capital projects and provides the necessary authorization for the project to proceed.

   The Department of Fish and Wildlife Conservation, in the College of Natural Resources and the Environment (CNRE) at Virginia Tech is home to nationally and internationally recognized undergraduate and graduate programs, including the only undergraduate program in fisheries management in the Commonwealth of Virginia, and stands as a model of stakeholder integration under the land-grant university mission. The applied research conducted by the faculty and students of the department directly benefits conservation of game and non-game species in the Commonwealth through cooperative research and the provision of federal funds.

   In alignment with the College of Natural Resources and Environment's Strategic Plan 2020–2025, the college has introduced new degree programs and academic majors to advance its educational and research mission. A central priority emerging from this strategic direction is the development of a state-of-the-art research, teaching, and outreach facility at Center Woods.

   Located on the western periphery of Virginia Tech's Blacksburg campus – just beyond the Agricultural Belt and U.S. 460 – Center Woods is a forested area that serves as a vital hub for field-based learning and research. It functions as the primary staging ground for departmental field studies and academic field trips, offering students at both undergraduate and graduate levels immersive, hands-on learning experiences that are essential to their academic and professional development.

Investing in modern, high-quality infrastructure at Center Woods will profoundly enhance the department's research capacity, enrich faculty scholarship, and elevate student training. The co-location of classrooms, research laboratories, facilities for animal husbandry under controlled experimental conditions, and extensive forested landscapes creates a uniquely integrated environment for innovation and collaboration. Here, students and research partners can engage directly with the contemporary tools and methodologies that define modern fish and wildlife conservation.

The Improve Center Woods Complex initiative will ensure that CNRE students are better equipped to confront the evolving challenges of 21st-century natural resource management – ranging from the impacts of sea level rise on coastal ecosystems to the pressures of increasing urbanization across Virginia. This investment represents a forward-looking commitment to preparing the next generation of conservation professionals and scholars.

Due to the project's schedule, scale, and level of complexity—and to align with the budget through the Value Management process, the project has advanced to the Preliminary Design phase. Working drawings are expected to begin in mid-2025, with substantial construction completion anticipated by fall 2027. Planning authorization was approved as part of the 2024–2026 Biennium, with funding support from the Virginia General Fund. This combined preview and review will not set a precedent for future projects.

9. **Future Agenda Items and Closing Remarks:** The Committee will discuss potential topics for inclusion on future meeting agendas.

Consent Agenda

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

The Committee will consider for approval and acceptance the items listed on the Consent Agenda.

Consent Agenda

a. Minutes from the June 2025 Committee Meeting

* b. Resolution on the Demolition of University Building No. 0124A

* c. Resolution on the Demolition of University Building No. 0578

* d. Resolution on the Demolition of University Building No. 0583

* e. Resolution on the Demolition of University Building No. 0584

* f. Resolution on the Demolition of University Building No. 0589

* g. Resolution on the Joint Appointment to the Virginia Tech/Montgomery Regional Airport Authority

* h. Resolution on the Appointment to the New River Valley Emergency Communications Regional Authority

* **Requires full Board approval.**

Open Session Minutes

BUILDINGS AND GROUNDS COMMITTEE

Monday, June 2, 2025

Open Session Tour

The Buildings and Grounds Committee of the Board of Visitors of Virginia Polytechnic Institute and State University convened on Monday, June 2, 2025 at 2:43 p.m. in open session to depart for a tour of residence halls. A quorum of the Committee was present. Ms. Long presided as chair of the Committee.

Board members present:
Tish Long (Committee Chair), Ed Baine, Sandy Davis, Nancy Dye, Bill Holtzman, Donald Horsley, Starlette Johnson, Ryan McCarthy, Jim Miller, J. Pearson, John Rocovich, Jeanne Stosser, LaTawnya Burleson (Staff Representative), Rachel Miles (Faculty Representative), Leslie Orellana (Undergraduate Student Representative), William Poland (Graduate Student Representative)

University personnel and guests: President Tim Sands, Craig Alia, Kenneth Belcher, Cassidy Blackmore, Rebecca Caldwell, Cyril Clarke, Katherine Drinkwater, Chelsea Haines, Frances Keene, Sharon Kurek, Liza Morris, Kim O'Rourke, James Penven, Amy Sebring, William Seely, Brennan Shepard, Michael Staples, Michael Stowe, John Tarter, Dwyn Taylor, Jon Clark Teglas

1. **Tour of On-Campus Residence Halls:** The Committee toured Upper Quad Residence Hall North, O'Shaughnessy Hall, Hoge Hall, Pritchard Hall, and Main Campbell Hall. The tour was intended to provide firsthand insight into the current condition, functionality, and lived experience within Virginia Tech's on-campus residence halls. By including both legacy and modern facilities, the tour offered a comparative lens to assess the evolution of residential environments and to support strategic evaluation of future capital investments. This experience supplemented the presentation and discussion on residential planning assumptions and guiding principles by grounding strategic dialogue in a shared understanding of existing assets, infrastructure challenges, and future opportunities. Core concepts and planning considerations regarding capacity, modernization, accessibility, sense of place, and strategic integration were highlighted.

The tour concluded and the Committee returned to the New Classroom Building at 4:15 p.m.

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Tuesday, June 3, 2025

Open Session Meeting

The Buildings and Grounds Committee of the Board of Visitors of Virginia Polytechnic Institute and State University met in open session on Tuesday, June 3, 2025, at 11:17 a.m. in Room 260 at the New Classroom Building in Blacksburg, Virginia. A quorum of the Committee was physically present. Ms. Long presided as chair of the Committee.

Board members present:

Tish Long (Committee Chair), Ed Baine, David Calhoun, Sandy Davis, Nancy Dye, Bill Holtzman, Donald Horsley, Anna James, Starlette Johnson, Jim Miller, J. Pearson, John Rocovich, Jeanne Stosser, Janice Austin (A/P Faculty Representative), LaTawnya Burleson (Staff Representative), Rachel Miles (Faculty Representative), Leslie Orellana (Undergraduate Student Representative), William Poland (Graduate Student Representative)

University personnel and guests: President Tim Sands, Simon Allen, Mac Babb, Callan Bartel, Lynsay Belshe, Cassidy Blackmore, Andrew Bolling, Kristie Caddick, Ann Cassell, Cyril Clarke, Lance Collins, Al Cooper, Catherine Cotrupi, Debbie Day, Katherine Drinkwater, Heather Ducote, Corey Earles, Jeff Earley, Caroline Eaton, Alisha Ebert, Juan Espinoza, Michael Friedlander, Ian Friend, Mark Gess, Nannette Gordon, Chelsea Haines, Kay Heidbreder, Travis Jessee, Frances Keene, Chris Kiel, Sharon Kurek, Rob Mann, Andrew Marinik, Meghan Marsh, Hud McClanahan, Nancy Meacham, Liza Morris, Mike Mulhare, Justin Noble, Kim O'Rourke, Jeff Orzolek, Mark Owczarski, Sharon Pitt, Lauren Pollard, Tanya Rogers, Abbey Rowe Erwin, Amy Sebring, Brennan Shepard, Mark Sikes, Ken Smith, Michael Staples, Micheal Stowe, Dan Sui, Dwyn Taylor, Monecia Taylor, Jon Clark Teglas, Roxy Todd, Rob Viers, Chris Wise, Andy Woodall

2. **Welcome and Introductions:** Ms. Long convened the meeting and provided welcoming remarks.

3. **Minutes from the March 2025 Committee Meeting:** The Committee approved the minutes from its March 2025 meeting.

\# 4. **Acceptance of the Quarterly Capital Project Status Report:** The Committee reviewed for acceptance the quarterly capital project status report. The current active portfolio of projects includes 17 authorized projects -- active and complete (within a 1-year warranty phase), has a total value of approximately $1.2 billion, adds approximately 1.2 million gross square feet of new construction, and renovates nearly 298,000 gross square feet of existing space.

The Committee accepted the quarterly capital project status report.

\# 5. **Acceptance of the University Building Official Annual Report:** The Committee received the annual report from the University Building Official, Chris Kiel. The University Building Official has primary responsibility for the proper management

for, and enforcement of, the Virginia Uniform Statewide Building Code (VUSBC) to ensure that construction projects conducted on property owned by the university are completed in compliance with the code, related laws, and regulations. The office serves as primary liaison with outside regulatory agencies on code issues that affect the design, construction, and approval to occupy new university facilities or maintain existing facilities. The office was established in July 2010 after the Restructured Higher Education Financial and Administrative Operations Act of 2005 and the Management Agreement with the Commonwealth of Virginia granted the university the authority to designate its own building official. Organizationally, the University Building Official is delegated authority directly from the Board of Visitors Buildings and Grounds Committee. The function is embedded within and administratively supported by the Division of Facilities. In this year's report, the University Building Official highlighted the importance of maintaining a local presence in enforcing building codes and explored why some universities have dedicated building departments while others do not. A detailed overview of processes related to larger projects, including efforts to keep them on schedule, was highlighted. The report also summarized key activities from the past year, present enforcement metrics, and outlined improvements made to enhance efficiency, transparency, and communication. Finally, updates on additional improvements currently in development were shared.

The Committee accepted the annual report from the University Building Official.

6. **Future Agenda Items and Closing Remarks:** The Committee discussed potential topics for inclusion on future meeting agendas.

There being no further business, the meeting adjourned at 12:04 p.m.

****

Joint Open Session with the Finance and Resource Management Committee

The Buildings and Grounds Committee and the Finance and Resource Management Committee of the Board of Visitors of Virginia Polytechnic Institute and State University convened on Tuesday, June 3, 2025, at 8:16 a.m. in joint open session in Room 260 at the New Classroom Building in Blacksburg, Virginia. A quorum of the joint Committee was present. Mr. Calhoun presided as chair of the joint Committee.

Board members present:

David Calhoun (Joint Committee Chair), Ed Baine, Sandy Davis, Nancy Dye, Bill Holtzman, Donald Horsley, Anna James, Starlette Johnson, Tish Long, Ryan McCarthy, Jim Miller, J. Pearson, John Rocovich, Jeanne Stosser, Janice Austin (A/P Faculty Representative), LaTawnya Burleson (Staff Representative), Rachel Miles (Faculty Representative), Leslie Orellana (Undergraduate Student Representative), William Poland (Graduate Student Representative)

University personnel and guests: President Tim Sands, Susan Anderson, Simon Allen, Mac Babb, Callan Bartel, Cassidy Blackmore, Andrew Bolling, Eric Brooks, Kristie Caddick, Ann Cassel, Cyril Clarke, Al Cooper, Catherine Cotrupi, Debbie Day, Katherine Drinkwater, Corey Earles, Jeff Earley, Caroline Eaton, Alisha Ebert, Juan Espinoza, Ron Fricker, Michael Friedlander, Ian Friend, Rachel Gabrielle, Bryan Garey, Avery Gendell, Emily Gibson, Leslie Hager-Smith, Chelsea Haines, Kay Heidbreder, Tim Hodge, Elizabeth Hooper, Nannette Gordon, L. Haga Smith, Anne Keeler, Frances Keene, Rob Mann, Elizabeth McClanahan, Nancy Meacham, Laurel Miner, Liza Morris, Mike Mulhare, Justin Noble, Stephanie Overton, Mark Owczarski, Lauren Polland, Tanya Rogers, Amy Sebring, Brennan Shepard, Oliver Shuey, Mark Sikes, Ken Smith, Michael Staples, Michael Stowe, Dan Sui, Aimee Surprenant, Dwyn Taylor, Monecia Taylor, Jon Clark Teglas, Marc Verniel, Rob Viers, Melinda West, Chris Wise, Andy Woodall, Chris Yianilos

1. **Discussion of On-Campus Housing Framework and Planning Assumptions:** The Committees discussed and affirmed on-campus housing framework and planning assumptions for specific student populations that will be used as key inputs for the proposal requested by the Board at the August Board meeting, likely including a combination of renovation projects and limited new construction.

There being no further business, the meeting adjourned at 9:23 a.m.

****

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING NO. 0124A (GREENHOUSE F6)

The university requests approval to demolish Building No. 0124A (Greenhouse F6), located in the Greenhouse Complex on the Blacksburg campus. The Greenhouse Complex is used for teaching, research and extension activities across the College of Agriculture and Life Sciences. Eight self-contained fiberglass, polyethylene, and polycarbonate greenhouses supplement the main structure that includes eight wings connected by a headhouse.

Building No. 0124A, located at 201-A Garden Lane, is a 1,978-square-foot self-contained hoop structure greenhouse built in 1973. Since its construction, the structure has deteriorated and is no longer viable or efficient for use by the program. The College of Agriculture and Life Sciences will obtain a state-of-the-art, Controlled Environment Agriculture (CEA) greenhouse to replace 0124A that will more effectively serve the dynamic plant and environmental sciences program.

The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of these structures.

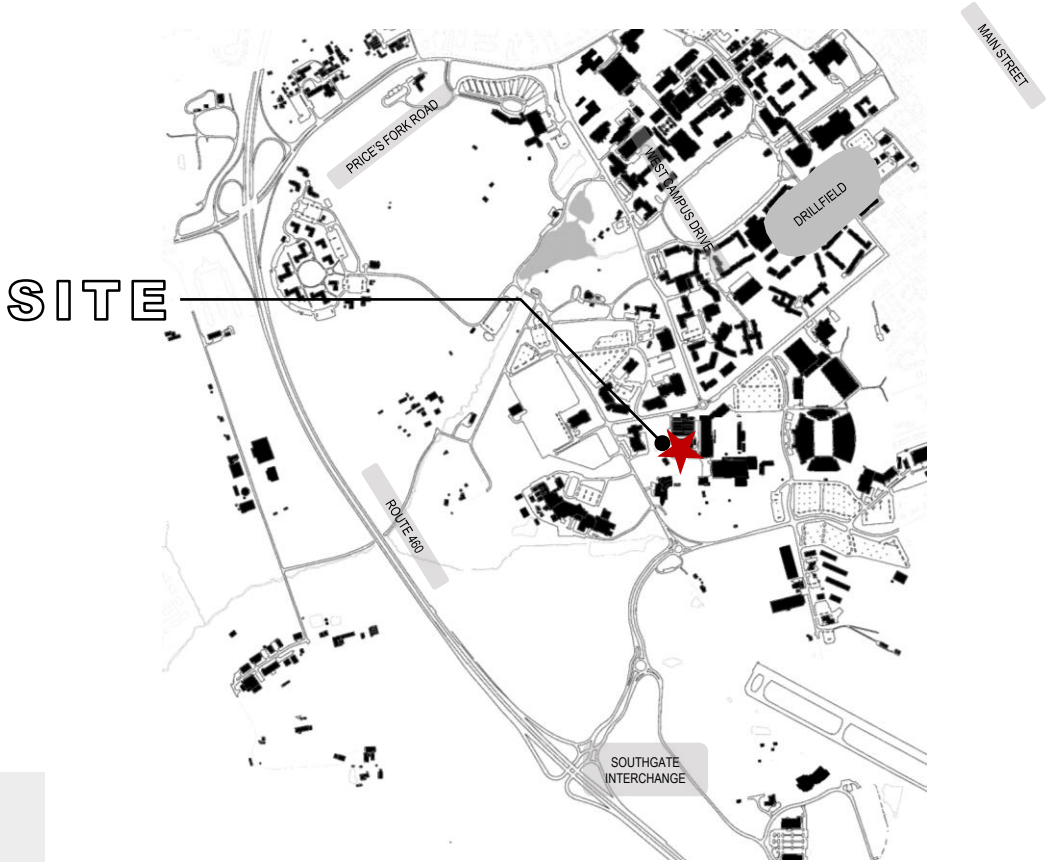
DEMOLITION of UNIVERSITY BUILDING **0124A**

TRAVIS JESSEE

ASSISTANT VICE PRESIDENT FOR FACILITIES DESIGN AND CONSTRUCTION

August 19, 2025

PROJECT LOCATION



N

Virginia Tech
Blacksburg, VA

/ DEMOLITION OF BUILDING **0124A**

PROJECT SITE



/ DEMOLITION OF BUILDING **0124A**

EXISTING CONDITIONS

BUILDING NO. 0124A



VIEW TO THE SOUTHWEST



VIEW TO THE EAST

RECOMMENDATION

That the resolution authorizing the Demolition of University Building No. 0124A (Greenhouse F6) be approved.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING NO. 0124A (GREENHOUSE F6)

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the demolition of any building; and

WHEREAS, Building No. 0124A has deteriorated and is no longer viable or efficient for use by the program; and

WHEREAS, the university seeks to provide new, state-of-the-art equipment for industry-centric research and training; and

WHEREAS, the university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure.

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approves the demolition of Building No. 0124A (Greenhouse F6) located in Center Woods on the western edge of the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Building No. 0124A be approved.

August 19, 2025

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING NO. 0578 (TRAILER)

The university requests approval to demolish Building No. 0578 (Trailer), located in Center Woods on the western edge of the Blacksburg campus. The facilities in this area support critical research activities conducted by the College of Natural Resources and Environment's Fish and Wildlife Conservation program.

Building No. 0578, located at 401 Inventive Lane, is a 696-square-foot trailer positioned in a wooded area that has historically provided office and storage accommodation for research personnel. The structure has significantly deteriorated and has exceeded its serviceable lifespan. The forthcoming capital improvement project at Center Woods includes provisions for new office and storage facilities, rendering this trailer obsolete.

The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of these structures.

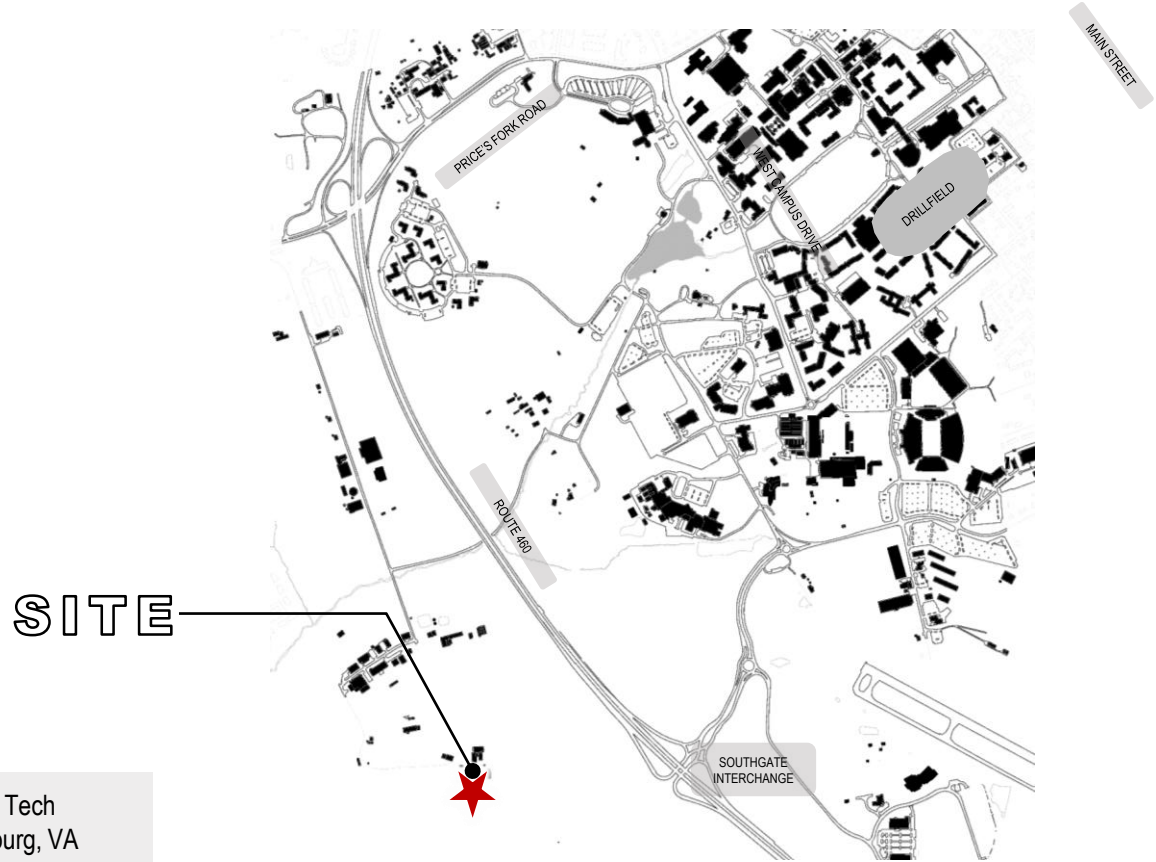
DEMOLITION of UNIVERSITY BUILDING **0578**

TRAVIS JESSEE

ASSISTANT VICE PRESIDENT FOR FACILITIES DESIGN AND CONSTRUCTION

August 19, 2025

PROJECT LOCATION



/ DEMOLITION OF BUILDING **0578**

PROJECT SITE



EXISTING CONDITIONS

BUILDING NO. 0578



VIEW TO THE SOUTHWEST



VIEW TO THE NORTHEAST

RECOMMENDATION

That the resolution authorizing the Demolition of University Building No. 0578 (Trailer) be approved.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDINGS NO. 0578 (TRAILER)

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the demolition of any building; and

WHEREAS, Building No. 0578 has exceeded its serviceable lifespan; and

WHEREAS, the university seeks to invest in a new research, teaching, and outreach facility at Center Woods as part of the College of Natural Research and Environment's strategic plan; and

WHEREAS, the university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of Building No. 0578 (Trailer) located in Center Woods on the western edge of the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Building No. 0578 be approved.

August 19, 2025

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING NO. 0583 (FORESTRY AND WILDLIFE STORAGE)

The university requests approval to demolish Building No. 0583 (Forestry and Wildlife Storage) in Center Woods on the western edge of the Blacksburg campus. The facilities in this area support critical research activities conducted by the College of Natural Resources and Environment's Fish and Wildlife Conservation program.

Building No. 0583, located at 697 Inventive Lane, is a 3,245-square-foot structure previously used for Forestry and Wildlife material and equipment storage. The building has fallen into disrepair and no longer meets program requirements. The new facility, once constructed, will provide adequate and modern storage accommodations, eliminating the need for this structure.

The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of these structures.

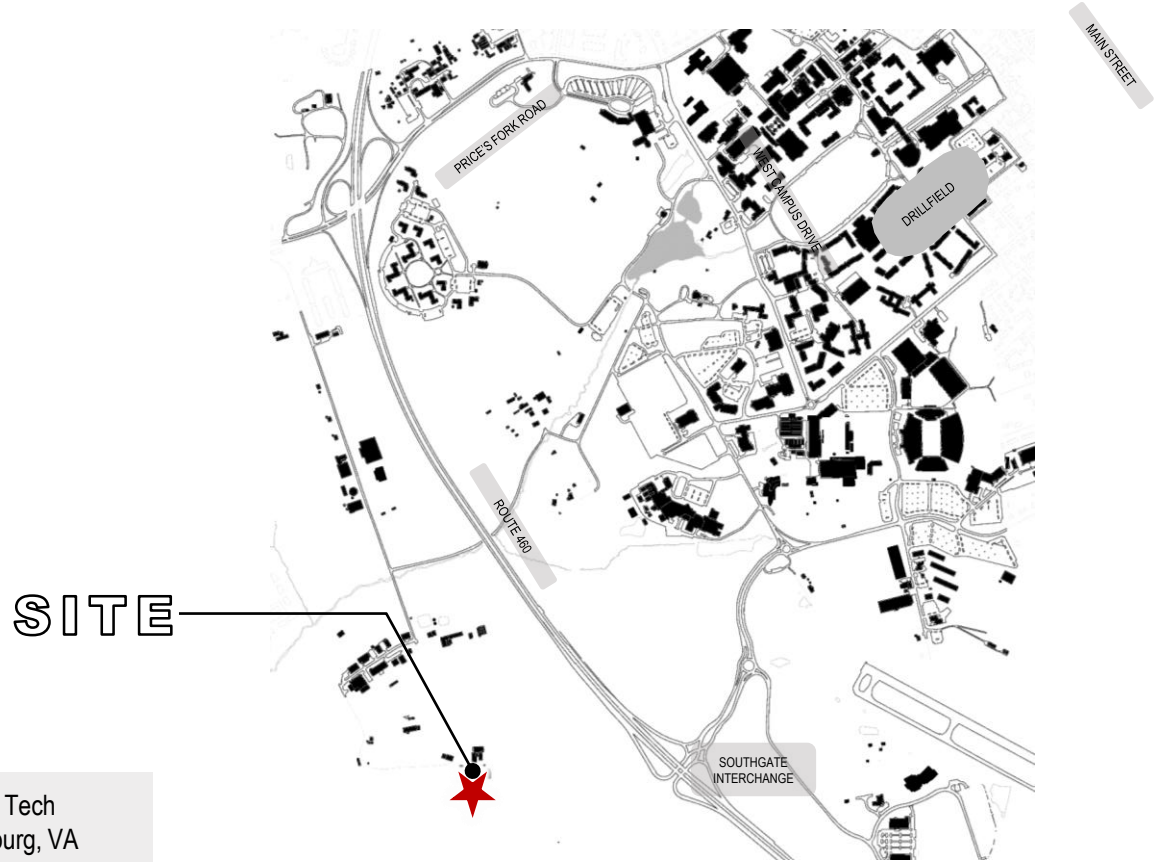
DEMOLITION of UNIVERSITY BUILDING **0583**

TRAVIS JESSEE

ASSISTANT VICE PRESIDENT FOR FACILITIES DESIGN AND CONSTRUCTION

August 19, 2025

PROJECT LOCATION



/ DEMOLITION OF BUILDING **0583**

PROJECT SITE



N

Center Woods

/ DEMOLITION OF BUILDING **0583**

EXISTING CONDITIONS

BUILDING NO. 0583



VIEW TO THE WEST



VIEW TO THE NORTH

RECOMMENDATION

That the resolution authorizing the Demolition of University Building No. 0583 (Forestry and Wildlife Storage) be approved.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING NO. 0583 (FORESTRY AND WILDLIFE STORAGE)

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the demolition of any building; and

WHEREAS, Building No. 0583 has fallen into disrepair; and

WHEREAS, the university seeks to invest in a new research, teaching, and outreach facility at Center Woods as part of the College of Natural Research and Environment's strategic plan; and

WHEREAS, the university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of Building No. 0583 (Forestry and Wildlife Storage) located in Center Woods on the western edge of the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Building No. 0583 be approved.

August 19, 2025

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING 0584 (AQUACULTURE FACILITY, SOUTH WING)

The university requests approval to demolish Building No. 0584 (Aquaculture Facility, South Wing) located in Center Woods on the western edge of the Blacksburg campus. The facilities in this area support critical research activities conducted by the College of Natural Resources and Environment's Fish and Wildlife Conservation program.

Building No. 0584 (South Wing), located at 756 Inventive Lane, comprises 3,837 square feet of a larger aquaculture facility. This portion of the building, constructed in 1976, is the oldest section of the structure. A 5,437-square-foot addition, built in 1989, is not included in the demolition and will remain in use. The planned capital project will provide updated and consolidated laboratory, office, and storage spaces, allowing for the removal of the outdated south wing.

The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of these structures.

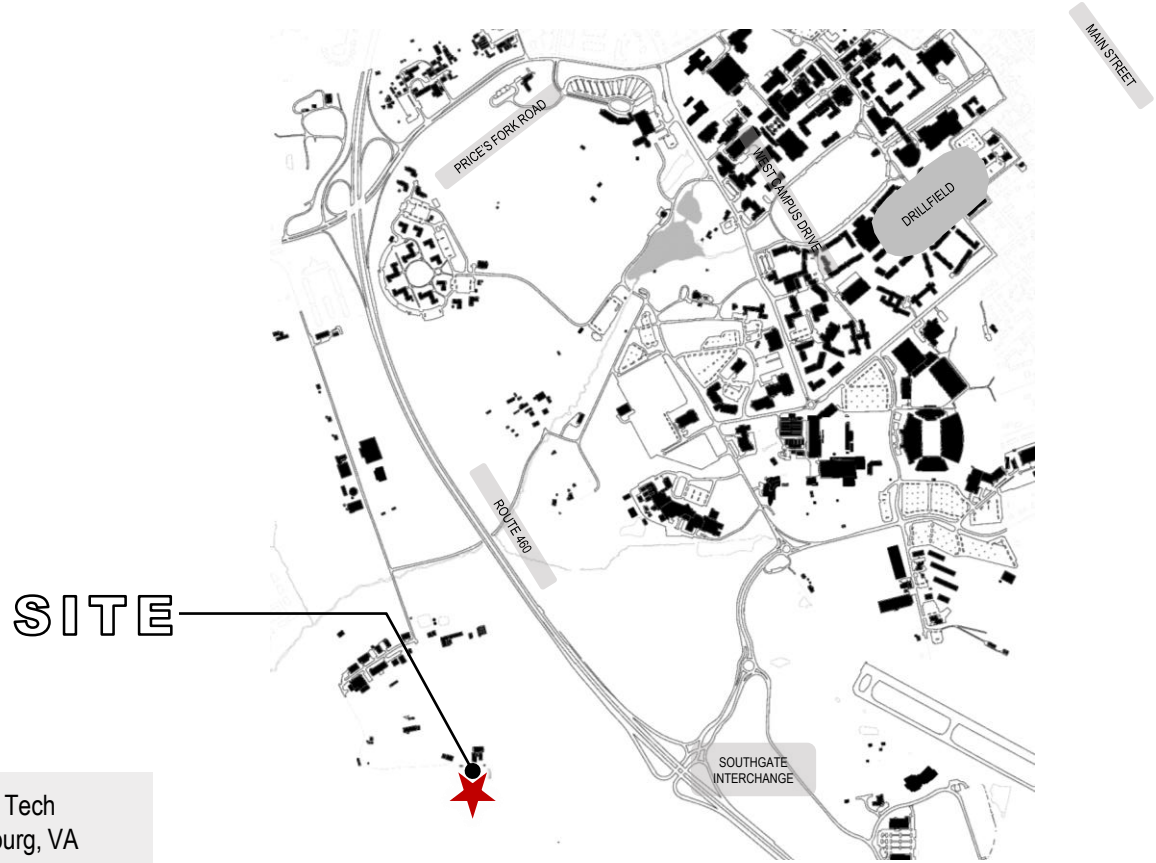
DEMOLITION of UNIVERSITY BUILDING **0584 (SOUTH WING)**

TRAVIS JESSEE

ASSISTANT VICE PRESIDENT FOR FACILITIES DESIGN AND CONSTRUCTION

August 19, 2025

PROJECT LOCATION



/ DEMOLITION OF BUILDING **0584 (SOUTH WING)**

PROJECT SITE



N

Center Woods

/ DEMOLITION OF BUILDING **0584 (SOUTH WING)**

EXISTING CONDITIONS

BUILDING NO. 0584 (SOUTH WING)



VIEW TO THE NORTHEAST



VIEW TO THE SOUTHEAST

RECOMMENDATION

That the resolution authorizing the Demolition of University Building No. 0584 (Aquaculture Facility, South Wing) be approved.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING 0584 (AQUACULTURE FACILITY, SOUTH WING)

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the demolition of any building; and

WHEREAS, Building No. 0584 (South Wing) will be replaced by a portion of the new facility; and

WHEREAS, the university seeks to invest in a new research, teaching, and outreach facility at Center Woods as part of the College of Natural Research and Environment's strategic plan; and

WHEREAS, the university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of this structure;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of Building No. 0584 (Aquaculture Facility, South Wing) located in Center Woods on the western edge of the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Building No. 0584 (South Wing) be approved.

August 19, 2025

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING 0589 (AMPHIBIOUS LAB)

The university requests approval to demolish Building No. 0589 (Amphibious Lab) located in Center Woods on the western edge of the Blacksburg campus. The facilities in this area support critical research activities conducted by the College of Natural Resources and Environment's Fish and Wildlife Conservation program.

Building No. 0589 is an 806-square-foot, two-room laboratory located at 756 Inventive Lane. The facility is in a state of decline and has reached the end of its useful life. Replacement laboratory space is incorporated in the design of the new Center Woods building, supporting continued research operations without disruption.

The university will obtain review from the Department of Historic Resources and the Art and Architectural Review Board, and any required approvals prior to the demolition of these structures.

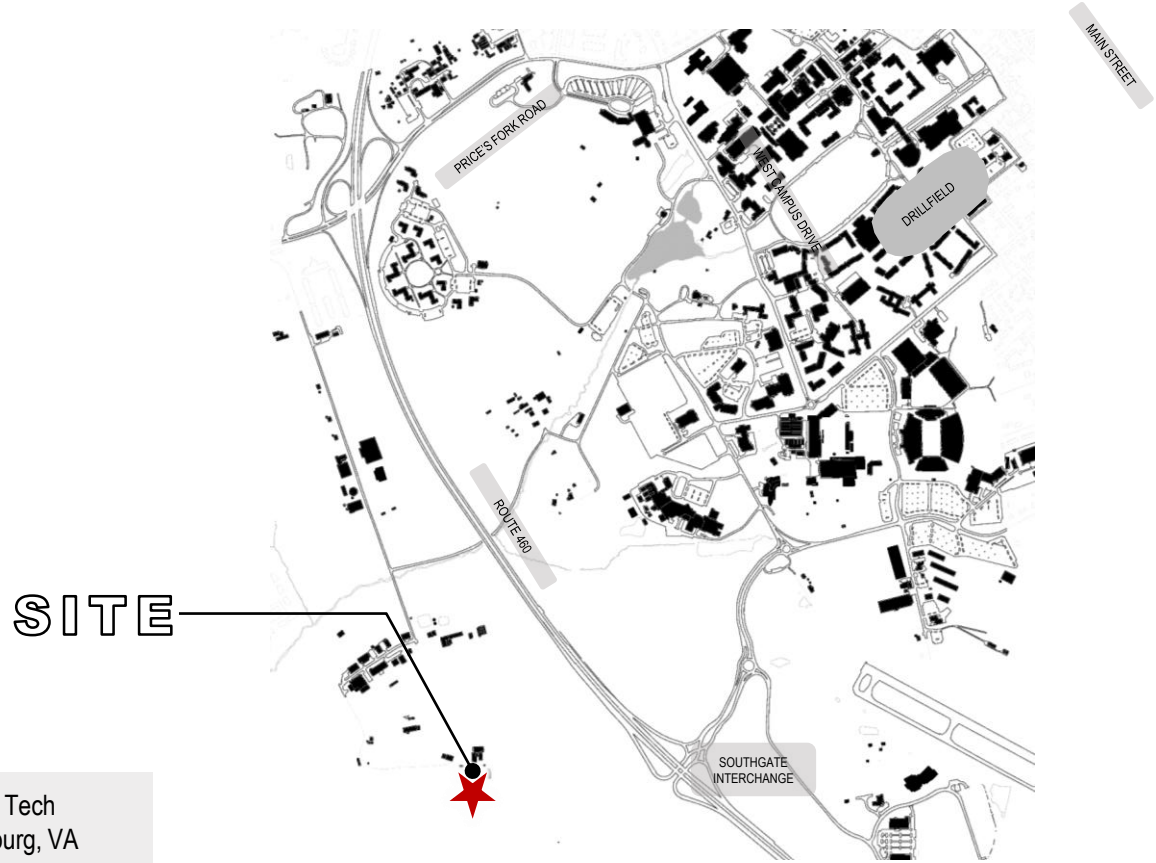
DEMOLITION of UNIVERSITY BUILDING **0589**

TRAVIS JESSEE

ASSISTANT VICE PRESIDENT FOR FACILITIES DESIGN AND CONSTRUCTION

August 19, 2025

PROJECT LOCATION



/ DEMOLITION OF BUILDING **0589**

PROJECT SITE



/ DEMOLITION OF BUILDING **0589**

EXISTING CONDITIONS

BUILDING NO. 0589



VIEW TO THE NORTH



VIEW TO THE SOUTH

RECOMMENDATION

That the resolution authorizing the Demolition of University Building No. 0589 (Amphibious Lab) be approved.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING 0589 (AMPHIBIOUS LAB)

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the demolition of any building; and

WHEREAS, Building No. 0589 has reached the end of its useful life; and

WHEREAS, the university seeks to invest in a new research, teaching, and outreach facility at Center Woods as part of the College of Natural Research and Environment's strategic plan; and

WHEREAS, the university will obtain review from the Department of Historic Resources and the Art and Architecture Review Board, and any required approvals prior to the demolition of this structure;

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors approve the demolition of Building No. 0589 (Amphibious Lab) located in Center Woods on the western edge of the Blacksburg campus, in accordance with the applicable statues of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of Building No. 0589 be approved.

August 19, 2025

RESOLUTION ON JOINT APPOINTMENT TO
THE VIRGINIA TECH/MONTGOMERY REGIONAL AIRPORT AUTHORITY

The Virginia Tech/Montgomery Regional Airport Authority consists of five members who are responsible for the management and operation of the Authority. Each of the political subdivisions have the right to appoint one member, and one at-large member is appointed jointly by the Virginia Tech Board of Visitors, the Blacksburg and Christiansburg Town Councils, and the Montgomery County Board of Supervisors.

The term of the current jointly appointed at-large member, Nathaniel L. Bishop, expires August 31, 2025 and the political subdivisions and Virginia Tech desire to appoint Nathaniel L. Bishop, as the at-large member to fill a four-year term expiring August 31, 2029.

Nathaniel L. “NL” Bishop is a distinguished leader whose career spans law enforcement, health care administration, higher education, and community advocacy. He began his professional journey with the Christiansburg Police Department, where he rose to the rank of detective before transitioning into health care. Licensed as a long-term care administrator, he joined Carilion Clinic in 1997 and went on to serve in several executive roles, including vice president and administrator of Carilion Roanoke Community Hospital. From 2010 to 2019, Bishop served as president of Jefferson College of Health Sciences, leading its successful integration with Radford University. He later assumed senior leadership roles at both Carilion Clinic and the Virginia Tech Carilion School of Medicine. Bishop is widely recognized for his efforts to ensure that health care professionals reflect and understand the communities they serve. He also serves as a commission member of the Roanoke Regional Airport Commission. A lifelong learner, he holds degrees from New River Community College, Radford University, Virginia Tech, and Wesley Theological Seminary.

RESOLUTION ON JOINT APPOINTMENT TO
THE VIRGINIA TECH/MONTGOMERY REGIONAL AIRPORT AUTHORITY

WHEREAS, the Virginia Tech/Montgomery Regional Airport Authority consists of five members who are responsible for the management and operation of the Authority; and

WHEREAS, each of the political subdivisions have the right to appoint one member; and

WHEREAS, one at-large member is appointed jointly by the Virginia Tech Board of Visitors, the Blacksburg and Christiansburg Town Councils, and the Montgomery County Board of Supervisors; and

WHEREAS, the term of the current jointly appointed at-large member, Nathaniel L. Bishop, expires August 31, 2025; and

WHEREAS, the political subdivisions and Virginia Tech desire to re-appoint Nathaniel L. Bishop, as the at-large member to fill a new four-year term expiring August 31, 2029; and

NOW, THEREFORE, BE IT RESOLVED, that Nathaniel L. Bishop be appointed as the at-large member to the Virginia Tech/Montgomery Regional Airport Authority for a four-year term expiring August 31, 2029.

RECOMMENDATION:
That the above resolution appointing Nathaniel L. Bishop as the at-large member to the Virginia Tech/Montgomery Regional Airport Authority for a four-year term expiring August 31, 2029 be approved.

August 19, 2025

RESOLUTION ON APPOINTMENT TO THE NEW RIVER VALLEY EMERGENCY COMMUNICATIONS REGIONAL AUTHORITY

WHEREAS, the New River Valley Emergency Communications Regional Authority (the Authority) consists of five members who are responsible for the management and operation of the Authority – each of the political subdivisions have the right to appoint one member, and one at-large member is appointed jointly by the Virginia Tech Board of Visitors, the Blacksburg and Christiansburg Town Councils, and the Montgomery County Board of Supervisors; and

WHEREAS, on June 6, 2023, Virginia Tech appointed Michael J. Mulhare, interim Associate Vice President for Public Safety, as the university's representative to the Authority for a four-year term beginning September 1, 2023, and expiring August 31, 2027; and

WHEREAS, Mr. Mulhare will retire from Virginia Tech on August 31, 2025, and to succeed Mr. Mulhare, Virginia Tech desires to appoint Amy Orders, Associate Vice President for Public Safety, as the Virginia Tech representative for a four-year term beginning September 1, 2025, and expiring August 31, 2029;

NOW, THEREFORE, BE IT RESOLVED, that upon the retirement of Michael J. Mulhare, interim Associate Vice President for Public Safety at Virginia Tech on August 31, 2025, Amy Orders, the new Associate Vice President for Public Safety, be appointed as the university's representative to and member on the New River Valley Emergency Communications Regional Authority for a four-year term effective September 1, 2025, and expiring August 31, 2029.

RECOMMENDATION:

That the resolution recommending that Amy Orders, Associate Vice President for Public Safety, be appointed to succeed Michael J. Mulhare as the university's representative to the New River Valley Emergency Communications Regional Authority Board of Directors for a four-year term effective September 1, 2025, and expiring August 31, 2029, be approved.

August 20, 2025

Physical Assets/Infrastructure -- Facilities Management Approach

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

The Committee will receive a comprehensive overview of Virginia Tech's physical assets/infrastructure and facilities management approach, presented by Dwyn Taylor, Vice President for Facilities and Chief Facilities Officer. This briefing will emphasize the integral relationship between institutional governance and the university's strategic, operational, and tactical execution of facilities management.

Virginia Tech is committed to providing infrastructure that is safe, reliable, mission-centric/ user-focused, and cost-effective. The university's extensive land holdings, infrastructure, and facilities across a wide variety of location form the foundation for delivering world-class education, research, and outreach while preserving a distinct sense of place.

Oversight by the Buildings and Grounds Committee of the Board of Visitors plays a vital role in guiding the responsible evolution of the physical plant. The Committee ensures that Virginia Tech's investments and development align with institutional priorities and advance long-term goals, including those articulated in the Beyond Boundaries vision and Six-Year Capital Outlay Plan.

Supporting this governance role is the Division of Facilities' matrix-based organizational structure, which allows for both strategic alignment and responsive delivery.

This structure operates within the university's facilities management framework, which is driven by three layers of institutional intent:

- *Strategic* drivers shape long-range planning, capital investment, and alignment with institutional mission, vision, and values.
- *Operational* drivers guide the delivery of services and programs that support academic and research continuity, occupant safety, and environmental responsibility.
- *Tactical* drivers inform day-to-day priorities and decision-making, ensuring effective execution, responsiveness, and stewardship at the ground level.

The division, led by the Vice President for Facilities and Chief Facilities Officer, is organized into three business lines that are directly responsible for maintaining and developing the physical campus:

- Facilities Operations
- Energy and Utilities
- Facilities Design and Construction

These are directly influenced by four support lines that provide essential policy, regulatory, and technical guidance to ensure institutional integrity and consistency across all projects and operations:

- University Building Official
- University Space Official
- University Architect
- University Engineer

Together, the matrix organizational structure coupled with the framework drivers provide clarity and cohesion across the university's physical plant, empowering the division to translate high-level institutional goals into daily action with positive long-term impact.

At the core of this integrated system is the division's unifying motto, "***Care and Serve***." This ethos reflects the shared commitment to the people, places, and purpose of Virginia Tech. Every facility maintained, every project delivered, and every decision made is stewarded by a culture of care – for the campus community and the university's legacy – and a call to serve its future.

Through the aligned efforts of the Board, the Buildings and Grounds Committee, the President, the Executive Vice President/Chief Operating Officer, the Vice President for Facilities/Chief Facilities Officer, the Division of Facilities, and expansive network of partners and stakeholders, Virginia Tech ensures that its physical environment remains a strategic asset – enabling excellence, fostering connection, and supporting the university's enduring mission of service, discovery, and impact.

PHYSICAL ASSETS/INFRASTRUCTURE -- FACILITIES MANAGEMENT APPROACH

DWYN TAYLOR
VICE PRESIDENT FOR FACILITIES AND CHIEF FACILITIES OFFICER

AUGUST 19, 2025

BUILDINGS AND GROUNDS COMMITTEE CHARGE



This committee is responsible for the maintenance and development of the physical plant and infrastructure, land use and planning, and review and development of capital outlay requests.

The university employee designated as the University Building Official when serving in that capacity reports directly to the Board of Visitors through this committee.

Reference: Bylaws of the Board of Visitors, Article I. Section 6c.

VIRGINIA TECH

COMMITTEE REVIEW AND ACTION ITEMS

Type	Frequency	Committee
Capital Project Status Report	Every meeting	Buildings & Grounds
Tours of Campus Sites	Most meetings – as needed	Buildings & Grounds
University Building Official Annual Report	Annually in June	Buildings & Grounds
Physical Assets/Infrastructure – Facilities Management Approach	Annually in August	Buildings & Grounds
Sustainability Annual Report	Annually in November	Buildings & Grounds
Design Preview/Reviews	As needed in order to receive Board approval	Buildings & Grounds
Project and Program Updates	As needed to keep the Board informed	Buildings & Grounds
Public Service Authority Appointments	**As needed to maintain representation**	**Buildings & Grounds and Full Board**
Demolitions	**As needed in order to receive Board approval**	**Buildings & Grounds and Full Board**
Acquisitions and Conveyances of Property	**As needed in order to receive Board approval**	**Buildings & Grounds with Finance & Resource Management and Full Board**
Funding – Design	**As needed in order to receive Board approval**	**Buildings & Grounds with Finance & Resource Management and Full Board**
Funding – Construction and Capital Leases	**As needed in order to receive Board approval**	**Buildings & Grounds with Finance & Resource Management and Full Board**
Six-Year Capital Plan	**Every two years**	**Buildings & Grounds with Finance & Resource Management and Full Board**
Campus Master Plan	**As needed in order to receive Board approval**	**Buildings & Grounds and Full Board**

Note: Other, less common, items that would come forward for review through the B&G Committee include adoptions of and updates to regulations, updates to facility-related university policies, updates to construction-related governing documents (ex: PPEA Guidelines, Campus Design Principles, etc.), and litigation briefings.

VIRGINIA TECH

ASSET OVERVIEW

ASSET MANAGEMENT



15,703 ACRES



1,067 STRUCTURES

15,377,381 GSF



55 MILES OF SIDEWALKS & PATHWAYS

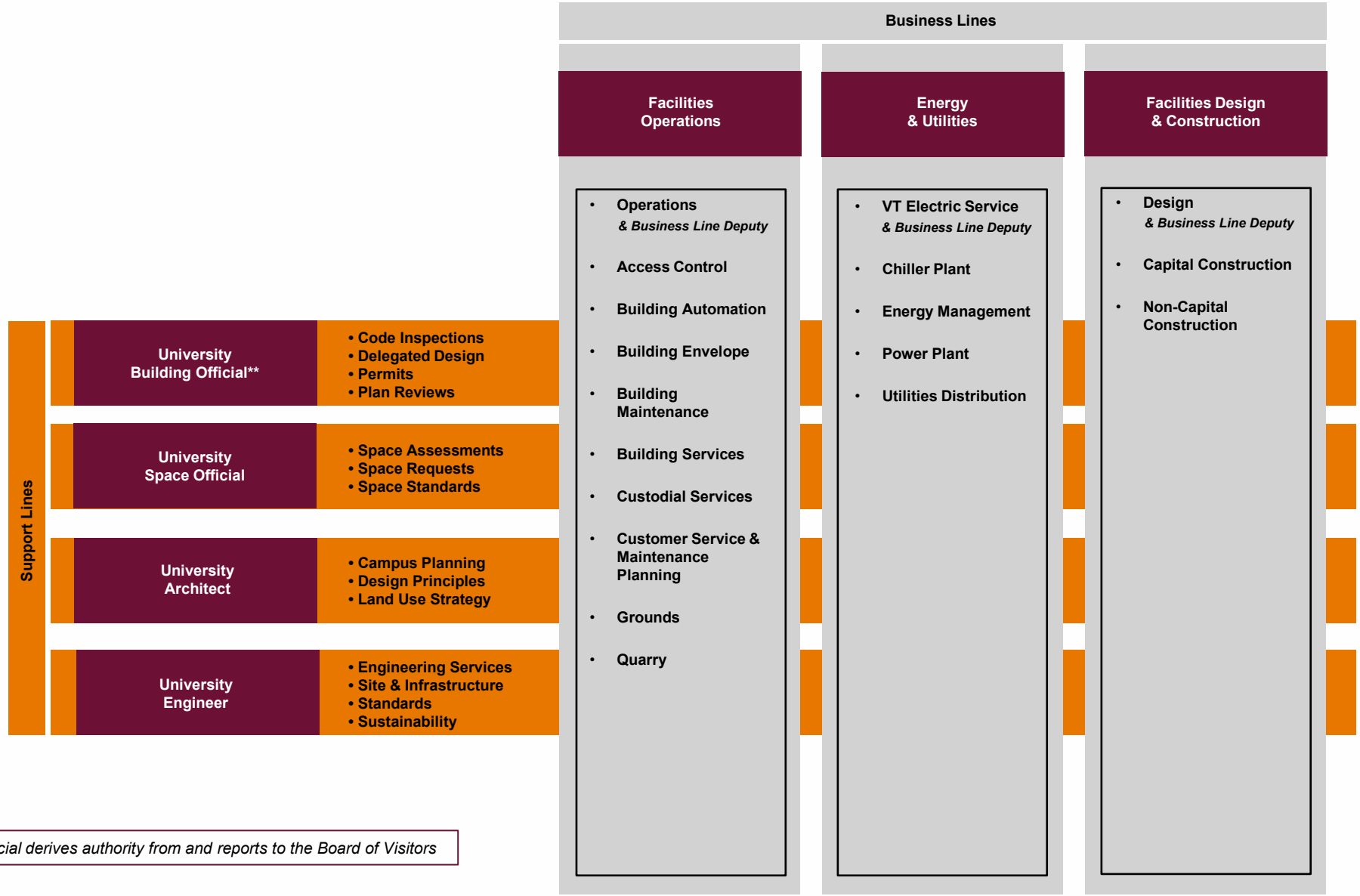


354 MILES OF UTILITY INFRASTRUCTURE

MANAGEMENT FRAMEWORK



FACILITIES DIVISIONAL UNITS



***University Building Official derives authority from and reports to the Board of Visitors*

CARE & SERVE

As members of the Facilities Team, we're charged with the stewardship of our campus -- the buildings, grounds and infrastructure -- in Blacksburg and across the university's footprint throughout the Commonwealth. *Stewardship is "the careful and responsible management of something entrusted to one's care."*





Mission/Vision

To deliver, operate, maintain, and sustain the highest quality facilities, grounds, and infrastructure to ensure Virginia Tech can fulfill its mission and offer the best possible environment for all who live, work, and visit within the university. To be the strongest, most professional and caring team of servants we can.



DISCUSSION



FACILITIES
VIRGINIA TECH

AS OF: JULY 15, 2025

Vice President for Facilities & Chief Facilities Officer
Dwyn Taylor

Facilities Chief of Staff
Jon Clark Teglas

External Operations
*Cassidy Blackmore**

Internal Operations
*Jeff Orzolek**

Safety

Communications & Engagement
Meghan Marsh

Executive Operations
Teresa Thompson

Service Centers

Human Resources & Wellness
Jackie McClanahan

Finance & Operational Technology
Gannon Davis

Business Lines

Facilities Operations
Anthony Watson

- **Operations** *& Business Line Deputy* *Joy Manning**
- **Access Control** *Allen Compton*
- **Building Automation** *Jason Pearman*
- **Building Envelope** *Trent Chenault*
- **Building Maintenance** *Bruce Lytton*
- **Building Services** *David Claytor*
- **Custodial Services** *Greg Canaday*
- **Customer Service & Maintenance Planning** *Jamie Lau*
- **Grounds** *Cody Kiefer*
- **Quarry** *Justin Sheppard**

Energy & Utilities
Nam Nguyen

- **VT Electric Service** *& Business Line Deputy* *Vacant*
- **Chiller Plant** *Chris Tedder*
- **Energy Management** *Steve Durfee*
- **Power Plant** *Todd Robertson*
- **Utilities Distribution** *Bobby Polly*

Facilities Design & Construction
Travis Jessee

- **Design** *& Business Line Deputy* *Sandra Graham*
- **Capital Construction** *Kyle White*
- **Non-Capital Construction** *Brandon Williams**

Support Lines

University Building Official** *Chris Kiel*	• Code Inspections • Delegated Design • Permits • Plan Reviews
University Space Official *Will Walsh**	• Space Assessments • Space Requests • Space Standards
University Architect *Liza Morris*	• Campus Planning • Design Principles • Land Use Strategy
University Engineer *Matt Stolte*	• Engineering Services • Site & Infrastructure • Standards • Sustainability

** Interim Role*

***University Building Official derives authority from and reports to the Board of Visitors*

FACILITIES
VIRGINIA TECH

Care & Serve

As members of the Facilities Team, we're charged with the stewardship of our campus--the buildings, grounds and infrastructure--in Blacksburg and across the university's footprint throughout the Commonwealth. Stewardship *is "the careful and responsible management of something entrusted to one's care."*

Together, as stewards, let's...

Care:

- **For Each Other – Treat all with dignity and respect. Mentor at every opportunity. Be honest.**
- **For Our Campus(es) – Strive to sustain the unique beauty and allure of all facilities and grounds.**
- **For Our Stuff – Treat our gear, equipment, tools and assets as if they were your own.**
- **For Ourselves – Practice a healthy lifestyle. Maintain work/life balance. Focus on your loved ones.**

Serve:

- **The University – Honor by our actions the students, faculty, and staff who are Virginia Tech.**
- **The Community – Visitors' first impressions only happen once. What we do affects those around us.**
- **Globally – Our investment in Virginia Tech ultimately touches others around the world.**
- **With Humility – Servant leadership starts with each one of us regardless of role or station.**

Mission/Vision:

To deliver, operate, maintain and sustain the highest quality facilities, grounds and infrastructure to ensure Virginia Tech can fulfill its mission and offer the best possible environment for all who live, work and visit within the university. To be the strongest, most professional and caring team of servants we can.

I'm honored to serve as your Chief Facilities Officer. I commit to providing the utmost care and focused servant leadership within my capability and to creating an environment that empowers each person to optimize professional growth and opportunity. In turn, I ask each member of the Facilities Team to:

- Always do your best — no matter how demanding the task.
- Care for your teammates — CARE for your teammates. Consistently encourage one another.
- NEVER compromise on quality or safety.
- Always, always, always be professional in your actions and communications.
- Do the right thing — even if it hurts.
- Meet commitments and deadlines. If you can't, inform your leadership chain beforehand.
- Foster an environment where people know it's OK to make mistakes and to learn from them.
- Don't let me drive the bus off the cliff — if something seems wrong, tell me.
- If you see a piece of trash on the ground, please pick it up!
- Remember: If you're not having fun, you're not doing it right! Go Hokies!

Dwyn Taylor
Ut Prosim

Land Use and Planning (Campus Master Planning) Approach

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

The Committee will receive a briefing on the university's land use and campus master planning process and strategy, as well as the purpose, evolution, strategic alignment, and role in university governance. The Campus Master Plan documents Virginia Tech's land use strategy and long-range vision, serving as the physical embodiment of its mission and strategic priorities. Our current master plan also provides frameworks for how select aspects of the university's physical environment can evolve over time, ensuring that buildings, infrastructure, open spaces, and underlying systems support institutional growth, adaptability, and long-term mission fulfillment.

The current Campus Master Plan, completed and approved by the Board in November of 2018, facilitated by Sasaki, is an award-winning document that has guided the delivery of academic, research, residential, and auxiliary facilities. Rooted in the university's Beyond Boundaries 2047 strategies, the plan was shaped through broad-based stakeholder engagement and serves as a foundational tool for aligning capital investment with institutional priorities. It reflects the university's identity and preserves the character of Virginia Tech's distinct legacy assets.

Adhering to a ten-year renewal approach, the university is currently poised to initiate a Campus Master Plan update process this fiscal year, targeting adoption by the Board in November 2028. Each master plan update process begins with a purposeful recentering around the universities strategic plan, and strategic goals or initiatives. The process also seeks to address change agents.

Given the Committee's governance role in endorsing campus development priorities, land use and planning, and monitoring alignment with institutional strategy, this presentation is intended to begin to equip members with context and insights to aide a full participation in the planning process. In preparation for the work ahead, the Committee's engagement and leadership is crucial, and each member of the Board will be extended an invitation to meet with university staff to review the current plan in detail.

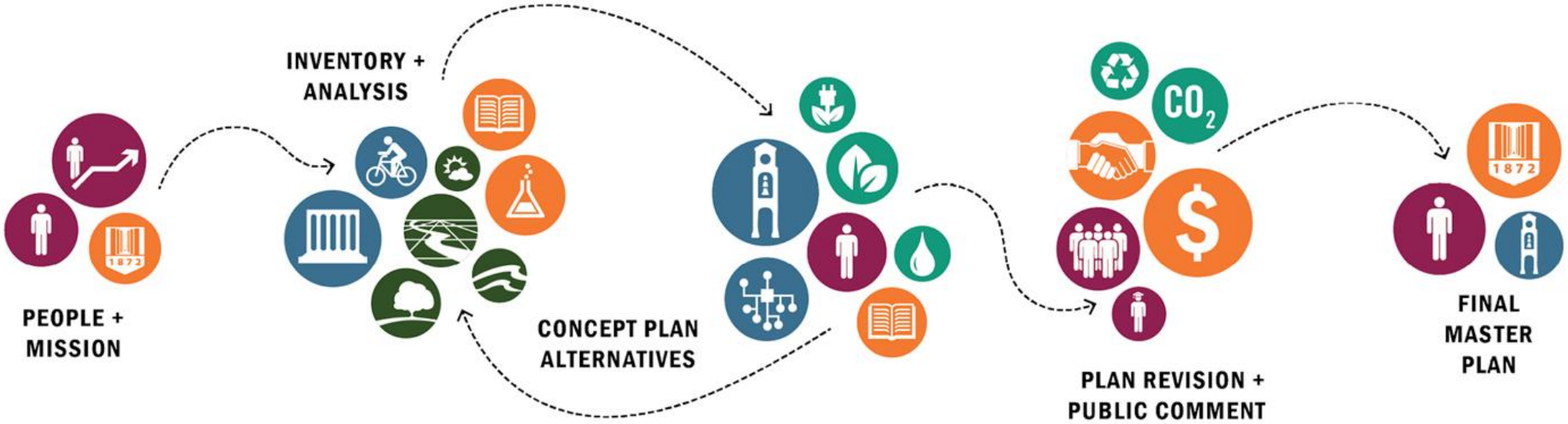
By reinforcing the Campus Master Plan as both a strategic roadmap and a stewardship tool, the presentation lays the foundation for informed, proactive governance as Virginia Tech's physical campus continues to evolve in service of its mission.

LAND USE AND PLANNING (CAMPUS MASTER PLANNING) APPROACH

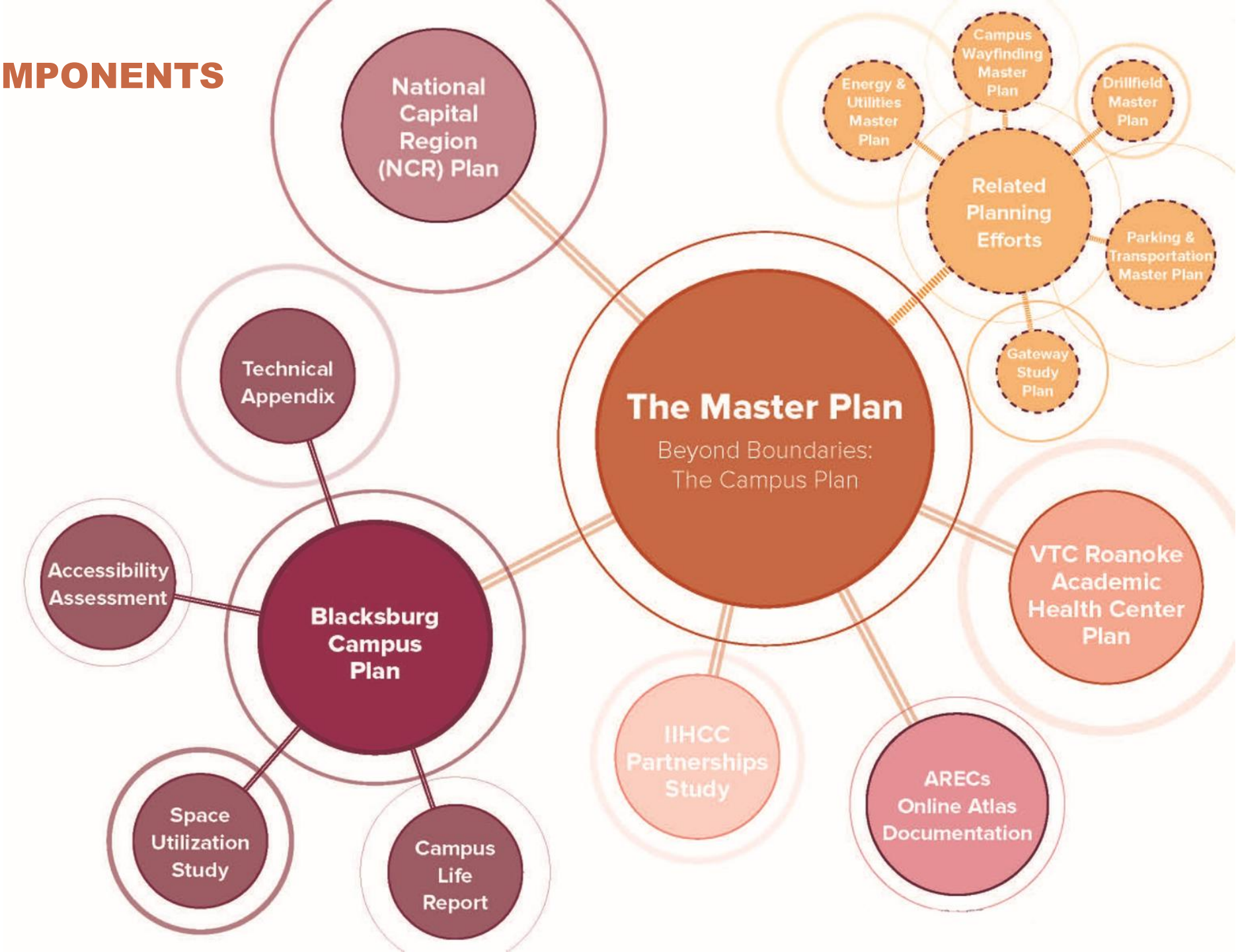
LIZA MORRIS
ASSISTANT VICE PRESIDENT FOR PLANNING AND UNIVERSITY ARCHITECT

AUGUST 19, 2025

PLANNING PROCESS



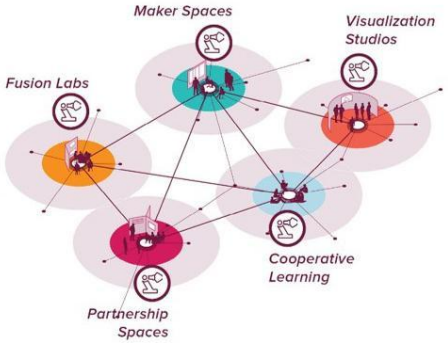
2018 PLAN COMPONENTS



2018 PLAN CONTENTS



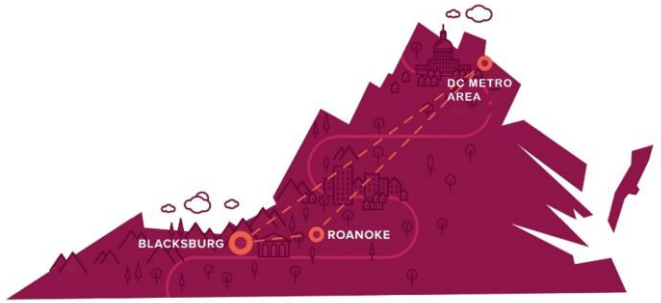
2018 PLAN DRIVERS



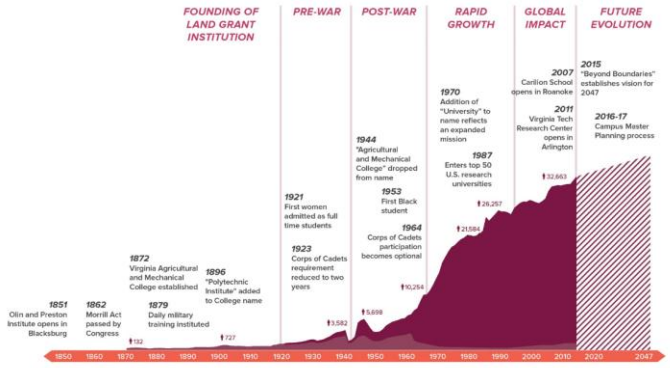
01 The VT Experience



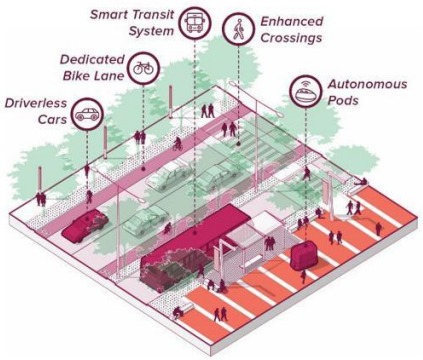
02 Sense of Place



03 Connections



04 Growth



05 Access for All



06 Sustainability

2018 PLAN CAMPUS VISION



01 The Central Spine



02 The Agricultural Belt



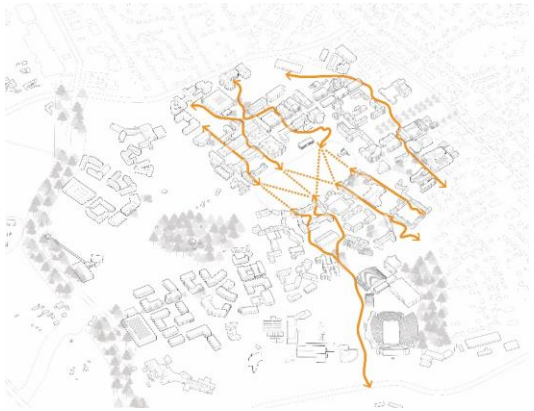
03 The Campus Districts



04 Tech + Town

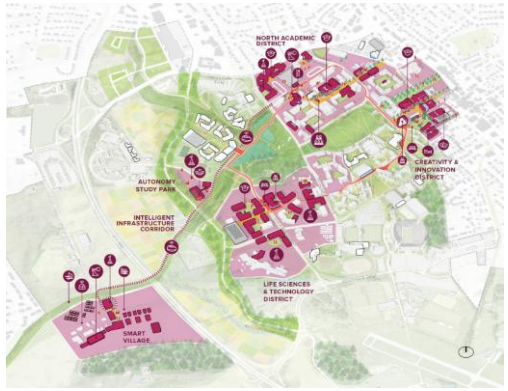


05 The Infinite Loop



06 The Green Links

2018 PLAN FRAMEWORKS



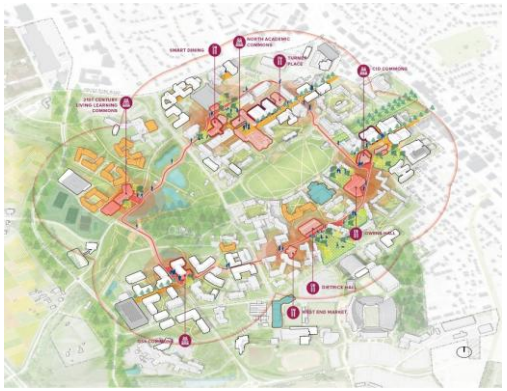
01 Academic & Research Framework

ENHANCING LEARNING AND RESEARCH ENVIRONMENTS



02 Strategic Partnerships Framework

EXPANDING STRATEGIC PARTNERSHIPS



03 Campus Life Framework

FOSTERING A VIBRANT CAMPUS LIFE EXPERIENCE



04 Landscape Framework

PROTECTING THE LAND GRANT LEGACY



05 Mobility Framework

PROMOTING ACCESS AND MOBILITY

2018 PLAN DISTRICTS

01 NORTH ACADEMIC DISTRICT

02 NORTHEAST & UPPER QUAD DISTRICT

03 CREATIVITY & INNOVATION DISTRICT

04 STUDENT LIFE DISTRICT

05 LIFE SCIENCES & TECHNOLOGY DISTRICT

06 21ST CENTURY LIVING-LEARNING DISTRICT

07 INTELLIGENT INFRASTRUCTURE CORRIDOR

PERIPHERAL DISTRICTS

08 ATHLETICS AND RECREATION

09 GLADE ROAD

10 OAK LANE



2018 ILLUSTRATIVE PLAN





DISCUSSION



Link -- Beyond Boundaries 2047: The Campus Plan (Approved in 2018)

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

https://www.facilities.vt.edu/content/dam/facilities_vt_edu/planning-construction/campus-master-plan/BGO3_ii_Campus%20Master%20Plan_November%202018_UPDATE.pdf

Capital Outlay Approach

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

The Committee will receive an overview of the university's capital outlay approach from Travis Jessee, Assistant Vice President for Facilities Design and Construction. As the governing body responsible for oversight of the university's physical plant, infrastructure, land use, and capital planning, the Committee reviews and approves capital outlay requests and monitors progress on authorized projects. This governance role ensures that projects align with institutional priorities, comply with regulatory requirements, and are delivered efficiently and effectively. The annual overview of the Capital Construction program supports the Committee's oversight responsibilities by promoting process awareness and providing transparency into the overall program.

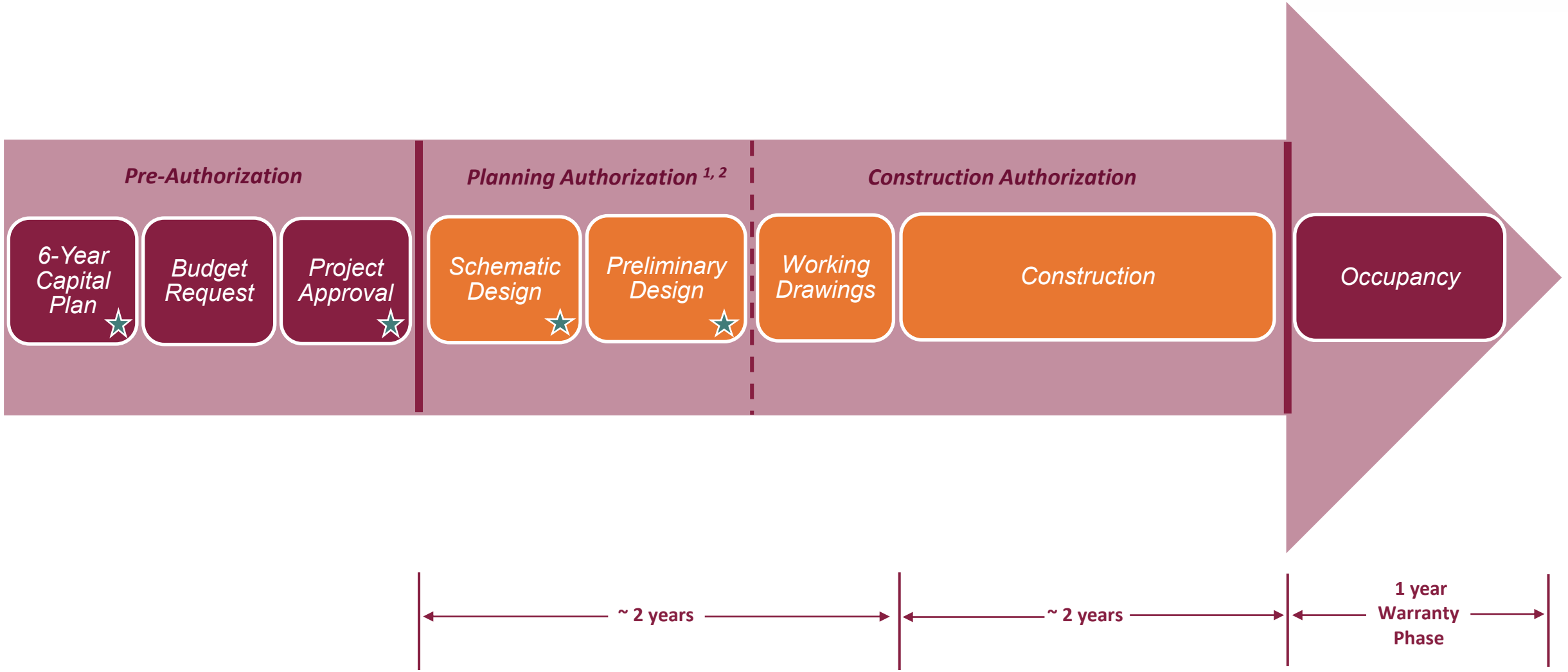
The Division of Facilities provides leadership in the administration and management of all major capital outlay projects. These are defined as projects with a total cost of $3 million or more, inclusive of all expenditures necessary to complete the project, and/or involving construction of 5,000 square feet or more. Project managers work closely with sponsoring colleges and departments, future building users, and other stakeholders to ensure project goals are met. Following authorization by the Board of Visitors, project managers oversee all phases of the project from initiation through completion and close-out.

CAPITAL OUTLAY APPROACH

TRAVIS JESSEE
ASSISTANT VICE PRESIDENT FOR FACILITIES DESIGN AND CONSTRUCTION

AUGUST 19, 2025

OVERALL PROCESS



★ *Buildings and Grounds review & approval*

[1] *Planning Authorization covers full A/E design costs for Schematic Design, Preliminary Design, site investigation/analysis and project management.*

[2] *State (General Fund) process limits Planning Authorization to the end of Preliminary Design; VT (Non-General Fund) frequently includes Working Drawings in Planning Authorization.*

OUR PROJECT MANAGERS – THE "HUB"



ENSURING DESIGN EXCELLENCE



Control Measures at each Phase of Design



Broad Stakeholder Input



Emphasize Partnership

Schematic Design - Preliminary Design - Working Drawings - Market Analysis - Construction Contract Awarded

ENSURING CONSTRUCTION EXCELLENCE



Competitive Sealed Bids "Design-Bid-Build"

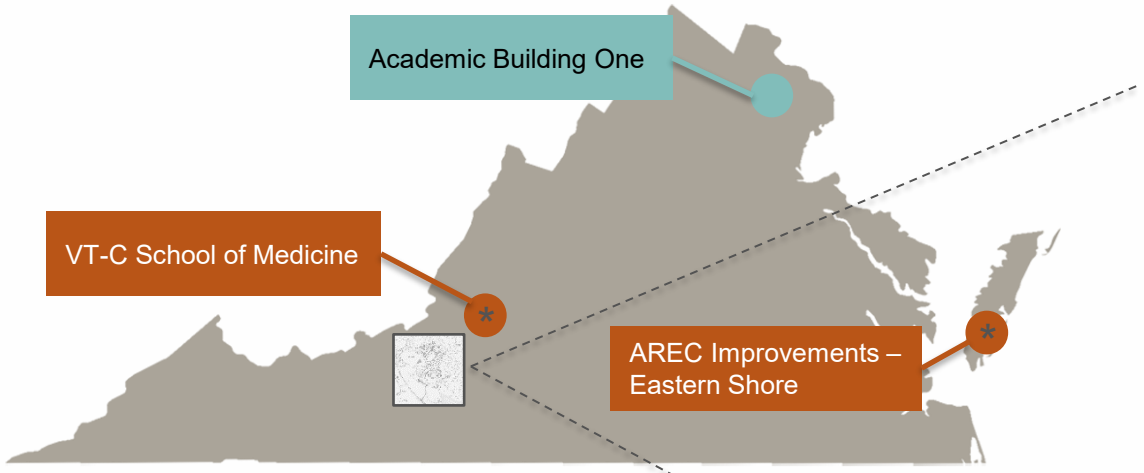


Construction Manager at Risk



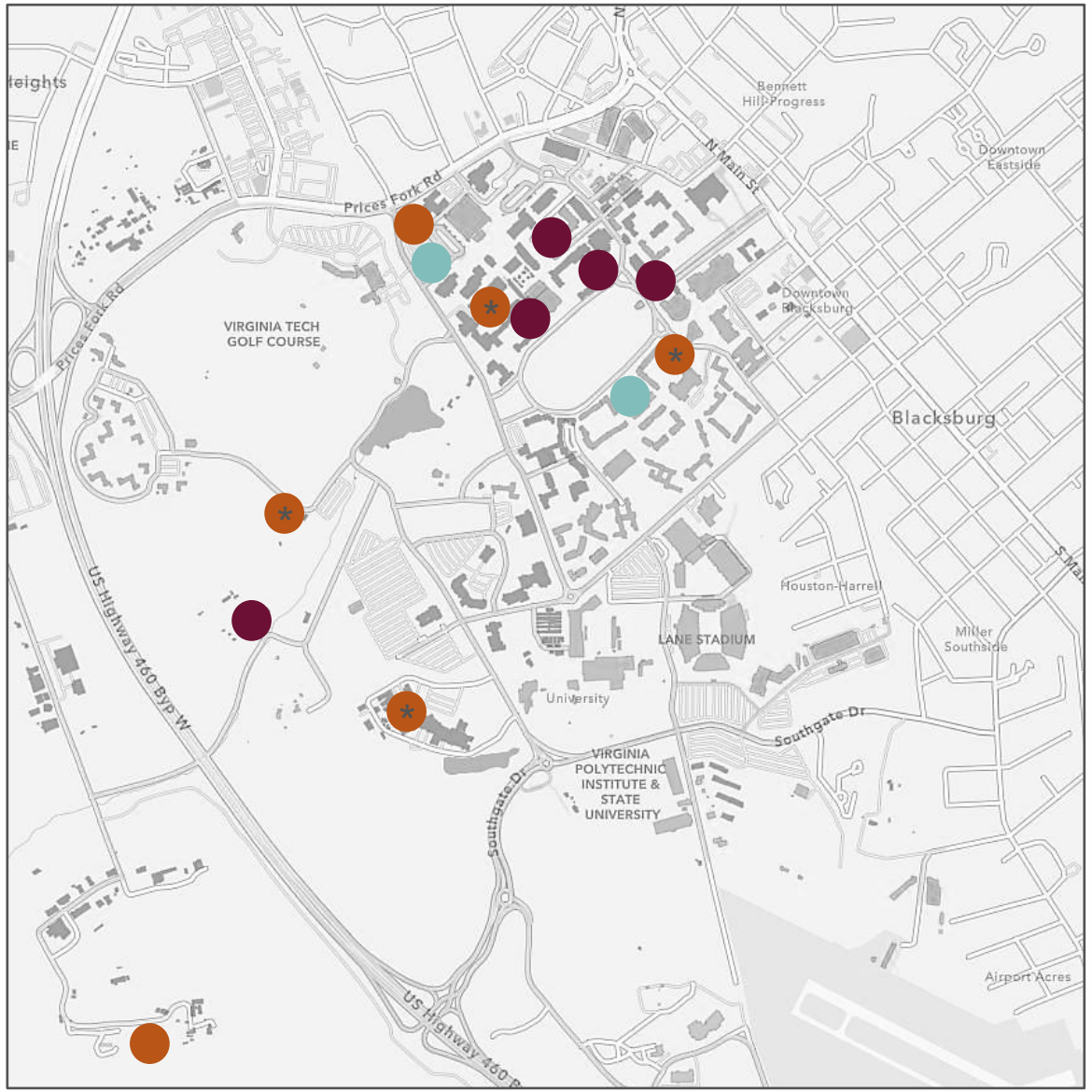
Design - Build

CAPITAL PROJECT PORTFOLIO

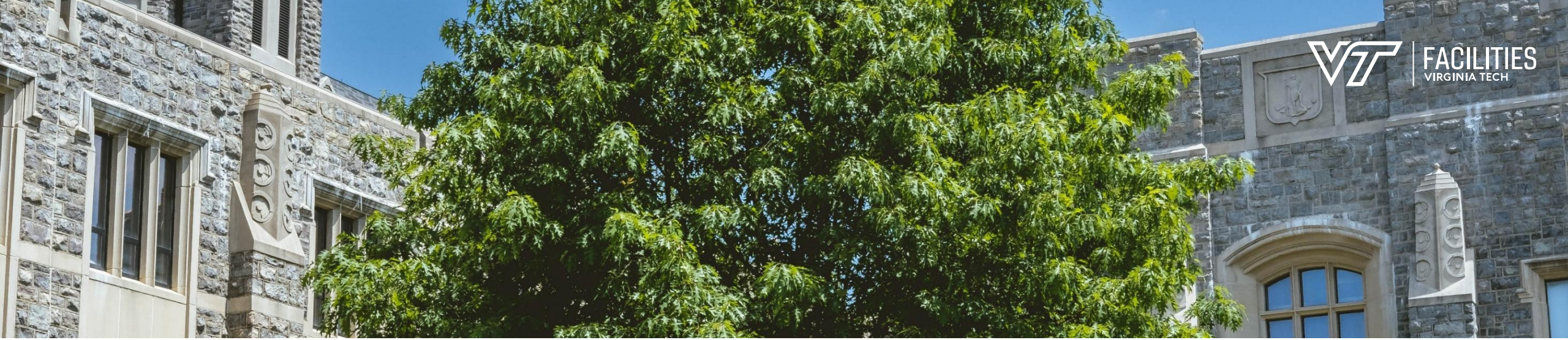


LEGEND

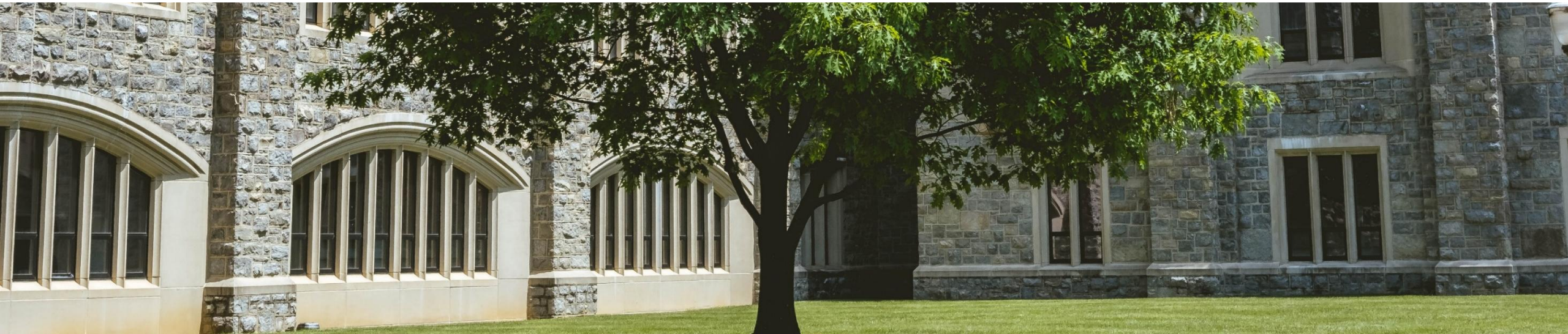
- In Design
- Under Construction
- Warranty/Complete
- * Planning Authorization Only



Blacksburg Campus



DISCUSSION



Why Does It Cost So Much?

Understanding the High Cost of Building a Better University

By Donald J. Guckert, P.E., APPA Fellow, and Jeri Ripley King, APPA Fellow



Planning, design, and construction organizations in higher education perform our services on the forward edge of an ever-changing world. We provide increasingly complex facilities under shortening timelines and proliferating code and regulatory requirements, while we address emerging technologies, expanding concerns about indoor air quality, and growing demands for the use of sustainable design and construction practices. Underpinning our efforts to meet these challenges, we continue to hear the same question echoed by our governing boards, administration, and customers: "Why does it cost so much?"

The answer is found in the myriad of details and choices that flow from the institution's vision, values, strategic plan, stewardship responsibilities, total-cost-of-ownership analysis, risk tolerance, and the health and safety of the community.

A SENSE OF PLACE

Building designs are viewed as a way to enhance and preserve our institutional heritage, while providing an attractive environment in which to learn, discover, and live. We do not just build or renovate structures; we create a "sense of place." The sense of place is what connects us emotionally to our institutions.

Our universities use the appearance of the campus and the experiential opportunities that the facilities offer as a competitive edge to attract the diminishing pool of incoming students, as well as faculty and staff. The appearance of the buildings and grounds influences prospective students and other visitors to campus and is used in online and other marketing efforts. Research from Washington State University and APPA's own study, *The Impact of Facilities on the Recruitment and Retention of Students*, discovered that prospective students reach their decisions within the first ten minutes of walking on campus.

The appearance of our campus comes at a cost. In constructing a new building for the campus environment, we seek architectural designs that convey emotions and create reactions that may range from stimulating debates over the architecture to conveying notions of continuity and timelessness. Often the designs include prominent building entrances; buried utilities in tunnels and chases; hidden downspouts in interior walls; screened waste receptacles; discrete access for service vehicles; and extensive landscaping, courtyards, and wayfinding. These little extras add a lot to the quality of the built campus environment.

Land must be used carefully, balancing the need for buildings with gathering places, green spaces, and circulation. This drives us to optimize building footprints by building upward to conserve precious campus real estate. The resulting multiple stories require more costly foundations and structures designed to meet seismic and wind-loading standards. Stair towers and elevators consume project resources and decrease the percentage of assignable space. All these factors lead to a higher cost per square foot.

"Indoor air quality concerns and awareness, which were heightened during the pandemic, are driving investments in better air filtration systems and increased ventilation rates."

CODES, REGULATIONS, AND STANDARDS

Code requirements have a tremendous impact on cost. The type of occupancy determines the applicable code requirements. The large assemblies found in most university facilities dictate the highest level of life safety design, including stair towers, fire-rated corridors, fireproofing on structural members, fire alarm systems, sprinklers, and smoke evacuation systems. Even the grade of carpeting in a campus facility is selected to minimize concerns about flame spread.

In addition to codes, building design and construction must meet numerous legislative mandates, standards, and regulations. The list reads like alphabet soup: ADA, EPA, OSHA, ASHRAE, and the list continues. These requirements govern building designs, accessibility, removal of hazardous waste, asbestos, lead paint, stormwater runoff, construction dust control, noise control, and more. Then there are the building and occupancy permits, construction contracts, consulting agreements, testing and commissioning services, and requirements by donors and funding agencies that must be met and managed.

The type of facility and its occupancy also drives ventilation requirements. Labs require more ventilation than classrooms; classrooms require more ventilation than offices. Increased ventilation leads to upsizing HVAC systems, because outside air must be heated or cooled prior to being delivered to the finished space. Indoor air quality concerns and awareness, which were heightened during the pandemic, are driving investments in better air filtration systems and increased ventilation rates. The cost of these improvements has been profoundly felt on renovation project budgets, where much of the budget is consumed by HVAC costs.

INSTITUTIONAL AND STATUTORY REQUIREMENTS

Institutional and statutory requirements can drive up costs, too. Contractors are generally required to provide the highest industry coverage for insurance and bonding, and construct in accordance with industry standards. Architects are required to furnish professional liability insurance. Public owners must follow state procurement statutes, which generally increase design and bidding costs and often constrain the use of more cost-effective delivery approaches. Many institutions require contractors pay prevailing wages, equating to union-scale.

An often-overlooked impact on cost is the institutional expectation that construction activities will be conducted with minimal disruption to campus life. The campus is a protected



environment that accommodates learning, social interaction, discovery, living, dining, recreation, and public service. As invited guests into this haven, contractors are required to conduct their activities in a manner that minimizes the impact on the institution's primary missions.

Functioning campuses are not ideal construction sites. Project costs go up dramatically when universities restrict access to building sites, limit space for staging, require off-campus parking, enforce jobsite cleanliness, add fencing and protection, restrict construction vehicle movement, limit noise and hours of operation, and impose complex phasing schemes to accommodate academic calendars.

TIME IS MONEY

Demanding schedules are an inherent part of educational design and construction efforts. Often, we aggressively work toward the inflexible dates of academic calendars, residence hall occupancies, and athletic event schedules. In research environments, the need to be up-and-running is paramount, and faculty recruitment start-up agreements too often overpromise on the timing of lab and office renovations. When the education environment demands design and construction projects to be delivered on increasingly shorter timelines, this drives up the cost of construction and renovation projects.

In general, shortening the allotted time for construction will drive up costs. A five-month renovation will be unaffordable if it must be completed during the summer break. When bidding an aggressive schedule, contractors will increase their bids to reflect overtime payments to workers, incentive payments to vendors, reduced worker productivities, and contingencies to cover the risks of completing a project late.

Conversely, easing the five-month schedule to six months will yield savings. When there is extra time in the schedule, the contractor's risk is reduced because it facilitates effective coordination among subcontractors, provides sufficient time for fabrication and delivery of materials and equipment, and offers other accommodations that result in a more cost-effective project delivery. This is especially true when market conditions are experiencing disruptive supply-chain conditions and shortages of available contractors and skilled trades workers.

COMPLEXITY

We build state-of-the-art research facilities, high-occupancy performance and athletic venues, heavily trafficked and technological learning environments, and living and social environments that must facilitate and heighten the user experience. The facilities we build are among the most challenging in the building construction industry.

Program activities dictate the need for classrooms, laboratories, meeting rooms, and offices. While grouping one type of activity per facility would reduce costs, our buildings rarely house only one type of activity. In addition, program activities must meet the functional requirements of the campus environment. For example, our classrooms and auditoriums, which demand larger column-free spans, are usually on the lower levels of a building.

The lower levels may then have to support upper floors that are designed to accommodate heavy floor loadings for books, furnishings, and lab equipment. Inverting these spaces, by placing the column-free classrooms on the upper floors and the heavy load-bearing spaces on the lower floors, would be more cost effective, but less functional in a campus setting.

Our facilities must provide healthy environments with adequate ventilation and filtration systems while accommodating a mix of functions and heavy traffic. To manage this, we install technically controlled complex building systems. These systems are designed for extreme conditions: the hottest and coldest temperatures, the highest and lowest humidity, and the strictest climate control for the highest occupancy.

In addition, we recognize that the design of a mechanical system represents the greatest opportunity for energy conservation and carbon reduction. Incremental investments in energy-efficient mechanical systems will yield a lower stream of future utility costs, so we pay a little more now to save a lot later.

MAINTAINABILITY, SUSTAINABILITY, RELIABILITY, AND LONGEVITY

Higher education, more than any other built community and commercial environment, constructs buildings to last beyond our lifetimes. Every institution envisions itself in existence into perpetuity. Making long-term investment choices separates higher education from the vast array of other building environments.

With many people using university facilities in frequent cycles throughout the course of extended daily operating hours, the components of our facilities must be of a quality to withstand heavy use and abuse. Our requirement for durability raises the price of doors, door hardware, carpeting, entranceways, floor tile, and restroom fixtures, but it lowers the future cyclical costs of maintaining and replacing lower-quality, less durable products.

The way we use our facilities demands that we construct utility

systems to high reliability standards. This often results in paying for system redundancies, backup generators, uninterruptible power supply (UPS) systems, and connecting to central utility systems.

Sustainability is another factor impacting construction costs within higher education. Facilities are being designed and constructed under governing sustainable design principles using materials certified as manufactured from renewable sources and building and system designs that utilize progressive methods and technologies to conserve energy and reduce waste streams. Pursuing Leadership in Energy and Environmental Design (LEED) certification brings positive recognition and validation sought by many institutions seeking to demonstrate their commitment to sustainability. However, this comes at a higher incremental cost.

In large part, our universities choose to make these initial investments because of the benefits they will provide in driving down the institution's total cost of ownership over the life of the building.

"Our universities choose to make these initial investments because of the benefits they will provide in driving down the institution's total cost of ownership over the life of the building"

TECHNOLOGY, SECURITY, AND INCLUSION

Advances in technology, increasing concerns about security, and efforts to provide more inclusive environments have emerged in recent years as contributors to the high cost of campus construction.

Institutions have moved from simply complying with the requirements of the Americans with Disabilities Act (ADA) to embracing universal design and inclusivity. Examples of going beyond legal and code requirements include adding hearing loops in public assembly spaces and providing gender-neutral restrooms and prayer rooms.

Issues with campus safety and security have risen over time to rank at or near the top of the list of concerns that parents have. In addition, research labs are requiring tighter security from a variety of threats. To help manage the safety and security of campus facilities, common campus security systems include card and biometric access, programmable locking systems, security cameras, motion sensors, and other technologies.

Technological investments in our built environments are bringing artificial intelligence, machine learning, and data analytics benefits to the operation of our facilities. Emerging and matured smart building systems are mitigating operational risks, enabling predictive maintenance practices, lowering energy consumption, and providing improved user experiences. Although the first costs are higher, the benefits from these technologies are providing a very attractive return on investment.

WHY DOES IT COST SO MUCH?

Construction costs mirror the values and aspirations of the institution. The initial cost of construction or renovation is but a small fraction of the total investment our institutions will make in staffing, operating, and conducting our mission within these facilities. The resulting high cost of construction is caused by the accumulation of investments in all the hundreds of incremental decisions that go into building a durable, productive, and stimulating environment that creates safe, healthy, enriching, and inspiring experiences for our faculty, staff, and generations of students.

YOUR HOUSE ON CAMPUS

Donald J. Guckert and Jeri Ripley King

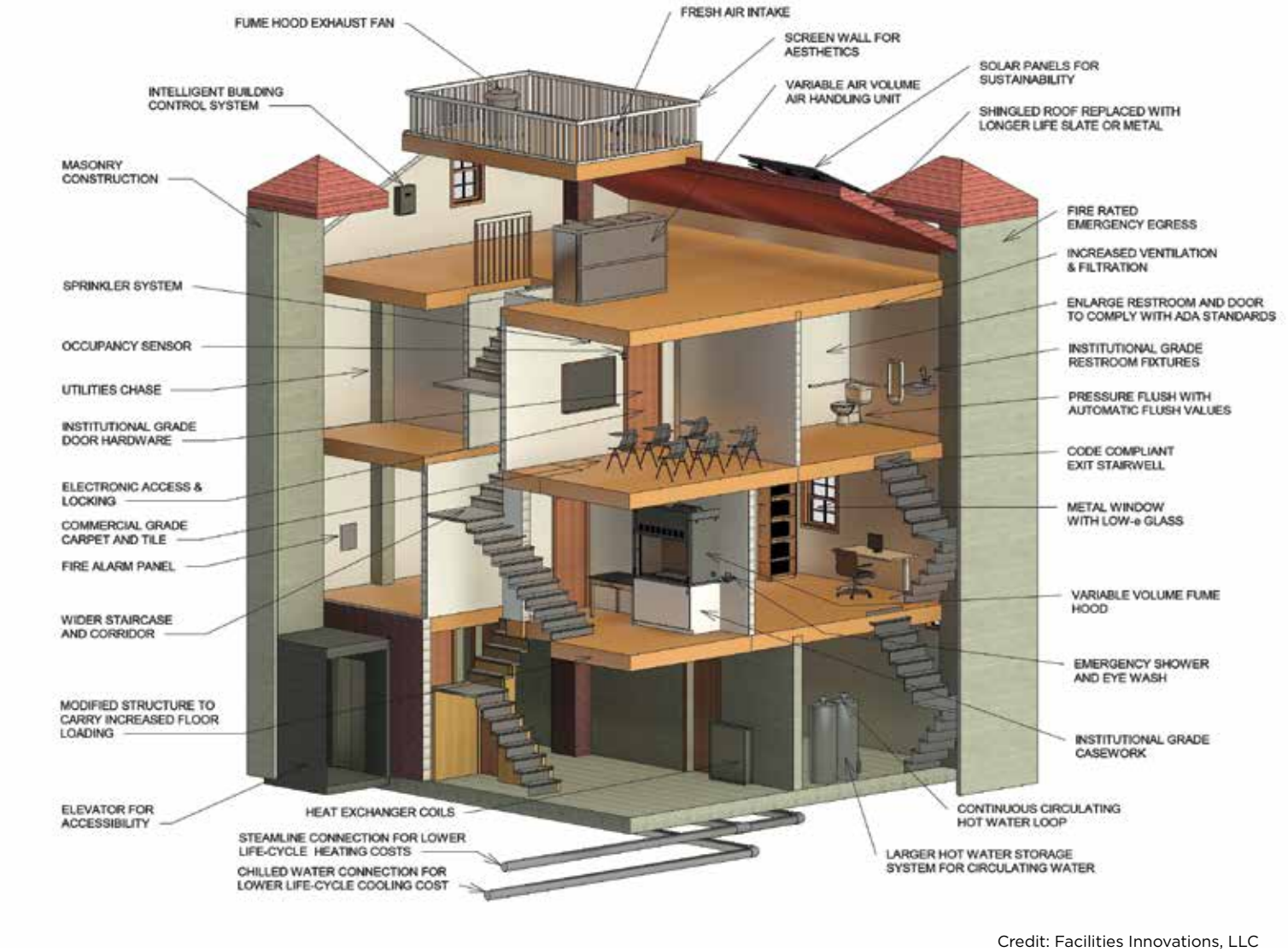


"You've got to be kidding! I could build a nice house for that amount!!"

How many times have we heard that the cost of a "simple" renovation would buy a high-end home in a nice neighborhood? Customers typically react with sticker shock over the cost of a campus renovation when they receive the initial project estimate. This is the point at which worlds collide, where the institutional construction world of the project manager meets the customer's residential construction frame-of-reference.

Trying to justify the costs of institutional construction within a residential frame of reference is not easy. These two types of construction are a world apart. However, just for the fun of it, we wondered what would it take to renovate your house into a campus facility? Let's suppose this facility is located on campus and you request that we renovate the living room into a classroom, the kitchen into a lab, and the bedroom into an office. Let's take a walk through your house to see what we will need to do.

To begin with, we'll need to make the facility safe



Credit: Facilities Innovations, LLC

and accessible. We'll add an elevator to the second floor, and an exit stair tower connecting all floors to the outside. To make this building look like it belongs on our campus, we'll arrange for matching towers and give the building an identifiable look. Unfortunately, this will add considerable cost and space to the building, while not adding any space for program needs. After we widen the interior hallways and stairways for increased traffic and install a utility chase from the basement to the attic, we will actually reduce the amount of assignable space.

As a university facility, the house will fall under a different classification as far as building codes are concerned. This means we'll need to replace the $20 battery-operated smoke detectors with a $20,000 fire protection system. This system, which includes a fire alarm panel, wired sensors, and sprinkler system, meets all the requirements of the local fire marshal. To inhibit the spread of flames and smoke from one room to another, we have to reconstruct the walls that separate the rooms from the hallway and make them fire-rated walls. This is not cheap! Neither are the solid doors mounted to the metal doorframes that we'll use to replace the house's hollow doors and wooden frames. For durability we'll need to upgrade all the door hardware. Installing a new card access system will bring us into compliance with institutional policies pertaining to safety and security.

We know the budget for this renovation is limited. Before the money runs out, we need to look at the mechanical systems. By code, our lab, classroom, of-

fice, and restroom spaces require controlled outside ventilation that your house doesn't have. The small air conditioning unit and gas furnace will have to go. With the big increase in filtered airflow, it wouldn't keep up after the first five minutes. Our house will need dependable and code-compliant mechanical systems. For redundancy and efficiency, we'll connect to chilled water and steam from our central utilities plant.

Finally, we move to the kitchen. To convert it to a lab, we'll take out the $800 kitchen stove and hood, and replace it with a $35,000 variable-flow fume hood. Fortunately, we won't need a strobic air fan for that hood; you don't even want to think about that cost. Those kitchen cabinets will come out to allow for the built-in lab casework. The refrigerator will have to go, too. In its place will be a $15,000 environmental chamber.

We'll open up the walls when we install the lab gases, electrical conduits, and corrosion-resistant plumbing. While we are inside the walls, let's replace the wooden studs with more durable metal studs that resist fire and termite damage. To complete this "kitchen remodeling," we'll replace the vinyl flooring with a $10,000 epoxy floor, and the Formica counters with epoxy resin.

We're going to need to remove the ceilings in order to increase the number of floor joists necessary to handle the increased weight of office, lab, and classroom furnishings and equipment. While the ceiling is open, we'll install the circulating hot water system designed to serve the lab and restroom, and we'll upsize the mechanical ductwork to meet the new airflow requirements. Speaking of airflow, that "whooshing" sound will be distracting in the classroom so we will need to put in sound-attenuation devices.

To meet institutional standards, the wooden windows will need to be replaced with metal, commercial-grade windows that have energy-efficient glazing. Similarly, the roof shingles will need to be replaced with slate, due to concerns about lifecycle maintenance and architectural consistency. While we're on the roof, let's screen the unsightly mechanical systems. Oh yeah, we can't forget to do something about the pigeons.

Let's look at the outside again, just for a minute. Only the front façade was bricked when your house was originally constructed, so we'll need to install bricks on the other three sides. After all, your house is now on campus and our university is trying to project a certain sense of place.

At this point, we have more scope than budget. Money is running out, and there are more things we need to do to bring your house into compliance with our institutional standards.

What happened here? In trying to comply with the more stringent codes, reduce future operating costs, address aesthetic requirements, and meet programmatic needs, we exceeded the funds available for this renovation. For the money this renovation will cost, you really could build a nice house. But, not on our campus!

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General Fund Capital Outlay Plan for 2026-2032

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

February 20, 2025

Background:

The university prepares an updated Six-Year Capital Outlay Plan (Plan) every two years as part of its normal financial planning processes. The Plan is a critical component of positioning the university for state support of Educational and General capital projects and for advancing high priority projects that may be funded partially with nongeneral fund resources.

The state requires each institution's Board of Visitors to approve the Plan prior to submitting requests through the state capital budget process. Virginia Tech's delegated authority as a Tier III institution under the Higher Education Restructuring Act further requires the university, with Board of Visitor approval, to develop and maintain a capital plan that defines its capital needs.

The university sets a six-year planning period, identifying two lists of projects: i) a list of General Fund projects for submission in the state budget process and ii) a list of projects the university anticipates funding entirely through nongeneral funds. The plan for projects funded entirely with nongeneral fund resources is still under development and will be presented to the Board of Visitors at a later date.

The Plan is updated biennially to coincide with the state's capital budget process. Typically, the state releases instructions for capital budget submissions in the summer of odd-numbered years. Based on that timetable, the university should be prepared to submit a plan to the state in June of 2025. At this time, the state has not yet provided instructions or specific guidance for the development of those requests.

The prioritized rankings of General Fund projects for both the University Division and the Cooperative Extension/Agricultural Experiment Station (CE/AES) are shown in Attachment A and a brief description of each project is shown in Appendix 1.

Approval of the Plan by the Board of Visitors does not approve funding or action for any of the projects listed in the Plan. The Board of Visitors must approve separately requests to initiate design and construction for a project listed on the Plan. To the extent the university determines that issuing debt is necessary to support the cash flow requirements of a capital project, the Board of Visitors must also approve the debt issuance.

Process to Identify and Select Projects for the Plan:

In preparation for the 2026-2032 Plan update, the university engaged with its deans and vice presidents to identify a comprehensive list of space and facility needs for the planning period and to select the highest priority items for funding.

The process identified 148 needs, which included nine duplicate requests, and are shown in Appendix 2 by senior management area with their priority ranking. The 139 unique needs were then filtered and grouped into the six subsets listed below. A description of the filtering process for the subsets is shown in Appendix 3.

Subsets:

1. Projects that do not meet the capital project threshold (i.e., expenditures of at least $3 million and/or at least 5,000 square feet) that may be addressed as operating projects (20 items);
2. Projects logistically beyond the six-year planning period that will be held until their precursors are underway (13 items);
3. Projects that must be referred for further planning to better define the program and/or funding plan (61 items);
4. Agency 208 projects that are "actionable," meaning they can be executed in the six-year time horizon and have funding plans sufficient to meet the anticipated needs of the project, (38 items); and
5. Agency 229 projects that are actionable (5 items).
6. VT Foundation projects that are actionable (2 items).

The lists of 45 actionable projects for Agency 208, Agency 229 and VT Foundation are then grouped by those that meet state qualifications for General Fund support and those that must be funded entirely with nongeneral funds or for which the university has developed an entirely nongeneral fund plan.

Strategic Priorities for the Planning Period:

The university established four strategic priorities to guide the needs identification for the planning period. The priorities include:

- Global Distinction
- Facility Asset Management and Renewal,
- Student Experience and Success, and
- Alignment with state capital funding priorities.

Planning Constraints:

Estimated financial resources for any planning period are finite and constrain the size of a plan and the likely pace of progress to implement projects on the plan. The five key financial constraints for the planning period are described below:

1. General Fund for Agency 208:

   The level of the state capital funding program ebbs and flows over time, with large bond programs over the past five years that advanced multiple projects at Virginia Tech. The availability of state funding depends on the priorities of the Governor and General Assembly, the Commonwealth's financial position, and the backlog of capital projects previously funded. Based on internal analyses of the state's historical investments in capital outlay, Virginia Tech could expect to position for approximately $350 million of capital appropriations during the six-year planning period.

2. General Fund for Agency 229:

   The state funding program for agency 229 is expected to generally follow the same pattern as agency 208 but at a smaller scale with an optimistic positioning for approximately $75 million during the planning period.

3. Nongeneral Fund Cash for Projects:

   Educational and General operating dollars, including General Fund appropriations and tuition, are not used to support capital outlays.

   Nongeneral fund revenues for capital outlays include auxiliary enterprise rates for residential and dining, auxiliary enterprise sales and services, comprehensive fees, overhead generated from indirect cost recoveries from grants and contracts, and private gifts.

   In general, the scale of these revenue sources is efficient relative to the costs they are designated to support; thus, the university does not generally accumulate large cash reserves that may be used to support capital projects.

   The cash that does accumulate is normally the result of cash flows that are positioned to service debt. To the extent these stores are available, the university uses them as a source in a capital project budget to reduce the amount of debt that would otherwise be required.

   The exception is private gifts designated for capital outlays. The university strives for private gift payments to be structured over a five-year payment schedule which is a very close alignment to the cash outflows of a capital project; thus, any amount of debt required to carry pledge payments should be minimal.

4. Nongeneral Fund Revenues for Debt Service:

   The nongeneral fund sources described in item 3 above may also be used to support debt service.

   The use of the university's debt capacity for a project is first determined by the strength of revenues to support debt service obligations. The university's budget and planning processes include extensive due diligence and business planning work to ensure a high

level of confidence that future revenues with be available and sufficient to service and retire any planned debt issuances, including long term leases.

Conversely, without the assurance that a revenue source will be available and sufficient for the entire repayment term of an issuance, debt is not allocated to a project.

5. Debt Financing:

Projects with nongeneral fund support, including portions of some gift campaigns, may use external debt to finance a portion of the project. Each potential debt financing undergoes an internal financial feasibility assessment to ensure resources are sufficient to cover the full debt service term without unnecessary financial risk to the unit's operations.

The positioning of debt is further analyzed to ensure the university does not exceed the parameters of the university debt policy or debt management practices, which sets a maximum limit of a six percent ratio of total annual debt service to total operating expenses. This evaluation is projected six-years out and includes anticipated issuances for projects in the Plan.

The Board of Visitors reviews and approves an annual report of debt capacity and debt ratio and authorizes individual debt packages prior to an issuance. These practices provide an important set of controls to ensure the institution's debt obligations do not become a point of inflexibility in reaching the operational goals of the institution, to ensure the university is holding sufficient debt capacity for its highest priorities, and to ensure compliance with restructuring requirements for credit ratings and debt ratios.

A projection of the timing and amount of expected debt issuances is shown in Appendix 4. The appendix shows the planned debt issuances would remain within the six percent debt ratio guideline established by the Board of Visitors and would provide approximately $319 million of unallocated capacity for unforeseen and/or unexpected opportunities that may arise during the planning period. Beyond the planning period, debt capacity returns with an estimated $492 million of unallocated capacity by FY32, which also climbs to $840 million of unallocated capacity by FY35.

General Fund Project List, Attachment A:

The highest priority projects requesting General Fund resources are listed under each division of Virginia Tech in their priority order, which reflects the strategic priorities of the university and state priorities as understood at this time. Notably, five of the ten projects under the university division are facilities that support programs in science, technology, engineering and biomedical sciences with the remaining projects targeted to ensuring appropriate facility renewal. The total dollar value of the list exceeds projected resources likely to be allocated to Virginia Tech during the planning period. By including a variety of high priority needs in the listing, the university ensures it has the flexibility to adapt to various state capital funding programs that may emerge over the upcoming 12 months.

The state requires that an institution's Board of Visitors review and approve projects prior to submission in the state budget process. Because the submission date to the state may occur before the June 2025 Board of Visitors meeting, the university is seeking the review and approval of the Plan at the March 2025 meeting of the Board of Visitors.

When guidance and instructions are received from the state, the university will prepare and submit its capital budget items based upon the projects included in Attachment A. If future instructions and/or guidance from the state necessitate a change in the rankings or arrangement of projects in the General Fund listing, a final list with adjustments as submitted to the state will be brought to the Board of Visitors for review and ratification at a subsequent meeting.

Nongeneral Fund Project List, Attachment B

The plan for projects funded entirely with nongeneral fund resources is still in development and will be presented to the Board of Visitors at a later date.

Project Costs:

The university uses two parametric-based cost estimating methods for each project which are then compared and reconciled to inform the cost amounts used in the Plan.

The first method is the Commonwealth's July 2024 Department of General Services (DGS) Construction Cost Database plus a 1.3 regional market premium factor with a 1.13 escalation rate to reach a July 2028 midpoint of construction. [Note: escalation rates for this planning period are aligned with historical norms of approximately 1.12 to 1.14.]

The second method is based on historical data reflecting actual project costs for similar projects escalated to a date that matches the "as of date" of the DGS cost database and then escalated to the same July 2028 midpoint of construction.

These cost estimates provide a reasonable order of magnitude for planning purposes. Actual project budgets and costs may stray from the amounts used in the plan when escalation runs at a pace significantly different from the rates used in these estimates and/or the approved project scope is modified when design is authorized to proceed.

Summary:

The university's updated General Fund Plan for the 2026-2032 period, as shown in Attachment A, provides a compliment of projects to advance the goals of i) garnering Global Distinction, ii) addressing facility asset management and renewal to ensure the continuity of ongoing programs and services, iii) strengthening the student experience and success, and iv) alignment with state capital funding priorities.

The Plan positions the university to compete for future state capital funding programs and is based on sound financial planning.

Because the university maintains an active capital program with a portfolio that is continually loading new projects and discharging completed projects, the university updates its Six-Year Capital Plan every two years.

RECOMMENDATION:

That the General Fund Capital Outlay Plan for 2026-2032, which seeks state funding support, be approved and for the university to submit the items in Attachment A in the state's capital budget process in accordance with future instructions and guidance from the state.

March 25, 2025

ATTACHMENT A - General Fund

Six-Year Capital Outlay Plan for 2026-2032

as of February 18, 2025

			Dollars in Thousands Escalated to July 2028			
			General Fund	Nongeneral Fund	Debt	Total
University Division						
Academic Construction and Renovation						
1	Virginia Tech Carilion School of Medicine and Fralin Biomedical Research Institute Expansion	(1)	$ 138,300	$ -	$ 26,200	$ 164,500
2	Chemistry/Physics Facilities Renovation and Expansion (Hahn)		101,000	-	35,000	136,000
3	Renovate and Renew Academic Buildings Phase II (RRAB II)					
	Robeson Hall		30,525	6,475	-	37,000
	Price Hall		34,200	3,800	-	38,000
	Architecture Annex		8,000	-	-	8,000
	RRAB II Subtotal		72,725	10,275	-	83,000
4	Derring Hall Renovation		115,625	-	9,375	125,000
5	Newman Library Renovation		82,000	-	-	82,000
6	Burruss Hall Renovation		140,000	-	-	140,000
7	Classroom Renovations		25,000	-	-	25,000
Infrastructure and Safety						
1	Derring Hall Envelope Repair	(1)	23,000	-	-	23,000
2	Utilities Infrastructure Renewal Phase I		48,000		12,000	60,000
3	Life, Health, Safety, Code Compliance Package		8,000	-	-	8,000
	Total University Division Projects		$ 753,650	$ 10,275	$ 82,575	$ 846,500
Cooperative Extension / Agriculture Experiment Station Division (CE/AES)						
1	Agricultural Research and Extension Centers Improvements	(2)	$ 64,000	$ -	$ -	$ 64,000
2	Relocate Plant-Based Facilities from Glade Road		14,000	-	-	14,000
3	Plant and Zoonotic Disease Research Facility (HABB-II)		83,000	-	-	83,000
4	Renew Animal and Livestock Facilities		31,000	-	-	31,000
5	Brooks Center: Sustainable Packaging Laboratory Addition		13,000	-	-	13,000
	Total CE/AES Division Projects		$ 205,000	$ -	$ -	$ 205,000
Total General Fund Capital Plan for 2026-2032			**$ 958,650**	**$ 10,275**	**$ 82,575**	**$ 1,051,500**

Notes:

(1) Project has State Planning Authorization

(2) AREC Improvements include the Eastern Shore AREC (with current State Planning Authorization), Southern Piedmont AREC and Tidewater AREC

APPENDIX 1

Project Descriptions for the 2026-2032 Capital Outlay Plan

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

February 19, 2025

General Fund Projects – Listed in Attachment A:

University Division: Academic Construction and Renovation

1. Virginia Tech-Carilion School of Medicine and Fralin Biomedical Research Institute Expansion

This project envisions 125,000 gross square feet (GSF) of new construction including parking, to double the enrollment of the School of Medicine, and a backfill renovation of 51,000 GSF of the vacated space to expand the Fralin Biomedical Research Institute.

2. Chemistry/Physics Facilities Renovation and Expansion (Hahn Hall South)

Hahn Hall was constructed in 1988 with an addition in 2002, and no major renovations since construction was completed. The proposed project includes renovating the entire 71,100 GSF existing building for modern research laboratory and classroom space for the chemistry program and expanding with an addition to provide needed space for instructional classrooms, laboratory space, and support space for the physics program.

3. Renovate and Renew Academic Buildings Phase II (RRAB II)

The Renovate and Renew Academic Buildings Phase II project is a package of three academic buildings with renovation needs, which includes:

- Robeson Hall: Originally constructed in 1960, the proposed project includes a 66,200 GSF renovation for academic classroom, laboratory and support spaces for the College of Science,
- Price Hall: Originally built in 1907, the project would entail a 56,000 GSF academic renovation for the College of Agriculture and Life Sciences, and
- Architecture Annex: Originally built in 1916, the project envisions a 15,800 GSF classroom and office renovation for the College of Architecture, Art, and Design.

4. Derring Hall Renovation

Derring Hall was constructed in 1969 with only one major improvement via renovation since the original construction was completed. This request is to renovate and modernize

approximately 168,000 GSF of high demand instructional space for the physical sciences programs.

5. Newman Library Renovation

Newman Library was constructed in 1955 with an addition in 1980, with no major renovations since construction was completed. This project envisions constructing a new high-density library storage facility off-campus to hold volumes that need to be retained followed by a renovation of Newman Library to address outdated and undersized restroom and plumbing facilities, electrical systems, HVAC systems, and egress points to meet student demand for modern academic collaboration and interactive learning formats. The proposed project totals 242,000 GSF and includes the storage needs.

6. Burruss Hall Renovation

The proposed project includes renovating 158,000 GSF of academic and administration space. Burruss Hall was built in 1936 with additions in 1968 and 1970, and a renovation in 2007 to convert a portion of the north elevation to academic use. This project replaces and updates the major building systems within the historic building.

7. Classroom Renovations

This project will renovate 65,000 GSF of outdated and underutilized general assignment classroom space to modernize instructional spaces to meet the existing space demand for interactive learning and uphold the quality of education.

University Division: Infrastructure and Safety

1. Derring Hall Envelope Repair

Derring Hall was built in 1969, is 208,000 GSF, has a Facility Condition Index score of 55 percent, and is the university's largest undergraduate science laboratory instruction building. This project will address the significant spalling, delamination, and cracking of the exterior concrete walls, columns, parapets, and window sealants.

2. Utilities Infrastructure Renewal Phase I

The Utilities Infrastructure Renewal Phase I project has two main components. The first component includes a chiller water utility renewal, increasing capacity for existing facilities, and connecting the chilled water plants to the central chilled water loop. The second component is thermal distribution utility renewal, replacing a large portion of the centralized thermal heating distribution system network, a fifty-year old system serving 70 percent of the main Virginia Tech campus.

3. Life, Health, Safety, Code Compliance Package

The university's health, safety, and accessibility initiative for the campus is an ongoing effort, and the university includes a request for this program in each capital plan. This

project continues progress on needed campus improvements including accessibility improvements and life safety repairs that are beyond the scope of the Maintenance Reserve program.

Cooperative Extension / Agricultural Experiment Station Division

1. Agricultural Research and Extension Centers Improvements

This project will address the top priority infrastructure and renovation needs for three Agricultural Research and Extension Center sites: Eastern Shore (39,000 GSF), Tidewater (39,800 GSF), and Southern Piedmont (26,600 GSF). This project will make improvements for the research and extension programmatic needs at these locations via a combination of renovation and expansion.

2. Relocate Plant-Based Facilities from Glade Road

This project relocates plant and agricultural-based assets from the Glade Road area to more suitable permanent location near existing College of Agriculture and Life Sciences facilities on campus. The project includes the construction of multiple new buildings of approximately 34,000 GSF and the demolition of outdated assets.

3. Plant and Zoonotic Disease Research Facility (HABB-II)

This project is to provide a 94,000 GSF modern research laboratory space that will focus on infectious disease research and will include the laboratories, laboratory support spaces, faculty offices, and graduate student research space.

4. Renew Animal and Livestock Facilities

This project includes replacing approximately 100,000 GSF of outdated facilities primarily serving beef cattle, equine, sheep, and poultry. The replacement facilities consolidate functions and operational efficiencies.

5. Brooks Center: Sustainable Packaging Laboratory Addition

This project includes construction of a 17,000 GSF addition laboratory to the Brooks Forest Products Center, including fiber-based packaging materials and distribution packaging laboratories, offices and a loading dock. The laboratory will be equipped with cutting-edge technology to test and validate the performance of innovative sustainable packaging materials, accelerating their adoption to tackle pressing industry challenges.

APPENDIX 2

Project Needs

Proposals from Deans and Vice Presidents

2026-2032 Six-Year Capital Outlay Plan Update

December 9, 2024

The project proposals are listed by Academic, Support areas and Staff Initiated categories, containing the priority order of the specific Senior Management Area.

Academic

AP Arts

1	Music and Arts Building
2	Renovations: Armory, Media Annex, and Architecture Annex facilities
3	Special Collections and Cultural Center
4	College of Architecture, Arts and Design Building
5	Marching Virginian's Expansion

Architecture, Art and Design

1	New Music and Performing Arts Building
2	College of Architecture, Arts, and Design Building
3	Renovate Architecture Annex
4	Marching Virginians Facility Expansion
5	Renovate Armory
6	Road and Pedestrian Network out to Plantation Road
1-NC	Plantation Road Research and Scholarship Buildings
2-NC	Renovate Squires Performance Spaces

College of Agriculture and Life Sciences

1	Hutcheson and Smyth Hall Renovations
2	Saunders and Seitz Hall Renovation
3	Litton-Reaves Vivarium Refurbishment
229 - 1	System-wide AREC Improvements
229 - 2	Plant and Zoonotic Disease Research Facility - HABB II
229 - 3	Glade Road Research Center Replacement
229 - 4	Renew Animal Production and Livestock Facilities II
229 - 5	System-wide AREC Improvements

College of Engineering

1	Replace Randolph / Mitchell
2	Electrical and Computer Engineering Expansion Building

3 Transdisciplinary Biomedical Research Building
4 Patton Hall Renovation
5 Large Projects Building
6 Expand student-team project space for Engineering
7 Water Laboratory Facility
8 Relocate Turbo Lab and APPL
9 Blacksburg Component to Hitt Research Building in Falls Church
10 Norris Hall Renovation
11 Shared Support Research Facilities (i.e., Renovate Robeson Hall)

College of Liberal Arts and Human Sciences

1 Life Span and Family Services Research Center
2 School of Education Facility
3 Renovate Lane Hall (ADA Compliance)
4 Renovate Wallace Hall
5 Consolidate off-campus leases for TTAC and School of Education

College of Natural Resources and Environment

1 Cheatham Hall Renovation and Expansion
2 Paver Patio outside of Cheatham Hall
229 - 1 Brooks Center Renovation and Expansion

College of Science

1 Hahn Hall South Renovation and Expansion
2 Robeson Hall Renovation
3 Derring Hall Renovation
4 Instruction Swing Space for Robeson, Hahn, Derring renovations

College of Veterinary Medicine

1 Veterinary Teaching Hospital Expansion
2 Additional instructional space for Public Health Program
3 Space to grow One Health Research Program

Graduate School

1 Blacksburg: Graduate & professional student and family housing
NCR: Graduate & professional student and family housing
Roanoke: Graduate & professional student and family housing
2 Affordable childcare space on or adjacent to campus
NCR: Large Auditorium / Multipurpose Spaces

Health Sciences and Technology

1 VTC-School of Medicine and Fralin Biomedical Research Institute Expansion
2 Purchase of CNH CNRIC Phase one building
3 Upfit/Complete Phase II of Children's National Partnership
4 FBRI Cancer Research Facility
5 Expand the HS&T Campus: New program - Climate Health Sciences
6 Expand the HS&T Campus: New program - Pharmaceutical Sciences

Honors College

1 New Honors College Building / Expansion

Innovation Campus

1 Upfit ICAB I Floors 6 and 7
2 Innovation Campus: Innovation Building Lease
3 Regional central administrative services hub
4 VTRC-A Reconfiguration to advance NSI thematic alignment
5 Innovation Campus Academic Building II
6 Innovation Campus Academic Building III

Libraries

1 Library Storage Facility Expansion
2 Newman Library Renovation

Pamplin College of Business

1 New Business Building
2 Expand Scope and Grow within the Innovation Campus

Provost

1 General Assignment Classroom Renovations
2 Support of SLV, Vivarium, Nanofabrication, SOPA
3 Space for Transdisciplinary Engagement
4 Pamplin Hall Backfill Renovation

School of Medicine

1 VTC-School of Medicine and Fralin Biomedical Research Institute Expansion

Support

Advancement

1 Advocate for University Priorities

Athletics

1 Beamer Lawson Indoor Practice Facility Heating
2 Lane Stadium and Cassell Coliseum Scoreboards
3 Cassell Coliseum Renovation and Enhancements
4 Driving Range and other golf practice holes
5 Tennis Center Improvements
6 Softball Park Improvements
7 Soccer/Lacrosse Improvements

Auxiliary and Business Services

1 Parking Garage
2 Mail Services Facility

3 Inn at VT Renovations
4 VTSI Integration (Bookstore Renovation)
5 Support of ADA/Accessibility Projects

Diversity, Inclusion and Strategic Affairs

1 Cultural Community Focus Centers

Equity and Inclusion

1 Infinite Loop + Green Links
2 Auditorium Accessibility Renovation Package
3 Campus Infrastructure Accessibility Projects*
Auxiliary Accessibility Projects*
E&G Accessibility Projects*

Facilities

1 Fire and Life Safety Systems
2 Accessibility Improvements (with CAWG)
3 Burruss Hall Renovation (Phase I)
4 Burruss Hall Renovation (Phase II)
5 Sterrett Center Feasibility Study
6 North Chiller Plant Renewal
7 Thermal Infrastructure Distribution Renewal (Phase I)
8 Chilled Water Plant Renewal (Phase III)
9 Electric Bulk Feeder Renewal (West Campus Load)
10 New Thermal Utility Plant
11 Critical Utilities Renewal and Existing Plant Upgrades
12 Heritage Protection and Preservation feasibility study package
13 Solitude Preservation and Renewal

Finance

1 IT ERP Project

Foundation

1 U-Mall / Glade Rd Redevelopment
2 CRC Expansion

Information Technology

1 SLV Living Learning District Core Extension for IT
2 Owens Cabling Center Relocation for IT
3 Statewide Networking at each campus for IT
4 Blacksburg Campus Infrastructure Expansion for IT

Outreach and International Affairs

1 Replacement Space for International Affairs Offices
2 Relocate VP-OIA Office back to campus
3 Consolidated Global Facility

Public Safety

1 Rescue Squad Building
2 Security Cameras
3 Campus Buildings - Perimeter Access Control
4 Materials Management Facility Expansion
5 Police Training Facility
6 Landfill Closure Compliance
7 Message Board (VT Alerts) Replacement
8 Support of ADA/Accessibility Projects

Research and Innovation

1 Expand Vivarium Spaces
2 Comprehensive Nanofabrication Facility
3 Expansion of National Security Facilities
4 Wet Lab Expansion Building
5 ICTAS MAAP Drone Facility

Student Affairs

1 Food Processing Center and Warehouse
2 Student Life Village Phase 1
3 Student Life Village - Phase 2
4 Renovate Pritchard Hall
5 Student Life Village - Phase 3
6 Renovate Hoge Hall
7 Drillfield Residence Hall Renovations (Campbell and Eggleston)

Staff Initiated

Staff

Campus Mobility
Collapsing the temporary recreation facility, e.g., 'Big White Tent'
Lane Hall Renovation
Price Hall Renovation
Property Acquisitions
Renovate G. Burke Johnston Student Center
Renovate Media Building
Transdisciplinary Research Warehouse
Derring Hall Envelope
Renovate and Renew Academic Buildings Phase II
Campus Services: Mail, Surplus, and Storage
Renovate Henderson Hall

* Note: Multiple Accessibility Projects identified under these broader categories

APPENDIX 3

Capital Needs Filtering Process
2026-2032 Capital Outlay Plan Update
February 19, 2025

A critical task of the Six-Year Plan update cycle is categorizing the collected capital needs and organizing them based on predetermined qualifiers. The 139 unique capital needs are classified into one of five subcategories based on the definitions below.

1. **Non-capital items:** This category is for facility and space needs with a scope less than $3 million and/or 5,000 gross square feet. The solution may be implemented through normal operating processes with university departments such as Procurement, Facility Operations, or Real Estate Management. This category contains 20 projects.

2. **Projects Logistically Beyond Six Years:** This category is for capital needs that require prerequisite projects to be completed before advancing or for needs that are too far down the senior management area's priority list to be considered actionable during the Six-Year capital planning period. This category contains 13 projects.

3. **Projects Referred for Further Internal Planning:** This category is composed of capital needs that have not satisfied the nine qualifiers established to determine if a project can be considered actionable as a capital outlay activity. This category holds 61 projects. The qualifiers for this category include the following:

    i. Program space chart completed in assignable square feet and gross square feet;
    ii. Space solution identified: renovation, demolition and replacement, or new space;
    iii. Location and site identified;
    iv. Acquisition method identified: lease, purchase, PPEA, CM@Risk, Design-Build, Hard Bid;
    v. Parametric cost estimate calculated for rough order of magnitude;
    vi. Operating pro forma completed for auxiliary enterprise and research projects;
    vii. Funding plan for the entire project costs;
    viii. If external debt is part of the funding plan, sources committed for the entire debt service period; and
    ix. Private fund component approved by central Office of Advancement.

4. **Agency 208 Projects Actionable Within Six Years:** This category is for Agency 208 capital needs that have satisfied the preceding qualifiers to be considered actionable during the planning period. This category contains 38 projects.

5. **Agency 229 Projects Actionable Within Six Years:** This category is for Agency 229 capital needs that have satisfied the preceding qualifiers to be considered actionable during the planning period. This category contains 5 projects.

6. **Virginia Tech Foundation Actionable Within Six Years**: This category is for VT Foundation needs that are considered actionable during the planning period. This category contains 2 projects.

Illustration of Debt Allocations Within a Six Percent Ratio
FINANCE AND RESOURCE MANAGEMENT COMMITTEE
As of October 22, 2024
(Dollars in Thousands)

	Planning Projections						Trailing Period					
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Authorized Projects												
Debt Issuances												
Building Envelope Repairs		$15,250	$15,250									$30,500
BOV Approved Leases												
Children's National Lease Expansion, Phase II (Lease)						$11,300						11,300
Children's National Lease Expansion, Phase II (Upfits)						8,700						8,700
	-	15,250	15,250	-	-	20,000	-	-	-	-	-	50,500
Placeholder Allocations for Six-Year Capital Outlay Plan												
Debt Issuances												
Pamplin College of Business		$52,700										52,700
SLV Phase I - Utilities and Infrastructure		50,000										50,000
Rescue Squad			$11,500									11,500
SLV Phase I - Recreation			10,000									10,000
SLV Phase I - Dining			40,000									40,000
SLV Phase I - Residential			115,000	$115,000								230,000
Veterinary Teaching Hospital Expansion				20,000								20,000
Parking Structure at Blacksburg Campus				26,300								26,300
VTC-School of Medicine & FBRI Expansion				30,000								30,000
Hahn Hall South Renovation and Expansion					$40,900							40,900
G. Burke Johnston Renovation						$5,000						5,000
BOV Approved Leases												
Food Processing Center and Warehouse		15,000										15,000
Expand Vivarium Spaces		45,000										45,000
Replace Kmart Lease					11,000							11,000
	-	162,700	176,500	191,300	51,900	5,000	-	-	-	-	-	587,400
Total Authorized and Placeholder Issuances	$ -	$177,950	$191,750	$191,300	$51,900	$ 25,000	$ -	$ -	$ -	$ -	$ -	$637,900
Net Debt Capacity (20-Year Present Value)	$417,490	$366,528	$335,667	$293,324	$256,570	$319,404	$385,388	$491,947	$643,798	$745,914	$839,727	

Acceptance of the Quarterly Capital Project Status Report

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

The Committee will review for acceptance of the quarterly capital project status report. The current active portfolio of projects includes 15 authorized projects -- active and complete (within a 1-year warranty phase), has a total value of approximately $1.3 billion, adds approximately 1.1 million gross square feet of new construction, and renovates nearly 294,000 gross square feet of existing space.

The Committee is responsible for the maintenance and development of the physical plant and infrastructure, land use and planning, and review and development of capital outlay requests. Review of the capital project status report occurs at each Board of Visitors session to ensure transparency of the Capital Construction program.



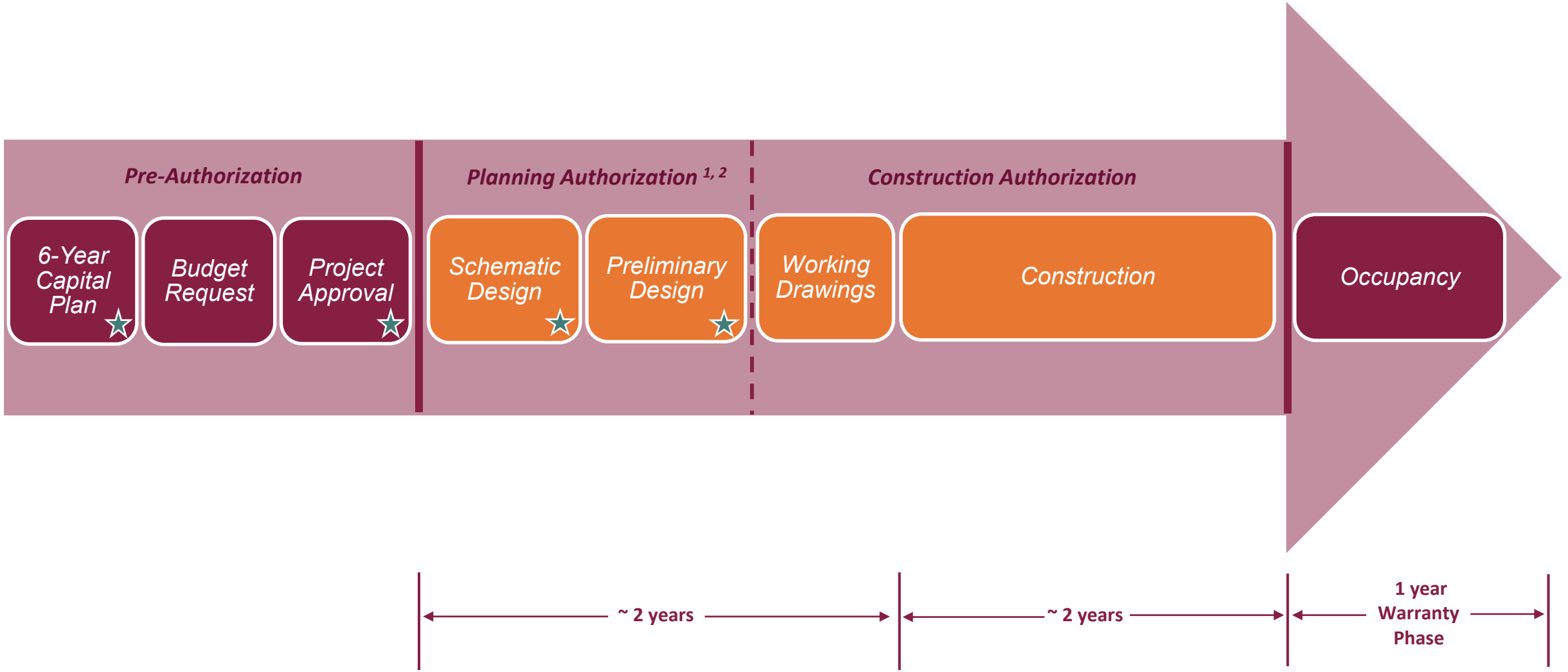
CAPITAL PROJECT STATUS REPORT

PREPARED FOR THE BUILDINGS AND GROUNDS COMMITTEE OF THE BOARD OF VISITORS

August 19, 2025



OVERALL PROCESS



★ *Buildings and Grounds review & approval*

[1] *Planning Authorization covers full A/E design costs for Schematic Design, Preliminary Design, site investigation/analysis and project management.*

[2] *State (General Fund) process limits Planning Authorization to the end of Preliminary Design; VT (Non-General Fund) frequently includes Working Drawings in Planning Authorization.*

CAPITAL PROJECT PORTFOLIO

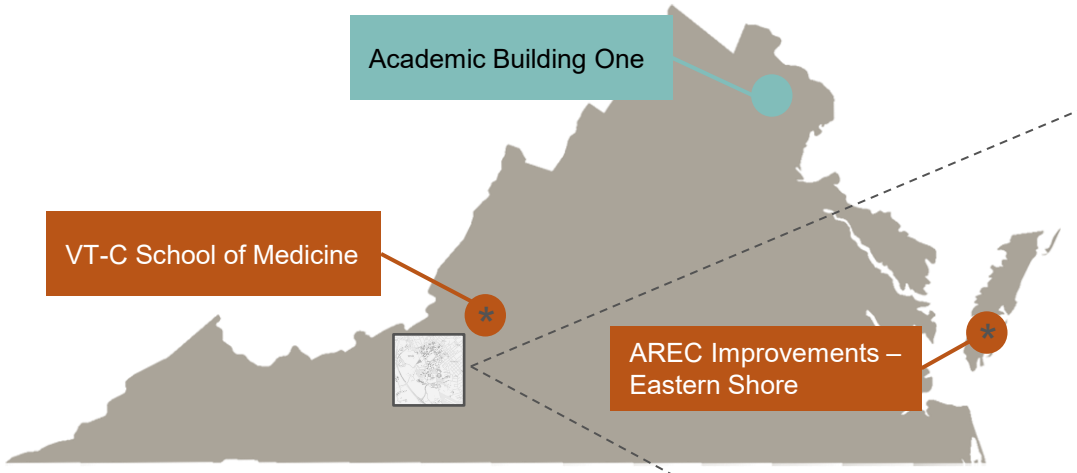
- 15 authorized projects – active and complete (w/in 1-year warranty phase)
- Total value of ~$1.3B
- Generates ~1.1M gross square feet (GSF) of new construction
- Renovates nearly 294K GSF of existing space





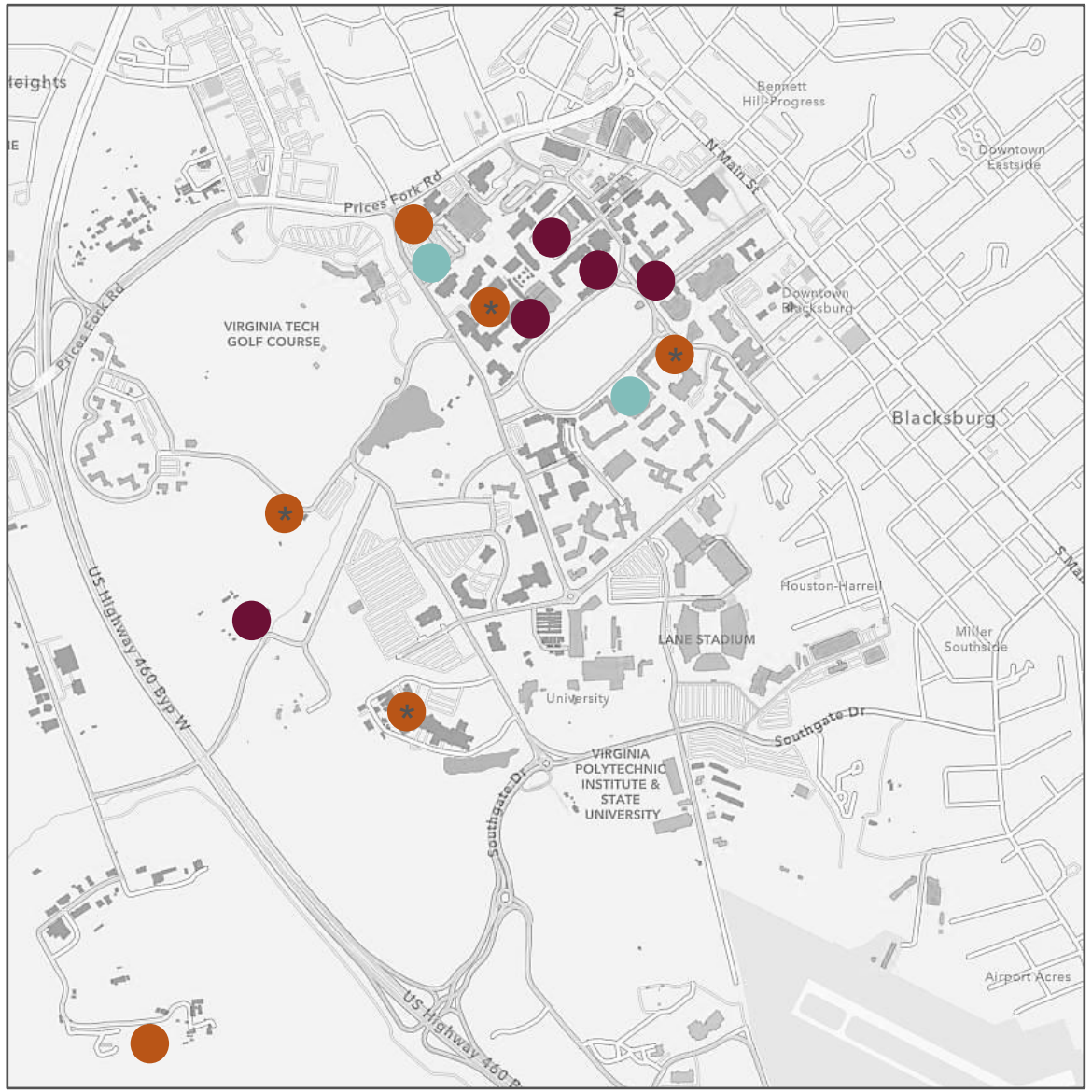


CAPITAL PROJECT PORTFOLIO



LEGEND

- In Design
- Under Construction
- Warranty/Complete
- * Planning Authorization Only

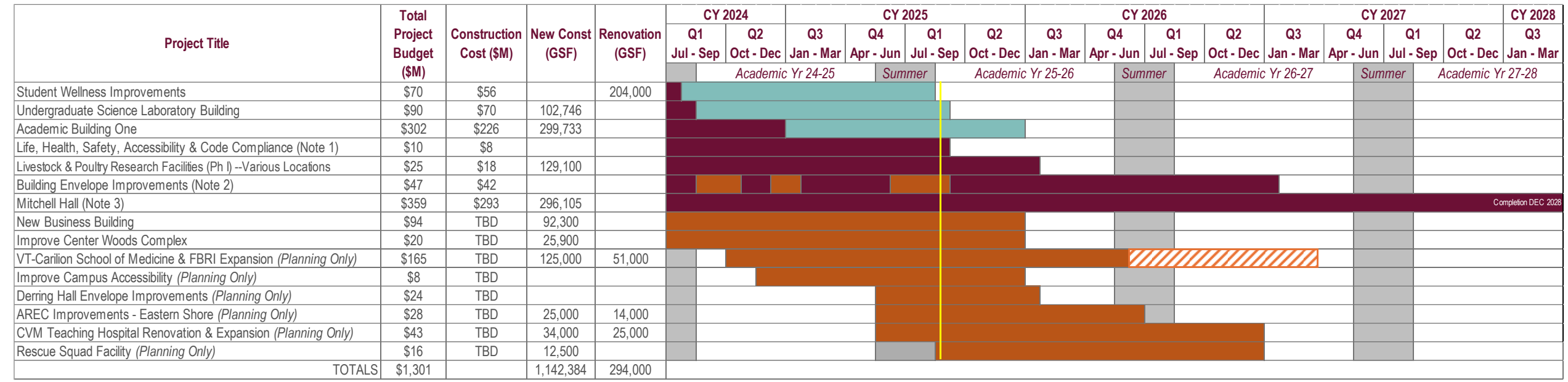


Blacksburg Campus

CAPITAL CONSTRUCTION EXECUTIVE SUMMARY (PROGRESSIVE)

Date Prepared: 30 JUL 2025

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)
Student Wellness Improvements	$70	$56		204,000
Undergraduate Science Laboratory Building	$90	$70	102,746	
Academic Building One	$302	$226	299,733	
Life, Health, Safety, Accessibility & Code Compliance (Note 1)	$10	$8		
Livestock & Poultry Research Facilities (Ph I) --Various Locations	$25	$18	129,100	
Building Envelope Improvements (Note 2)	$47	$42		
Mitchell Hall (Note 3)	$359	$293	296,105	
New Business Building	$94	TBD	92,300	
Improve Center Woods Complex	$20	TBD	25,900	
VT-Carilion School of Medicine & FBRI Expansion *(Planning Only)*	$165	TBD	125,000	51,000
Improve Campus Accessibility *(Planning Only)*	$8	TBD		
Derring Hall Envelope Improvements *(Planning Only)*	$24	TBD		
AREC Improvements - Eastern Shore *(Planning Only)*	$28	TBD	25,000	14,000
CVM Teaching Hospital Renovation & Expansion *(Planning Only)*	$43	TBD	34,000	25,000
Rescue Squad Facility *(Planning Only)*	$16	TBD	12,500	
TOTALS	$1,301		1,142,384	294,000



LEGEND	Design	Construction	Warranty	Construction Phase TBD

NOTE 1 Life, Health, Safety Acc. & Code Compliance includes three (3) phases: (1) Exterior Elevator Towers (complete) followed by Green Link Priorities 2 & 3 (construction underway)

NOTE 2 Building Envelope Improvements includes four (4) phases: (1) Lane Stadium (complete), (2) Torgersen (construction underway), followed by (3) Hahn, and (4) Inn at Virginia Tech which are currently unscheduled

NOTE 3 Multiple GMPs results in design/construction overlap (fast track)



IN DESIGN

PROJECTS IN DESIGN



New Business Building



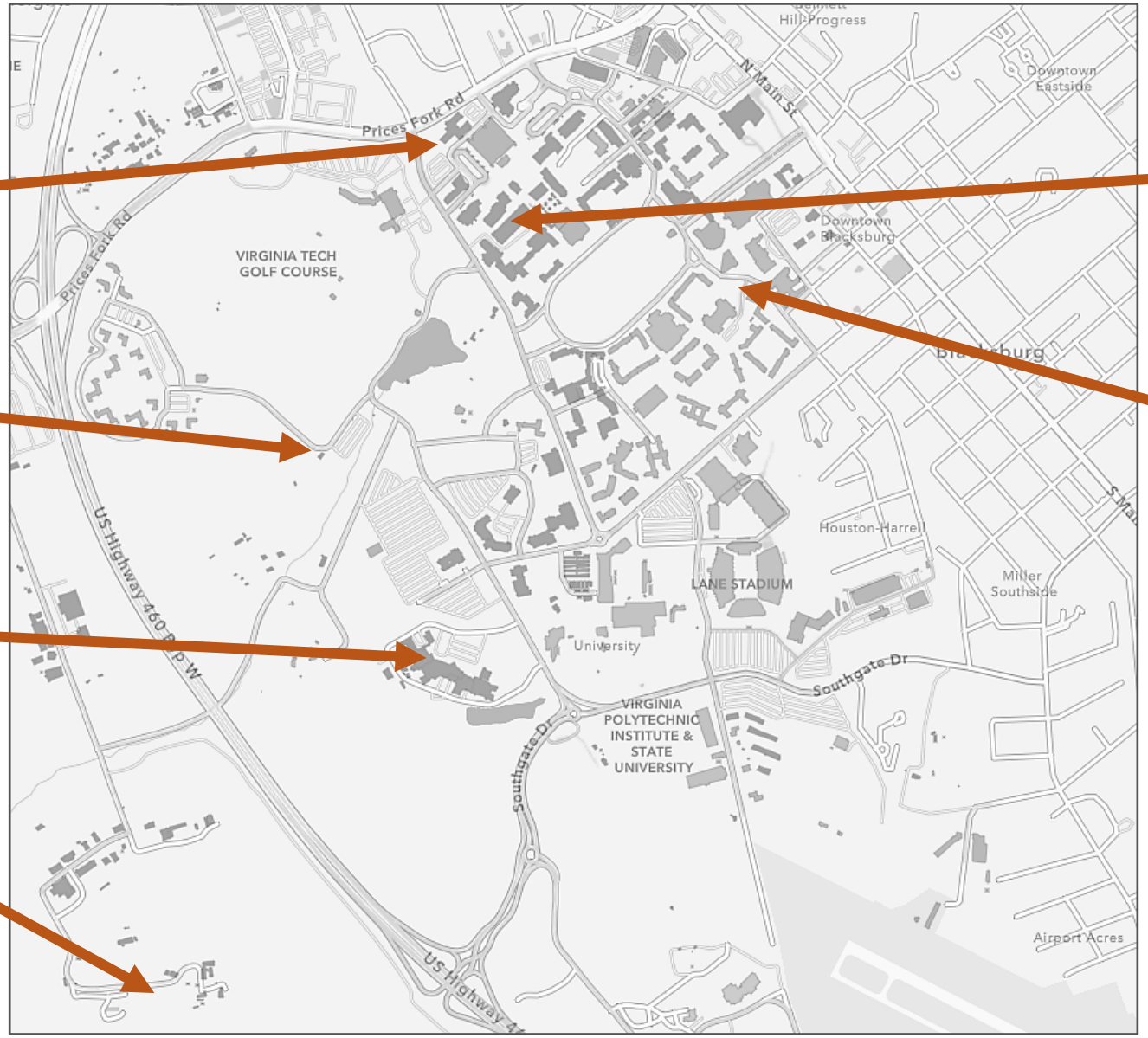
Rescue Squad Facility*



CVM Teaching Hospital Renovation & Expansion*



Improve Center Woods Complex



Derring Hall Envelope Improvements*



Improve Campus Accessibility*



Virginia Tech-Carilion School of Medicine Expansion* *(Roanoke, VA)*



AREC Improvements – Eastern Shore* *(Painter, VA)*



* Planning Authorization Only

NEW BUSINESS BUILDING

CM at Risk – BOV Authorized



Status

- Construction (GMP) procurement ongoing

Next Actions

- Execute construction (GMP) contract

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		Summer	Academic Yr 25-26			Summer	Academic Yr 26-27			Summer	Academic Yr 27-28		
New Business Building	$94	TBD	92,300																

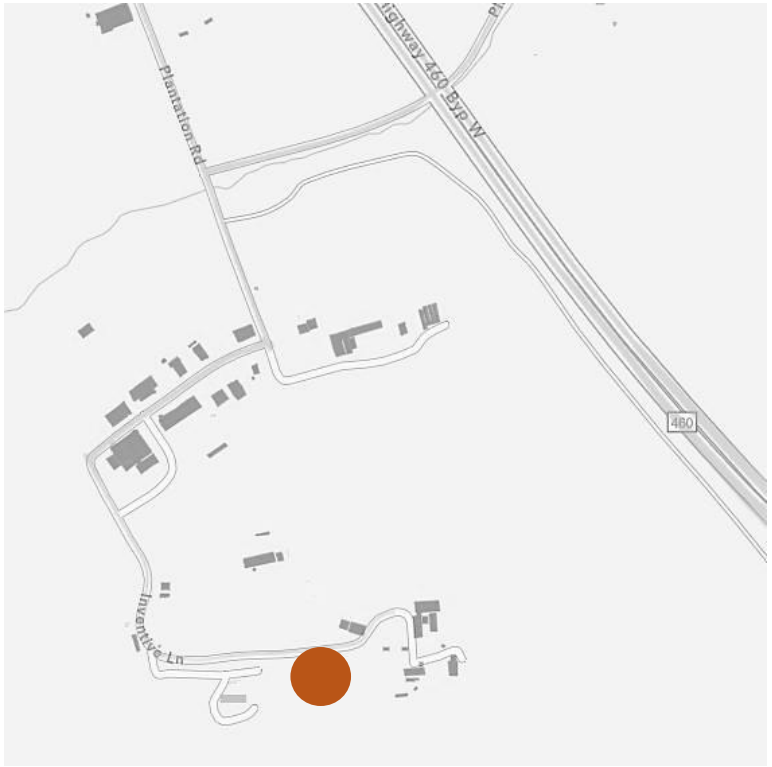
LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: Moseley

Builder: Kjellstrom & Lee

IMPROVE CENTER WOODS COMPLEX

Design-Bid-Build – State Authorized



Status

- Preliminary Design ongoing

Next Actions

- Continue design efforts

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		*Summer*	*Academic Yr 25-26*			*Summer*	*Academic Yr 26-27*			*Summer*	*Academic Yr 27-28*		
Improve Center Woods Complex	$20	TBD	25,900																

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: WPA

Builder: TBD

VT-C SCHOOL OF MEDICINE & FRALIN BIOMEDICAL RESEARCH INSTITUTE EXPANSION

CM at Risk – State Authorized



Status

- The requested Construction Authorization was vetoed by Governor Youngkin in May. The design will progress through the Preliminary Design phase and then pause.

Next Actions

- Complete Preliminary Design.
- Initiate Working Drawing phase following Construction Authorization.

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		*Summer*	*Academic Yr 25-26*			*Summer*	*Academic Yr 26-27*			*Summer*	*Academic Yr 27-28*		
VT-Carilion School of Medicine & FBRI Expansion *(Planning Only)*	$165	TBD	125,000	51,000															

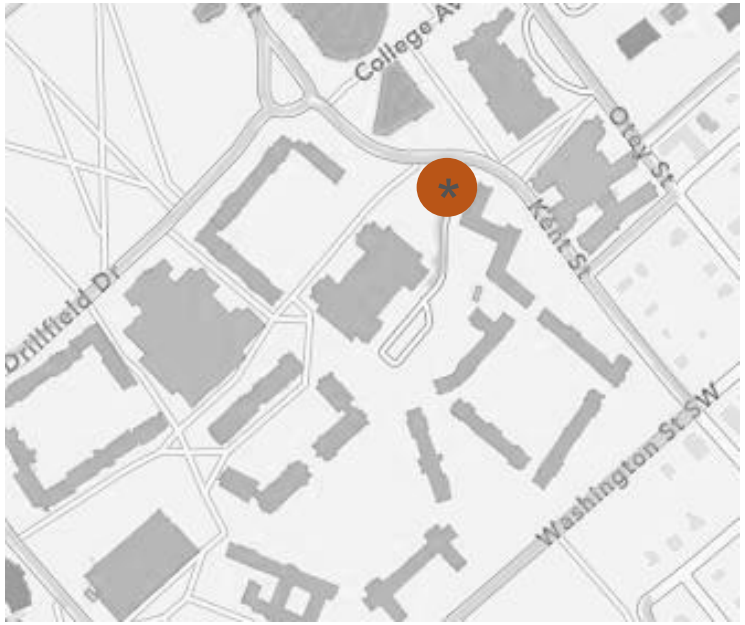
LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: VMDO/Ballinger

Builder: Whiting Turner

IMPROVE CAMPUS ACCESSIBILITY

Design-Bid-Build – State Authorized



* Planning Authorization Only

Status

- Design ongoing

Next Actions

- Continue design efforts

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		*Summer*	*Academic Yr 25-26*			*Summer*	*Academic Yr 26-27*			*Summer*	*Academic Yr 27-28*		
Improve Campus Accessibility *(Planning Only)*	$8	TBD																	

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: Hill Studio

Builder: TBD

DERRING HALL ENVELOPE IMPROVEMENTS

Design-Bid-Build – State Authorized



Status

- Schematic Design ongoing

Next Actions

- Continue design efforts

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25			*Summer*	*Academic Yr 25-26*			*Summer*	*Academic Yr 26-27*			*Summer*	*Academic Yr 27-28*	
Derring Hall Envelope Improvements *(Planning Only)*	$24	TBD																	

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: WDP

Builder: TBD

AREC IMPROVEMENTS – EASTERN SHORE

Design-Bid-Build – State Authorized



Status

- Schematic Design ongoing

Next Actions

- Continue design efforts

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		*Summer*	*Academic Yr 25-26*			*Summer*		*Academic Yr 26-27*		*Summer*		*Academic Yr 27-28*	
AREC Improvements - Eastern Shore *(Planning Only)*	$28	TBD	25,000	14,000															

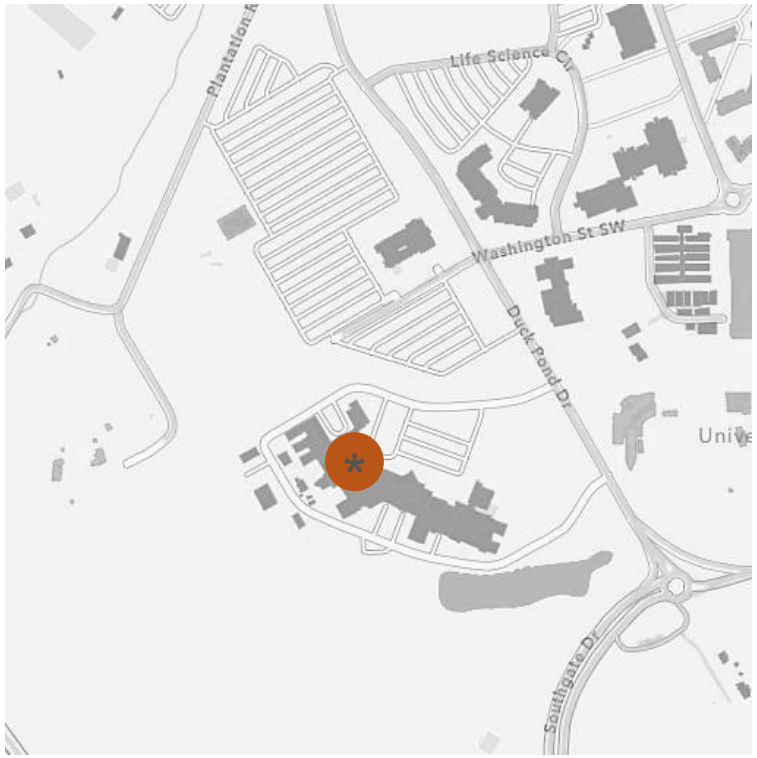
LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: VIA

Builder: TBD

CVM TEACHING HOSPITAL RENOVATION & EXPANSION

CM at Risk – State Authorized



* Planning Authorization Only

Status

- Schematic Design ongoing

Next Actions

- Continue design efforts

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		*Summer*	*Academic Yr 25-26*			*Summer*	*Academic Yr 26-27*			*Summer*	*Academic Yr 27-28*		
CVM Teaching Hospital Renovation & Expansion *(Planning Only)*	$43	TBD	34,000	25,000															

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: Page

Builder: TBD

RESCUE SQUAD FACILITY

Design-Bid-Build – State Authorized



* Planning Authorization Only

Status

- Schematic Design ongoing

Next Actions

- Continue design efforts

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		*Summer*		*Academic Yr 25-26*		*Summer*		*Academic Yr 26-27*		*Summer*		*Academic Yr 27-28*	
Rescue Squad Facility *(Planning Only)*	$16	TBD	12,500																

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: Little

Builder: TBD



UNDER CONSTRUCTION

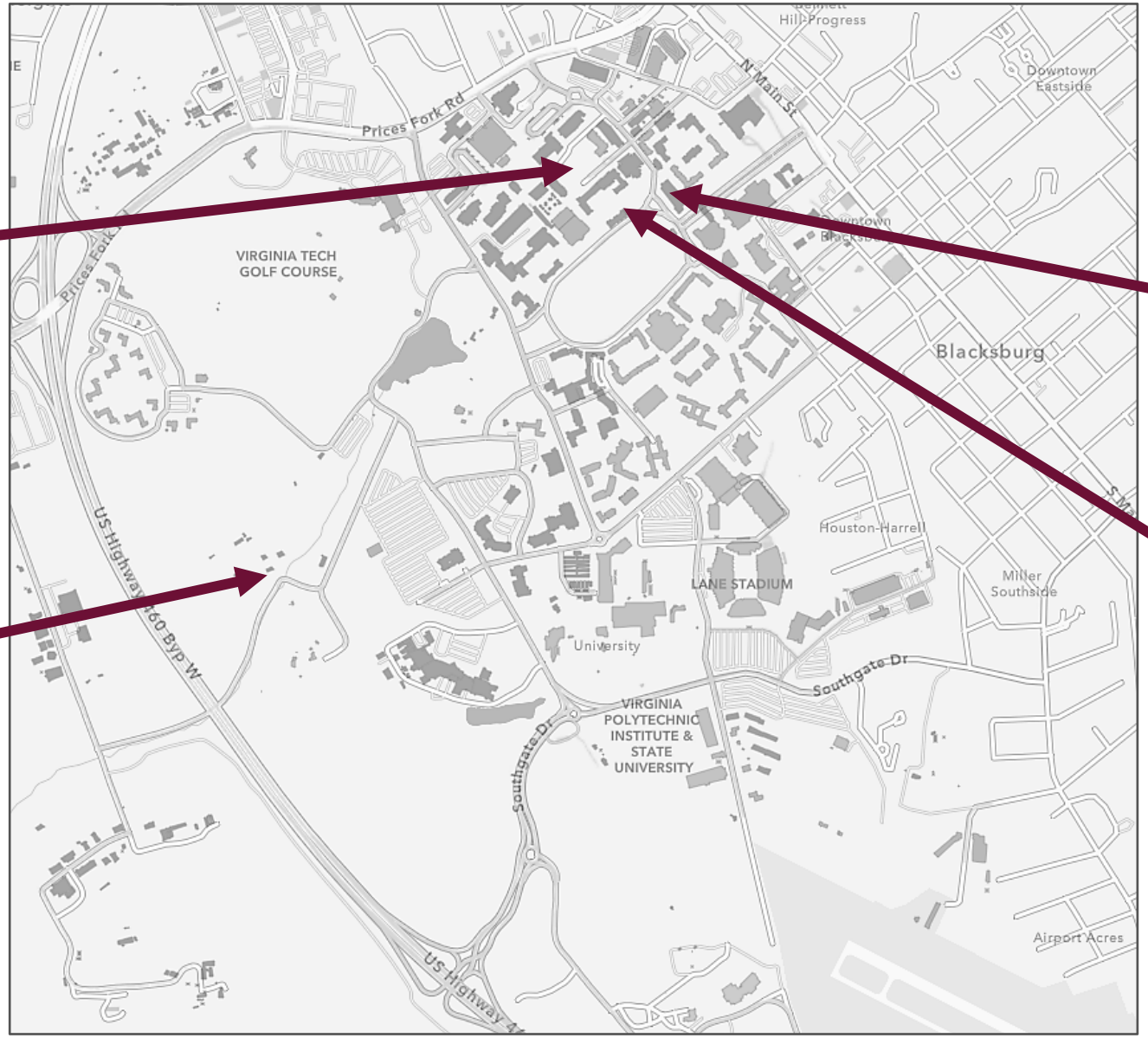
ACTIVE CONSTRUCTION PROJECTS



Mitchell Hall



Livestock & Poultry Research Facilities Phase I *(Various Locations)*



Building Envelope Improvements



Life, Health, Safety, Accessibility, & Code Compliance



LIFE, HEALTH, SAFETY, ACCESSIBILITY, & CODE COMPLIANCE

Design-Bid-Build – State Authorized

Status

- Priority 1 Exterior Elevator Towers construction complete
- Priority 2 Green Link construction underway (95% complete)
- Priority 3 Green Link construction underway (70% complete)



Next Actions

- Complete Priority 1 close-out
- Complete Priority 2 punch list
- Continue Priority 3 construction



Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		*Summer*		*Academic Yr 25-26*		*Summer*		*Academic Yr 26-27*		*Summer*		*Academic Yr 27-28*	
Life, Health, Safety, Accessibility & Code Compliance	$10	$8																	

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: Various

Builder: Various

LIVESTOCK & POULTRY RESEARCH FACILITIES – PHASE 1 (BID PACKAGE 5)

Design-Bid-Build – State Authorized

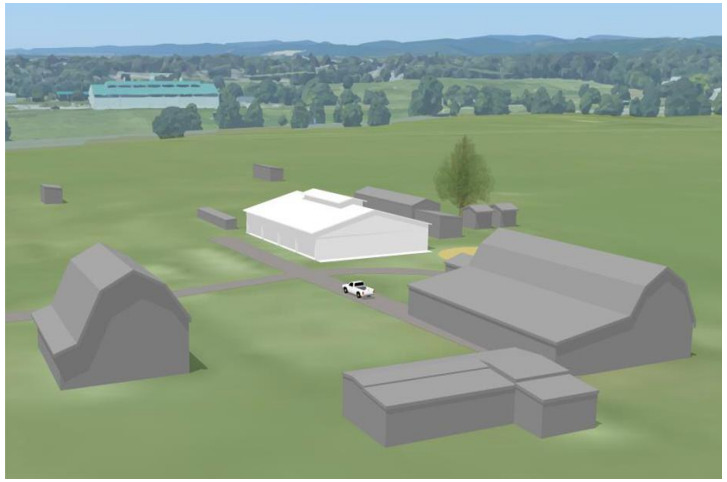
Status

- Bid package #5: Construction underway (75% complete)



Next Actions

- Complete 3 barns in sequence



Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		Summer	Academic Yr 25-26			Summer	Academic Yr 26-27			Summer	Academic Yr 27-28		
Livestock & Poultry Research Facilities (Ph I) --Various Locations	$25	$18	129,100																

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: Spectrum Design

Builder: Various

BUILDING ENVELOPE IMPROVEMENTS

Design-Bid-Build – State Authorized



Status

- Envelope improvements planned for four buildings
- Lane Stadium complete
- Torgersen Hall construction underway
- Hahn Hall design underway

Next Actions

- Torgersen Hall targeted for completion spring 2027

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		Summer		Academic Yr 25-26		Summer		Academic Yr 26-27		Summer		Academic Yr 27-28	
Building Envelope Improvements	$47	$42																	

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: WJE

Builder: Various

MITCHELL HALL

CM at Risk – State Authorized

Status

- GMP-1 (demolition & early site package) underway
- GMP-2 (building construction) under review



Next Actions

- Continue construction



Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		Summer		Academic Yr 25-26		Summer		Academic Yr 26-27		Summer		Academic Yr 27-28	
Mitchell Hall	$359	$293	296,105																Completion DEC 2028

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: Perkins & Will

Builder: Skanska

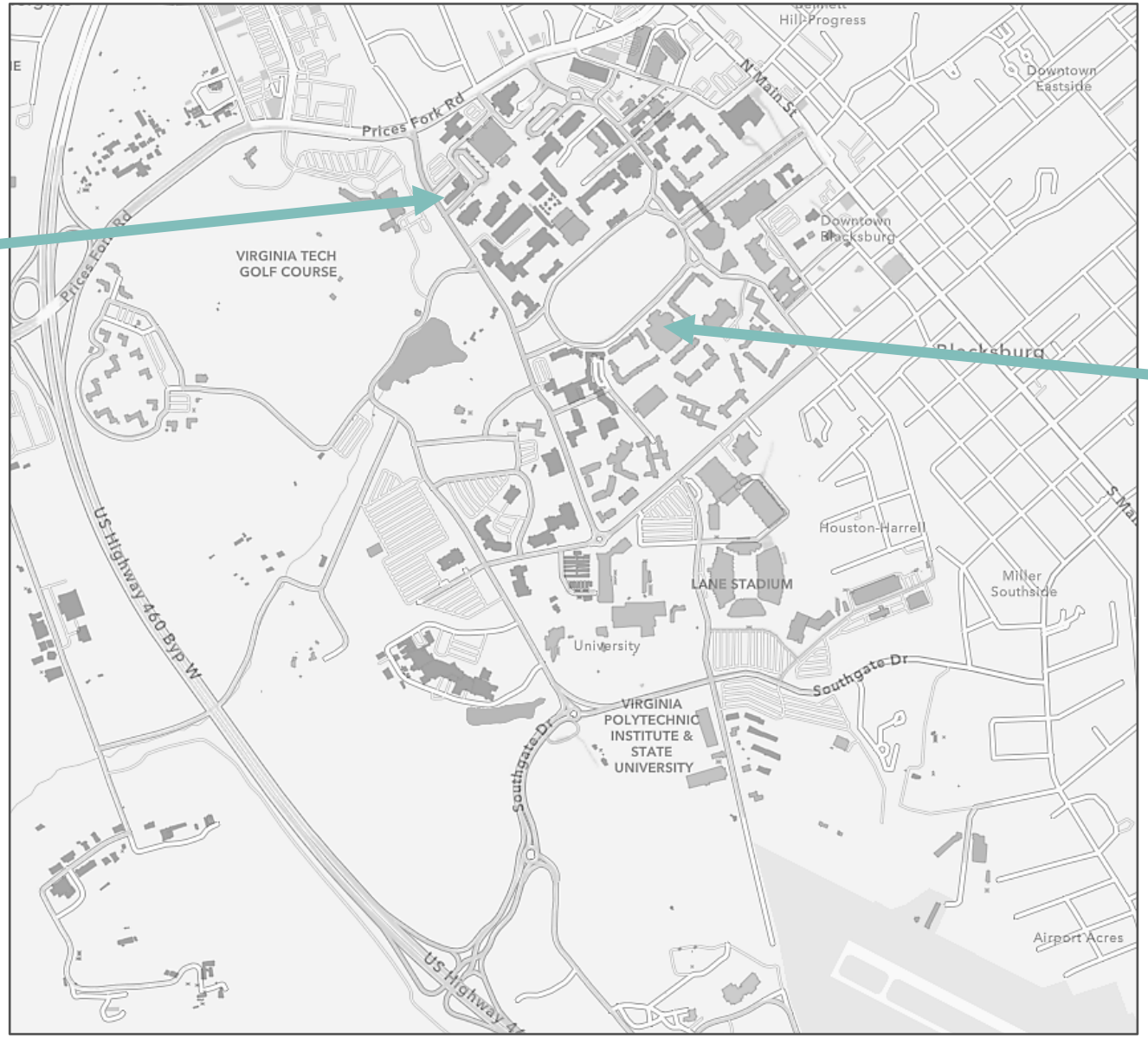


PROJECTS UNDER WARRANTY

PROJECTS UNDER WARRANTY



Undergraduate Science Laboratory Building



Student Wellness Improvements



Academic Building One
(Alexandria, VA)



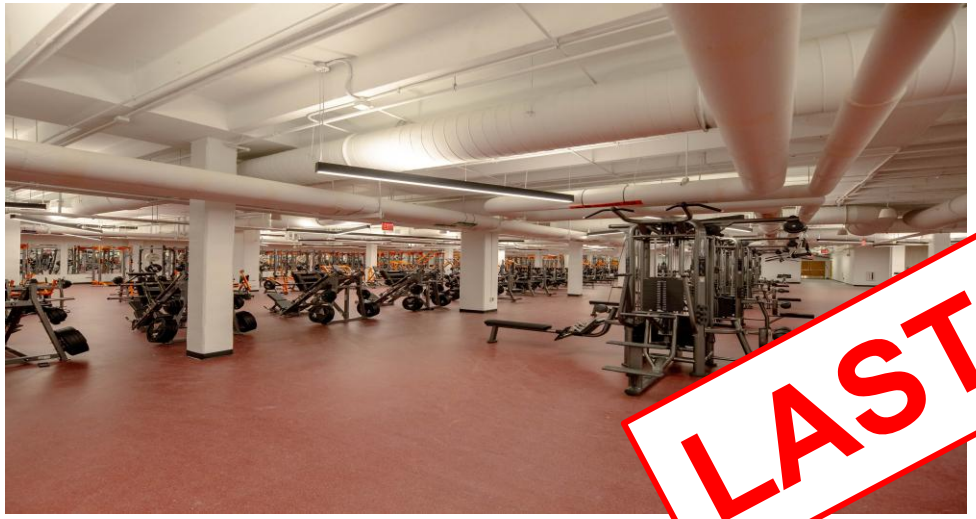
STUDENT WELLNESS IMPROVEMENTS

CM at Risk – BOV Authorized

COMPLETE

Status

- Project complete



Next Actions

- Close out project



LAST REPORT

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		Summer		Academic Yr 25-26		Summer		Academic Yr 26-27		Summer		Academic Yr 27-28	
Student Wellness Improvements	$70	$56		204,000															

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: Cannon Design

Builder: Whiting-Turner

UNDERGRADUATE SCIENCE LABORATORY BUILDING

CM at Risk – State Authorized

COMPLETE

Status

- Project complete

Next Actions

- Close out project





Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		*Summer*		*Academic Yr 25-26*		*Summer*		*Academic Yr 26-27*		*Summer*		*Academic Yr 27-28*	
Undergraduate Science Laboratory Building	$90	$70	102,746																

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: ZGF

Builder: Skanska

ACADEMIC BUILDING ONE

CM at Risk – State Authorized

COMPLETE

Status

- Project complete



Next Actions

- Close out project



Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024 Q1 Jul - Sep	CY 2024 Q2 Oct - Dec	CY 2025 Q3 Jan - Mar	CY 2025 Q4 Apr - Jun	CY 2025 Q1 Jul - Sep	CY 2025 Q2 Oct - Dec	CY 2026 Q3 Jan - Mar	CY 2026 Q4 Apr - Jun	CY 2026 Q1 Jul - Sep	CY 2026 Q2 Oct - Dec	CY 2027 Q3 Jan - Mar	CY 2027 Q4 Apr - Jun	CY 2027 Q1 Jul - Sep	CY 2027 Q2 Oct - Dec	CY 2028 Q3 Jan - Mar
						Academic Yr 24-25		*Summer*		*Academic Yr 25-26*		*Summer*		*Academic Yr 26-27*		*Summer*		*Academic Yr 27-28*	
Academic Building One	$302	$226	299,733																

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: SmithGroup

Builder: Whiting-Turner

DEFINITIONS

AUTHORIZATION:

- **State Authorized:** Authorized and funded (whole or in part) by the Virginia General Assembly
- **BOV Authorized:** Authorized and funded by the Virginia Tech Board of Visitors

DELIVERY METHODS:

- **Schematic Design Phase =** 0% to approximately 20% design complete
- **Preliminary Design Phase =** Approximately 20% to approximately 50% design complete
- **Working Drawing Phase =** Approximately 50% to 100% design complete

- **GMP =** Guaranteed Maximum Price

CONSTRUCTION METHODS

DESIGN-BID-BUILD (DBB):

- A/E completes full design
- Invitation For Bid (IFB) issued
- Contract awarded to lowest bidder

CONSTRUCTION MANAGER AT RISK (CMaR):

- A/E completes full design
- Prospective CMaR's compete for project during early stage of design
- CMaR selected based upon "best value" during Schematic Design phase
- When final designs are complete CMaR develops Guaranteed Maximum Price (GMP)

DESIGN-BUILD(D/B):

- A/E completes partial design ("criteria docs")
- D/B team (builder + A/E) compete for project and propose full price for project delivery
- Selection based upon "best value"
- D/B team completes design and executes construction.



CAPITAL PROJECT STATUS UPDATE

TRAVIS JESSEE
ASSISTANT VICE PRESIDENT
FACILITIES DESIGN AND CONSTRUCTION

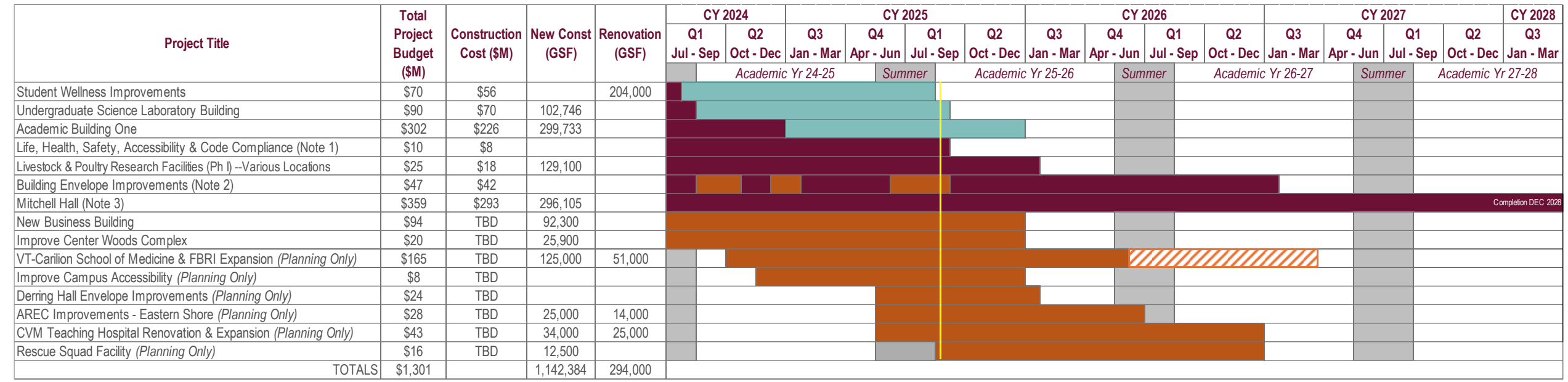
August 19, 2025



CAPITAL CONSTRUCTION EXECUTIVE SUMMARY (PROGRESSIVE)

Date Prepared: 30 JUL 2025

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)
Student Wellness Improvements	$70	$56		204,000
Undergraduate Science Laboratory Building	$90	$70	102,746	
Academic Building One	$302	$226	299,733	
Life, Health, Safety, Accessibility & Code Compliance (Note 1)	$10	$8		
Livestock & Poultry Research Facilities (Ph I) --Various Locations	$25	$18	129,100	
Building Envelope Improvements (Note 2)	$47	$42		
Mitchell Hall (Note 3)	$359	$293	296,105	
New Business Building	$94	TBD	92,300	
Improve Center Woods Complex	$20	TBD	25,900	
VT-Carilion School of Medicine & FBRI Expansion *(Planning Only)*	$165	TBD	125,000	51,000
Improve Campus Accessibility *(Planning Only)*	$8	TBD		
Derring Hall Envelope Improvements *(Planning Only)*	$24	TBD		
AREC Improvements - Eastern Shore *(Planning Only)*	$28	TBD	25,000	14,000
CVM Teaching Hospital Renovation & Expansion *(Planning Only)*	$43	TBD	34,000	25,000
Rescue Squad Facility *(Planning Only)*	$16	TBD	12,500	
TOTALS	$1,301		1,142,384	294,000



LEGEND	Design	Construction	Warranty	Construction Phase TBD

NOTE 1 Life, Health, Safety Acc. & Code Compliance includes three (3) phases: (1) Exterior Elevator Towers (complete) followed by Green Link Priorities 2 & 3 (construction underway)

NOTE 2 Building Envelope Improvements includes four (4) phases: (1) Lane Stadium (complete), (2) Torgersen (construction underway), followed by (3) Hahn, and (4) Inn at Virginia Tech which are currently unscheduled

NOTE 3 Multiple GMPs results in design/construction overlap (fast track)

PROJECTS IN DESIGN



New Business Building



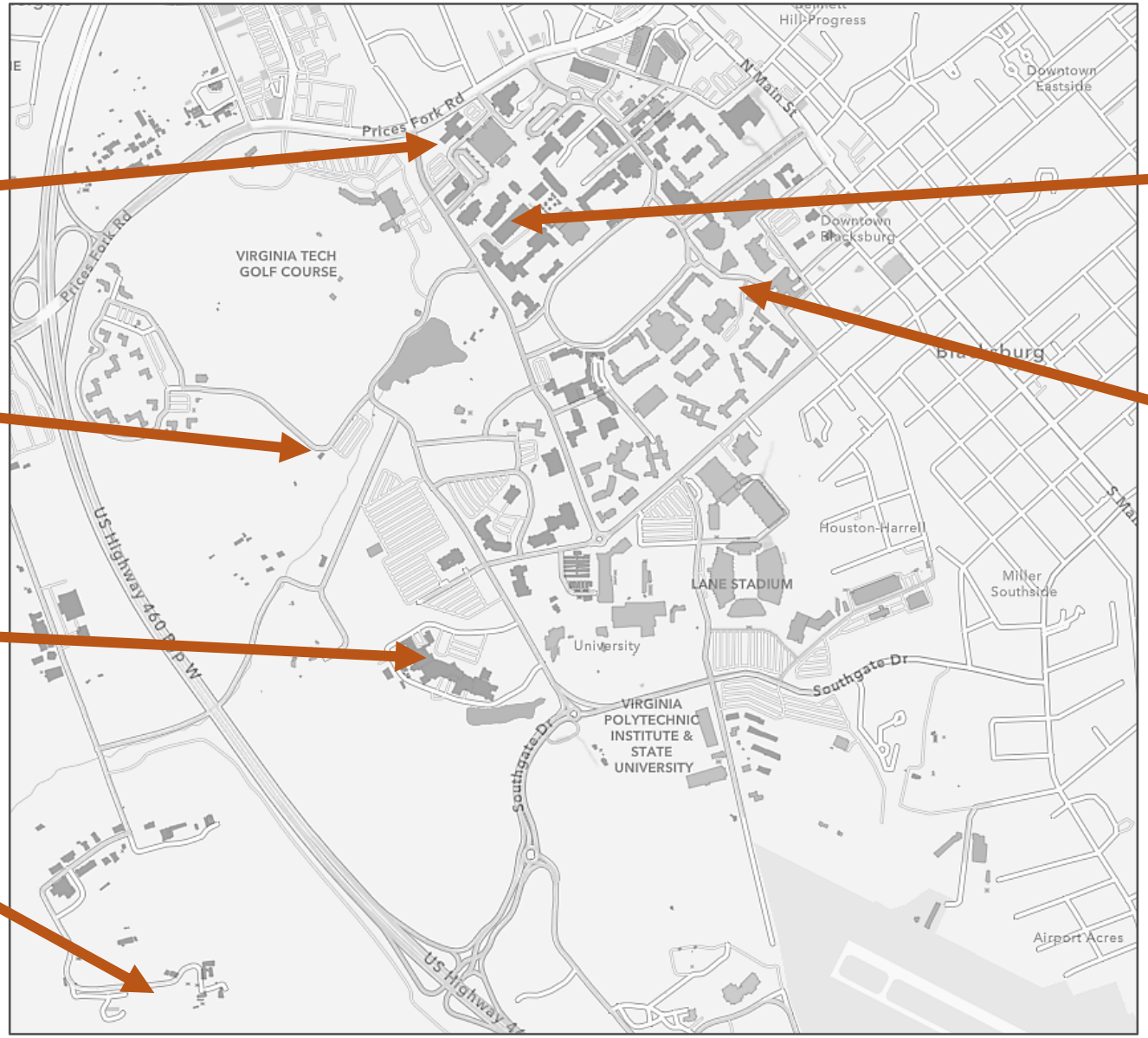
Rescue Squad Facility*



CVM Teaching Hospital Renovation & Expansion*



Improve Center Woods Complex



Derring Hall Envelope Improvements*



Improve Campus Accessibility*



Virginia Tech-Carilion School of Medicine Expansion* *(Roanoke, VA)*



AREC Improvements – Eastern Shore* *(Painter, VA)*



* Planning Authorization Only

NEW BUSINESS BUILDING

CM at Risk – BOV Authorized



Status

- Construction (GMP) procurement ongoing

Next Actions

- Execute construction (GMP) contract

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		Summer		Academic Yr 25-26		Summer		Academic Yr 26-27		Summer		Academic Yr 27-28	
New Business Building	$94	TBD	92,300																

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: Moseley

Builder: Kjellstrom & Lee

VT-C SCHOOL OF MEDICINE & FRALIN BIOMEDICAL RESEARCH INSTITUTE EXPANSION

CM at Risk – State Authorized



Status

- The requested Construction Authorization was vetoed by Governor Youngkin in May. The design will progress through the Preliminary Design phase and then pause.

Next Actions

- Complete Preliminary Design.
- Initiate Working Drawing phase following Construction Authorization.

Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		*Summer*		*Academic Yr 25-26*		*Summer*		*Academic Yr 26-27*		*Summer*		*Academic Yr 27-28*	
VT-Carilion School of Medicine & FBRI Expansion *(Planning Only)*	$9.00	TBD	125,000	51,000															

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: VMDO/Ballinger

Builder: Whiting Turner

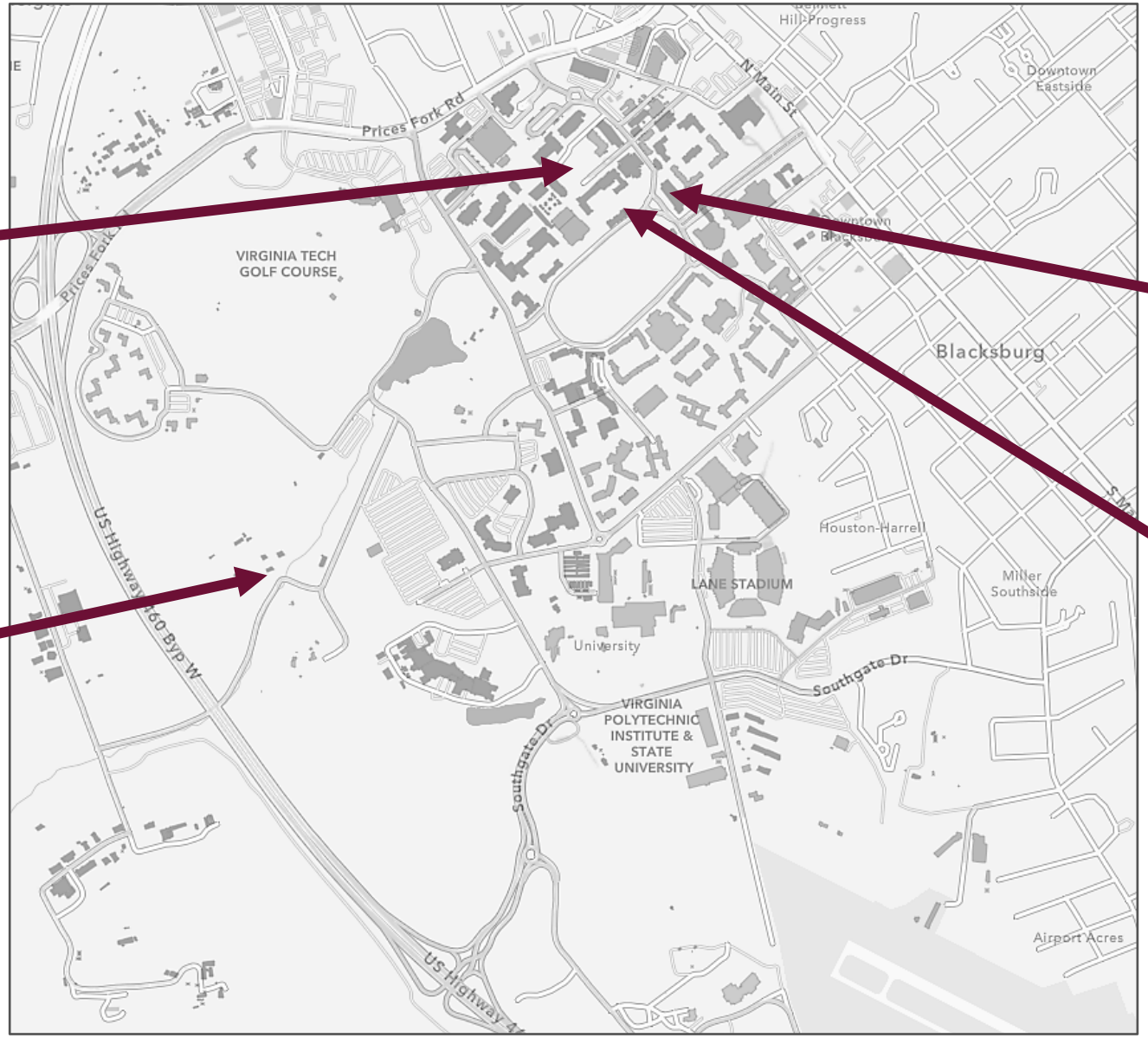
ACTIVE CONSTRUCTION PROJECTS



Mitchell Hall



Livestock & Poultry Research Facilities Phase I
(Various Locations)



Building Envelope Improvements



Life, Health, Safety, Accessibility, & Code Compliance



MITCHELL HALL

CM at Risk – State Authorized

Status

- GMP-1 (demolition & early site package) underway
- GMP-2 (building construction) under review



Next Actions

- Continue construction



Project Title	Total Project Budget ($M)	Construction Cost ($M)	New Const (GSF)	Renovation (GSF)	CY 2024		CY 2025				CY 2026				CY 2027				CY 2028
					Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4 Apr - Jun	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar
						Academic Yr 24-25		Summer		Academic Yr 25-26		Summer		Academic Yr 26-27		Summer		Academic Yr 27-28	
Mitchell Hall	$359	$293	296,105																Completion DEC 2028

LEGEND	Design	Construction	Warranty	Construction Phase TBD

Designer: Perkins & Will

Builder: Skanska



QUESTIONS/DISCUSSION



Design Preview and Review – Improve Center Woods Complex

BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

The Committee will review for approval the combined design preview/review for Center Woods. The Department of Fish and Wildlife Conservation, in the College of Natural Resources and the Environment (CNRE) at Virginia Tech is home to nationally and internationally recognized undergraduate and graduate programs, including the only undergraduate program in fisheries management in the Commonwealth of Virginia, and stands as a model of stakeholder integration under the land-grant university mission. The applied research conducted by the faculty and students of the department directly benefits conservation of game and non-game species in the Commonwealth through cooperative research and the provision of federal funds.

In alignment with the College of Natural Resources and Environment's Strategic Plan 2020–2025, the college has introduced new degree programs and academic majors to advance its educational and research mission. A central priority emerging from this strategic direction is the development of a state-of-the-art research, teaching, and outreach facility at Center Woods.

Located on the western periphery of Virginia Tech's Blacksburg campus – just beyond the Agricultural Belt and U.S. 460 – Center Woods is a forested area that serves as a vital hub for field-based learning and research. It functions as the primary staging ground for departmental field studies and academic field trips, offering students at both undergraduate and graduate levels immersive, hands-on learning experiences that are essential to their academic and professional development.

Investing in modern, high-quality infrastructure at Center Woods will profoundly enhance the department's research capacity, enrich faculty scholarship, and elevate student training. The co-location of classrooms, research laboratories, facilities for animal husbandry under controlled experimental conditions, and extensive forested landscapes creates a uniquely integrated environment for innovation and collaboration. Here, students and research partners can engage directly with the contemporary tools and methodologies that define modern fish and wildlife conservation.

The Improve Center Woods Complex initiative will ensure that CNRE students are better equipped to confront the evolving challenges of 21st-century natural resource management—ranging from the impacts of sea level rise on coastal ecosystems to the pressures of increasing urbanization across Virginia. This investment represents a forward-looking commitment to preparing the next generation of conservation professionals and scholars.

Due to the project's schedule, scale, and level of complexity—and to align with the budget through the Value Management process, the project has advanced to the Preliminary Design phase. Working drawings are expected to begin in mid-2025, with substantial construction completion anticipated by fall 2027. Planning authorization was approved as part of the 2024–2026 Biennium, with funding support from the Virginia General Fund. This combined preview and review will not set a precedent for future projects.

The Committee is responsible for the maintenance and development of the physical plant and infrastructure, land use and planning, and review and development of capital outlay requests. Approval the design graphics and authorization is necessary to continue with the project design.

DESIGN PREVIEW AND REVIEW FOR THE IMPROVE CENTER WOODS COMPLEX

The Department of Fish and Wildlife Conservation, in the College of Natural Resources and the Environment (CNRE) at Virginia Tech is home to nationally and internationally recognized undergraduate and graduate programs, including the only undergraduate program in fisheries management in the Commonwealth of Virginia, and stands as a model of stakeholder integration under the land-grant university mission. The applied research conducted by the faculty and students of the department directly benefits conservation of game and non-game species in the Commonwealth through cooperative research and the provision of federal funds.

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Capital Project Information Summary – Improve Center Woods Complex

BUILDINGS AND GROUNDS COMMITTEE

August 19, 2025

Title of Project:

Improve Center Woods Complex

Location:

Set at the edge of a mature forest, the site for the proposed building is adjacent to the existing research complex on the south area of the property. Design considerations include the creation of a formalized approach with a readily discernable arrival point, views of the facility from various vantage points, and site preparation including necessary infrastructure. Additionally, site design includes support elements such as a mechanical yard, parking, pathways/access points, and other amenities. Careful consideration of landscaping and hardscape to integrate the building with its natural surroundings. The exterior envelope will respond to the site, solar orientation, wind, and maximize beneficial daylighting and other environmental factors.

Current Project Status and Schedule:

The project is currently in Preliminary Design and anticipated to proceed to Preliminary Design in late 2024. Construction is anticipated to begin Fall of 2025 with substantial completion in the Fall of 2027.

Project Description:

Within the university's Beyond Boundaries 2047: The Campus Plan, the Academic & Research Framework chapter, identifies Center Woods as an area for CNRE growth. This site experiences minimal traffic and is conveniently located near the core campus, making it an optimal setting for conducting research involving wildlife and fish, as well as for the secure storage of field equipment.

Faculty, students, and staff in the Department of Fish and Wildlife Conservation currently engage in research and experiential learning activities within a cluster of four outdated and undersized facilities located near the southern edge of Center Woods. To support extensive field-based operations, the department maintains and stores a fleet of over twenty boats and thirty trucks at this site. Center Woods also houses the Research Aviary, which began operations in September 2015.

Additional programs operating out of this location include the Black Bear Research Program, the Virginia Tech Shorebird Program, the Freshwater Mussel Propagation Laboratory, and the Conservation Aquaculture Program.

Brief Program Description:

In alignment with the College of Natural Resources and Environment's Strategic Plan 2020–2025, the college has introduced new degree programs and academic majors to advance its educational and research mission. A central priority emerging from this strategic direction is the development of a state-of-the-art research, teaching, and outreach facility at Center Woods.

Located on the western periphery of Virginia Tech's Blacksburg campus—just beyond the Agricultural Belt and U.S. Route 460—Center Woods is a forested area that serves as a vital hub for field-based learning and research. It functions as the primary staging ground for departmental field studies and academic field trips, offering students at both undergraduate and graduate levels immersive, hands-on learning experiences that are essential to their academic and professional development.

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The Improve Center Woods Complex initiative will ensure that CNRE students are better equipped to confront the evolving challenges of 21st-century natural resource management—ranging from the impacts of sea level rise on coastal ecosystems to the pressures of increasing urbanization across Virginia. This investment represents a forward-looking commitment to preparing the next generation of conservation professionals and scholars.

Contextual Issues and Design Intent:

Multiple existing facilities at Center Woods have exceeded their useful life and no longer meet the space, functionality, or safety standards required to effectively support the department's teaching and research activities. Their limited size and deteriorated condition significantly constrain program operations and hinder the delivery of high-quality educational and research experiences.

As part of the project scope, the plan includes the demolition of three outdated

buildings, one wing of an existing structure, and the removal of several small storage sheds. These actions represent a strategic site preparation measure necessary to accommodate the construction of a new, modern facility.

Funding:

Project planning authorization was granted as part of the 2024–2026 Biennium by the Virginia General Assembly, with funding support provided through state appropriations.

Architect/Engineer:

Work Program Architects

Design-Bid-Build Contractor:

TBD

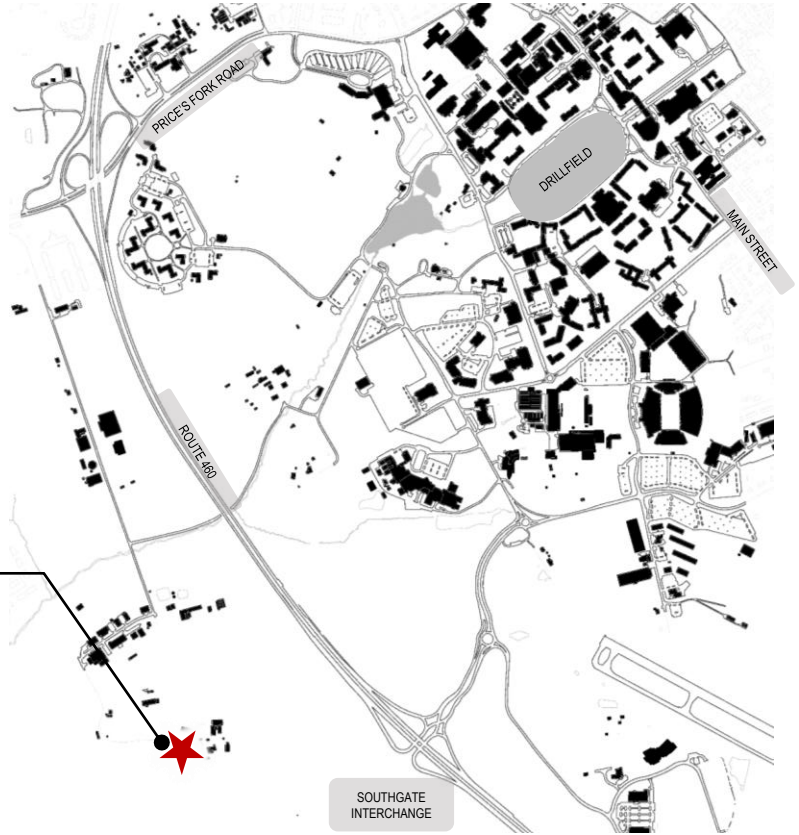
DESIGN PREVIEW and REVIEW for **IMPROVE CENTER WOODS COMPLEX**

TRAVIS JESSEE

ASSISTANT VICE PRESIDENT FOR
FACILITIES DESIGN AND CONSTRUCTION

August 19, 2025

PROJECT LOCATION



SITE

N

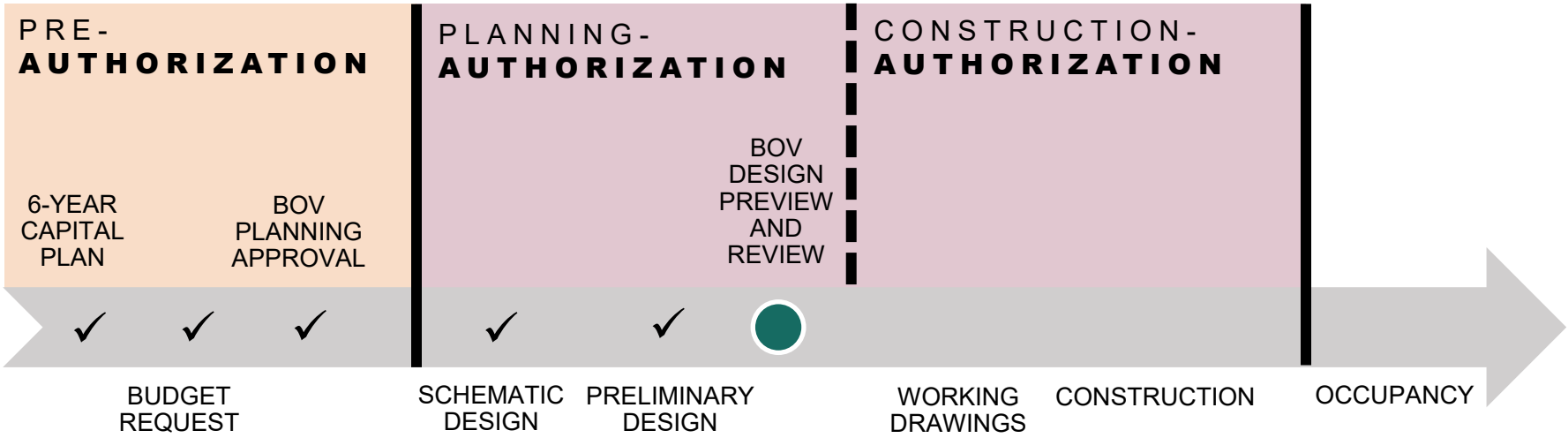
Virginia Tech
Blacksburg, VA

/DESIGN PREVIEW AND REVIEW FOR **IMPROVE CENTER WOODS COMPLEX**

PROJECT INFORMATION

SCOPE	**APPROX. 25,900 GSF**
DELIVERY METHOD	**DESIGN-BID-BUILD**
TOTAL PROJECT BUDGET	**$20,330,000*** **PENDING STATE FINALIZATION*
DESIGN PHASE	**PRELIMINARY DESIGN**
ESTIMATED CONSTRUCTION START	**SPRING 2026**
ESTIMATED CONSTRUCTION COMPLETION	**SUMMER 2027**

PROJECT MILESTONES



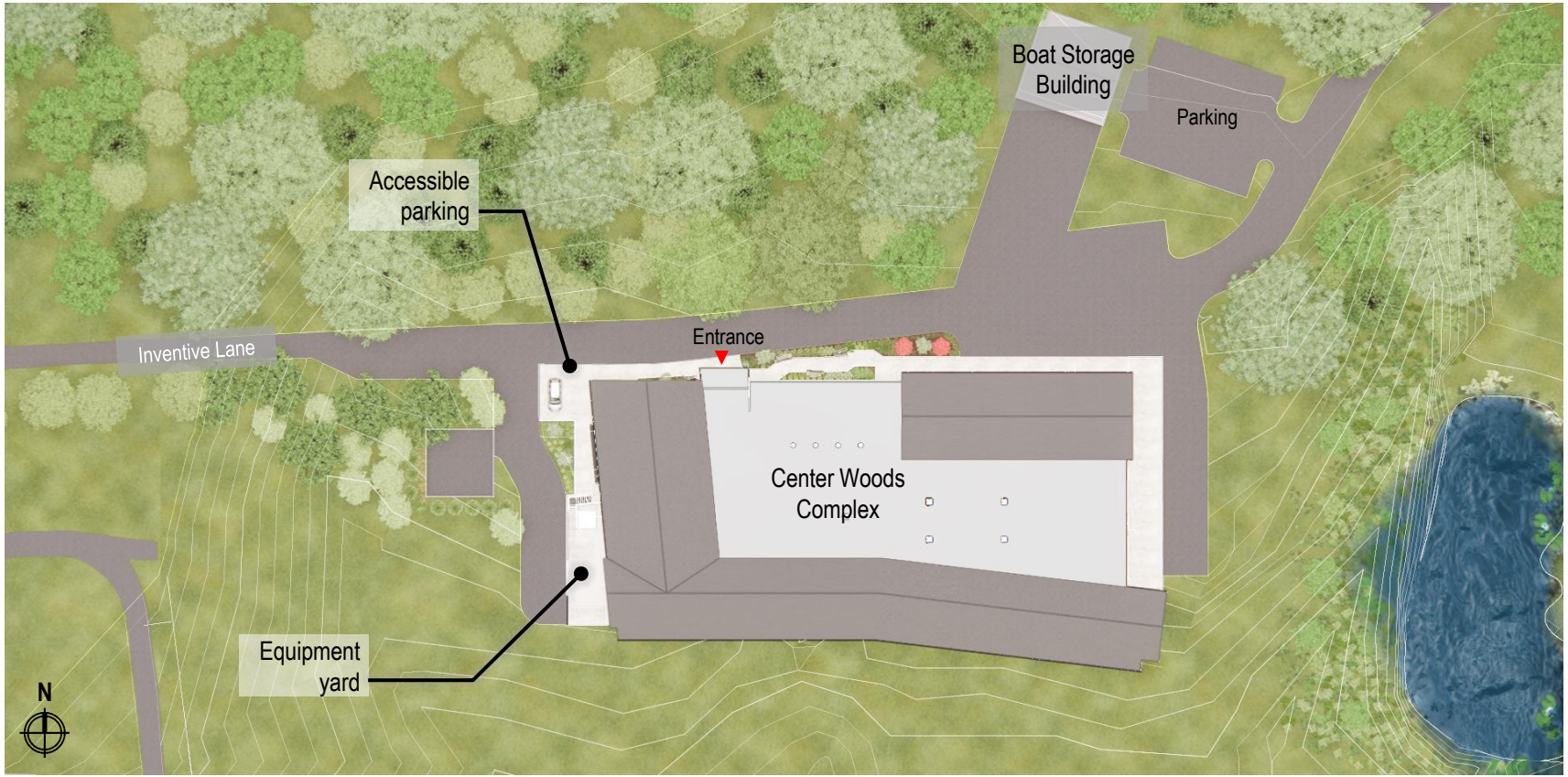
/DESIGN PREVIEW AND REVIEW FOR **IMPROVE CENTER WOODS COMPLEX**

EXISTING CONDITIONS

SITE LOCATION



SITE PLAN


Boat Storage Building
Parking
Accessible parking
Inventive Lane
Entrance
Center Woods Complex
Equipment yard
N

EXTERIOR RENDERING

VIEW SOUTHEAST



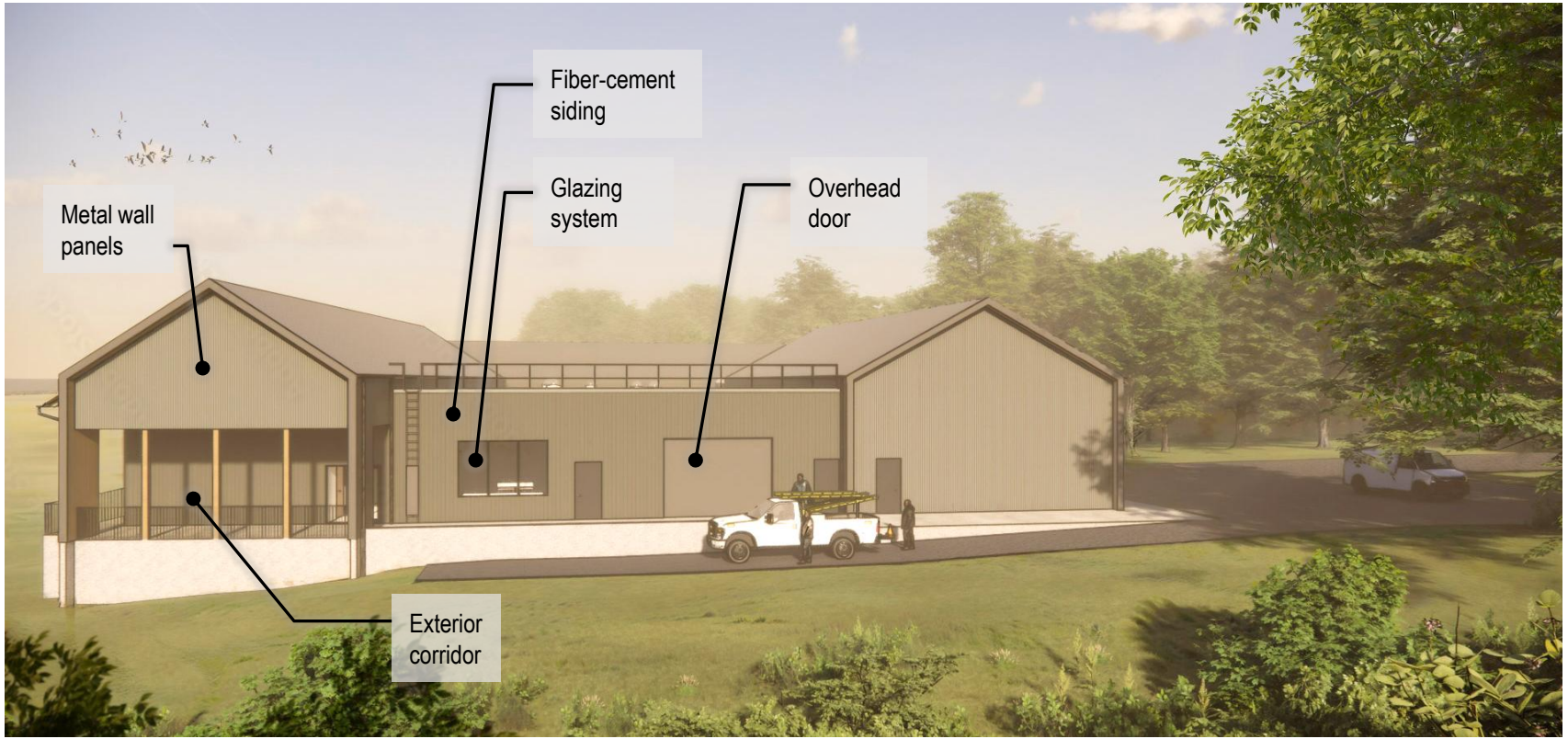
EXTERIOR RENDERING

VIEW SOUTHWEST



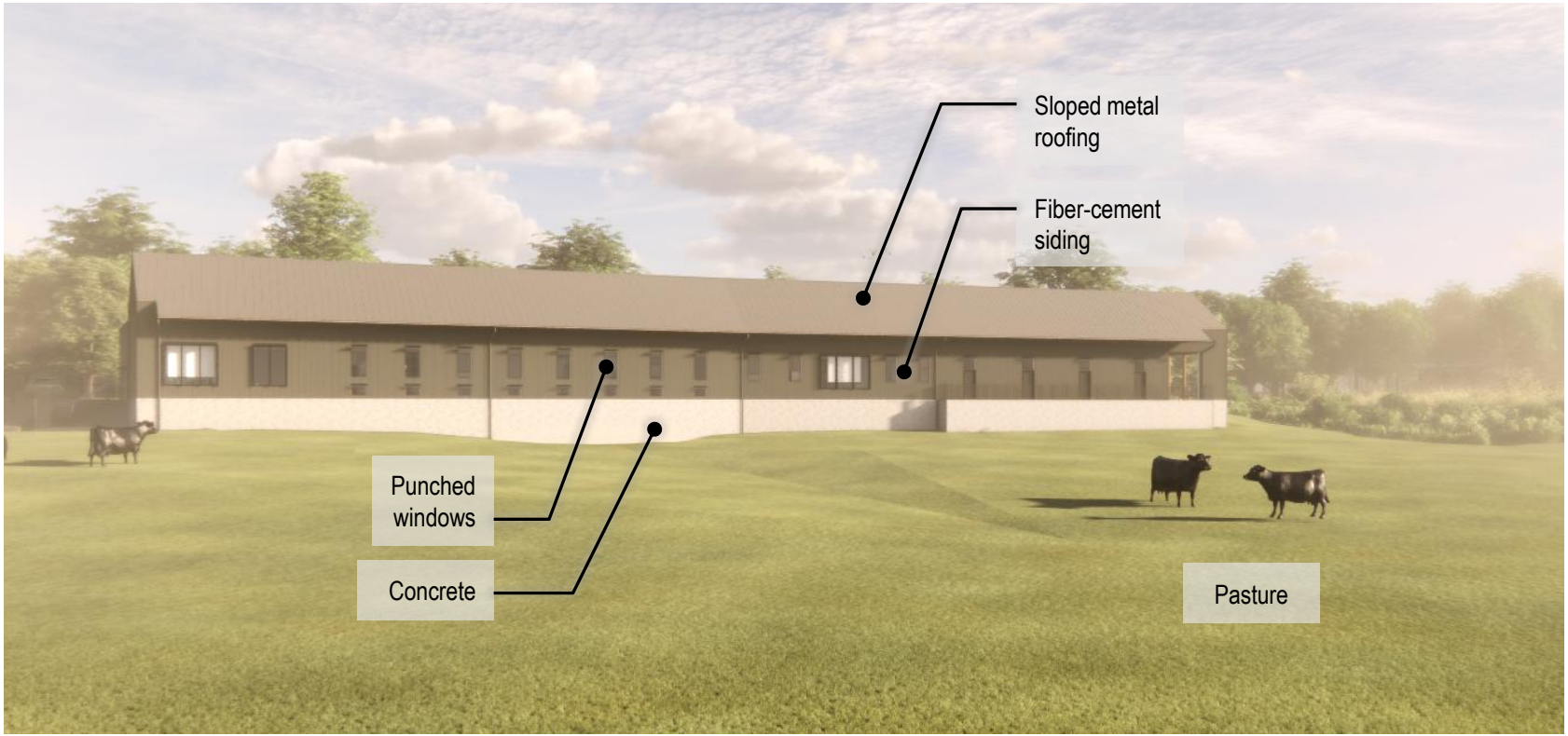
EXTERIOR RENDERING

VIEW WEST



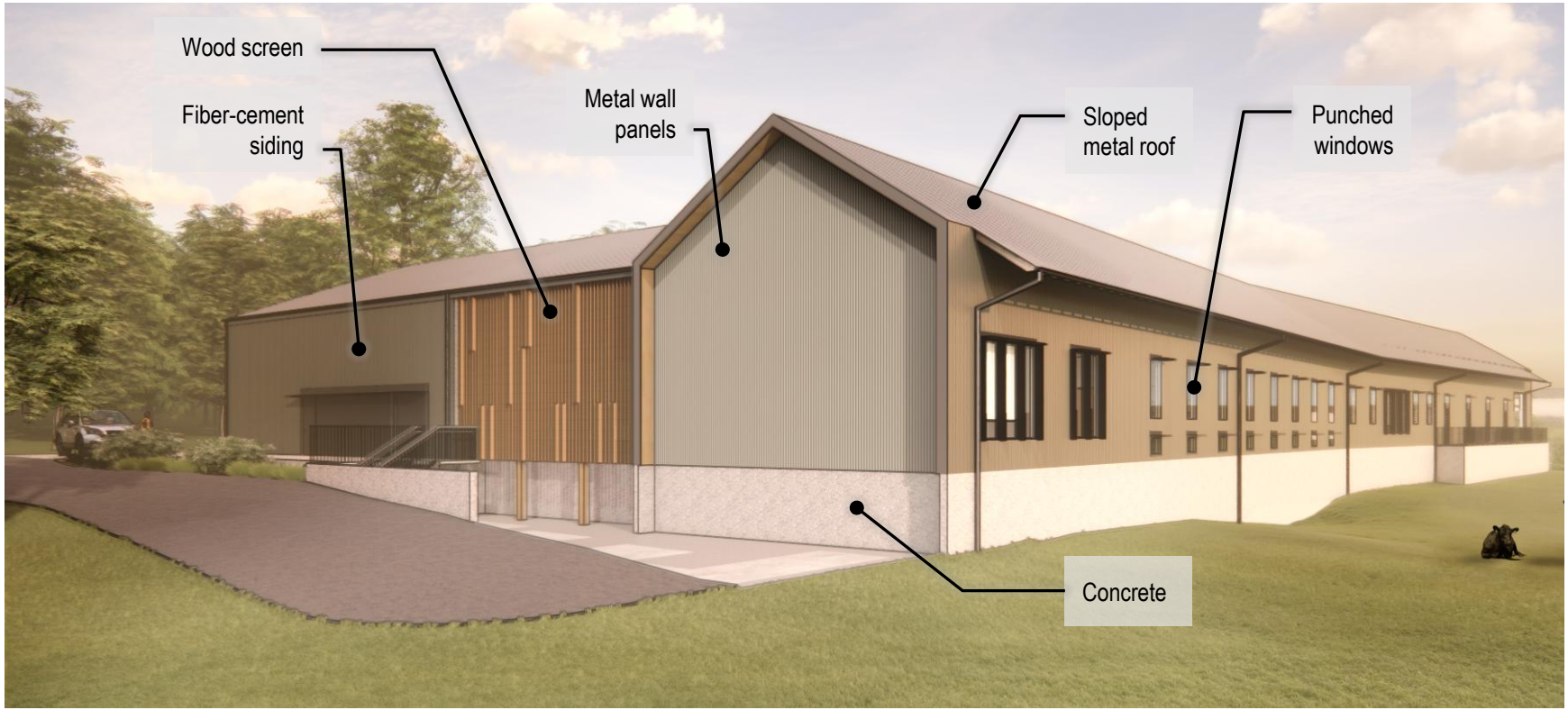
EXTERIOR RENDERING

VIEW NORTH



EXTERIOR RENDERING

VIEW NORTHEAST



FLOOR PLANS


Building entrance
Inventive Lane
Meeting
Offices
Garage
Equipment
Storage
Offices
Wet Lab
Labs
Equipment yard
N

RECOMMENDATION

That the Design Preview and Review graphics be approved, and authorization be provided to continue with the project design consistent with the drawings shown.

COMMITTEE REVIEW AND ACTION ITEMS

Type	Frequency	Committee
Capital Project Status Report	Every meeting	Buildings & Grounds
Tours of Campus Sites	Most meetings – as needed	Buildings & Grounds
University Building Official Annual Report	Annually in June	Buildings & Grounds
Physical Assets/Infrastructure – Facilities Management Approach	Annually in August	Buildings & Grounds
Sustainability Annual Report	Annually in November	Buildings & Grounds
Design Preview/Reviews	As needed in order to receive Board approval	Buildings & Grounds
Project and Program Updates	As needed to keep the Board informed	Buildings & Grounds
Public Service Authority Appointments	**As needed to maintain representation**	**Buildings & Grounds and Full Board**
Demolitions	**As needed in order to receive Board approval**	**Buildings & Grounds and Full Board**
Acquisitions and Conveyances of Property	**As needed in order to receive Board approval**	**Buildings & Grounds with Finance & Resource Management and Full Board**
Funding – Design	**As needed in order to receive Board approval**	**Buildings & Grounds with Finance & Resource Management and Full Board**
Funding – Construction and Capital Leases	**As needed in order to receive Board approval**	**Buildings & Grounds with Finance & Resource Management and Full Board**
Six-Year Capital Plan	**Every two years**	**Buildings & Grounds with Finance & Resource Management and Full Board**
Campus Master Plan	**As needed in order to receive Board approval**	**Buildings & Grounds and Full Board**

Note: Other, less common, items that would come forward for review through the B&G Committee include adoptions of and updates to regulations, updates to facility-related university policies, updates to construction-related governing documents (ex: PPEA Guidelines, Campus Design Principles, etc.), and litigation briefings.

Open Session Agenda

COMPLIANCE, AUDIT, AND RISK COMMITTEE

The Inn at Virginia Tech, Latham A/B
August 19, 2025
10:30 am

	Agenda Item	Reporting Responsibility
1.	Welcome and Introductions	Committee Chair
2.	Consent Agenda a. Minutes from the June 2, 2025 Meeting b. Update of Responses to Open Internal Audit Comments c. Audit Plan Status Report d. Internal Audit Reports i. Athletics Ticket Office e. Status Update of the Audit of the University's Financial Statements	Committee Chair
3.	Compliance, Audit, and Risk Committee Overview	Sharon Kurek
4.	OARC Annual Report for Fiscal Year 2024-25	Sharon Kurek
5.	Quality Assurance and Improvement Program Internal Assessment	Justin Noble
6.	Internal Audit Reports a. Recreational Sports	Justin Noble
7.	Discussion of Future Topics	Committee Chair

Open Session Briefing Report

COMPLIANCE, AUDIT, AND RISK COMMITTEE

August 19, 2025

Compliance, Audit, and Risk Open Session

1. **Welcome and Introductions:** The chair of the Compliance, Audit, and Risk Committee will open with welcoming remarks and introductions.

2. **Consent Agenda:** The Committee will consider for approval and acceptance the items listed on the Consent Agenda.

    a. **Minutes from the June 2, 2025 Meeting:** The Committee will review and approve the minutes of the previous meeting.

    b. **Update of Responses to Open Internal Audit Comments:** The Committee will review the university's update of responses to all previously issued internal audit reports. This report is provided to update the Compliance, Audit, and Risk Committee on the status of outstanding recommendations from compliance reviews and audit reports, as part of the Committee's responsibility to review management's responses to significant potential issues, internal audit's recommendations, and the projected timetable to correct the identified issues in the internal control system. As units progress toward completion of an action plan, the Office of Audit, Risk, and Compliance (OARC) performs a follow-up visit within two weeks after the target implementation date. OARC is responsible for conducting independent follow up testing to verify mitigation of the risks identified in the recommendation and formally close the recommendation.

    As of March 31, 2025, the university had ten open recommendations. One audit comment was issued during the fourth quarter of the fiscal year. As of June 30, 2025, the university had addressed five comments, leaving six open recommendations in progress.

    c. **Audit Plan Status Report:** The Committee will review the Audit Plan Status Report as a part of their responsibility for oversight of the internal audit program. As of the August meeting, OARC completed 80 percent of its audit plan, with 100 percent underway, in accordance with the fiscal year 2024-25 annual audit plan.

d. **Internal Audit Reports:** The following internal audit report was issued by OARC since the June 2, 2025 meeting. Where applicable, management developed action plans to effectively address the issues in the report with a reasonable implementation timeframe. As noted above, OARC conducts follow-up on management's implementation of agreed upon improvements for previously issued audit recommendations.

    i. Athletics Ticket Office: The audit received a rating of improvements are recommended. An observation was noted regarding complimentary tickets. Low priority observations of a less significant nature were noted regarding payment card industry (PCI) training and faculty and staff ticket taxation.

e. **Status Update on the Audit of the University's Financial Statements:** This report provides the current status of the external audit of the university's financial statements for fiscal year 2024-25, as part of the Committee's oversight of the Auditor of Public Accounts' (APA) audit process. This status update report represents a written midpoint update for the Committee in between two presentations by the APA: the initial discussion of the scope of the audit at the June meeting and the presentation of the audit's results at the November meeting.

3. **Compliance, Audit, and Risk (CAR) Committee Overview:** The Committee will receive a comprehensive overview on the charge and fiduciary responsibilities of the CAR Committee, presented by Sharon Kurek, Vice President for Audit, Risk, and Compliance & Chief Risk Officer. This briefing will emphasize the Committee's responsibilities for overseeing Virginia Tech's internal control framework, enterprise risk management (ERM) program, audit and compliance functions, and institutional ethics.

   The presentation will also introduce OARC, who assists the Committee and management in the effective discharge of their fiduciary responsibilities through assessing the effectiveness of the internal control environment. OARC's mission, to enhance and protect organizational value by providing strategic insight and promoting compliance across the university, is accomplished through three core functions: ERM, Internal Audit, and Institutional Compliance.

   Specific action items that the Committee is responsible for include approving the charters, approving the audit plan, reviewing audit results, and supporting risk and compliance efforts. The Committee will receive an overview about the

expectations detailed in the recently updated Global Internal Audit Standards issued by the Institute of Internal Auditors (IIA) and adopted statewide through directives from the Office of the State Inspector General.

Discussion items on the CAR agendas play a vital role in the Committee's oversight of risk exposure and mitigation strategies. The Committee will regularly receive presentations from the Chief Risk Officer or other risk and compliance leaders on key risks to the institution, providing important context to aid in the board's fiduciary responsibilities. Occasionally, confidential discussions occur when aligned with topics protected for closed session, most commonly related to specific personnel performance or security vulnerabilities.

This overview reinforces the critical role the CAR Committee plays in ensuring sound governance, risk awareness, and ethical conduct throughout the university's operations.

4. **OARC Annual Report for Fiscal Year 2024-25:** The Committee will review the annual report for OARC. This report contains highlights from the past fiscal year's activities in the ERM, institutional compliance, and internal audit programs. The report outlines key assurance, advisory, compliance, and risk activities aligned with the office's strategic vision.

   The report highlights a maturing ERM function, which incorporates cross-unit risk assessments and a revised institutional risk landscape aligned with Virginia Tech's strategic priorities. Through these efforts, the university has elevated visibility into key risk domains and improved coordination across the governance structure. As part of its IIA-required reporting, the Chief Audit Executive confirms that no unacceptable risk responses were observed or left unaddressed by senior management. In conjunction, OARC's strategic plan provides a framework for operational excellence, ethical culture, innovation, and stakeholder trust that supports the board's fiduciary and oversight responsibilities.

   During the reporting period, 80% of the approved audit plan was completed (24 of 30 engagements), including advisory projects and policy compliance reviews. Internal Audit achieved a client satisfaction rating of 89% and closed 87 management corrective actions. The audit team remained independent and objective, reporting no restrictions on scope or impairment to its function. Additionally, the internal audit function continues to operate in conformance with IIA Standards, as evidenced by the 2021–22 external quality assessment (rated "generally conforms") and the internal self-assessment to be discussed next on this meeting's agenda.

Acceptance of this report documents the Committee's review of the effectiveness of the internal audit function, including staffing resources, financial budget, training, objectivity, and reporting relationships as required by the Committee's charter. Receiving the report also satisfies the IIA's Global Internal Audit Standards by addressing the required governance-level communications.

5. **Quality Assurance and Improvement Program Internal Assessment:**
The Compliance, Audit, and Risk Committee will review the results of the periodic internal self-assessment conducted by OARC as part of its Quality Assurance and Improvement Program (QAIP), in accordance with the IIA Global Internal Audit Standards (GIAS). This internal quality assurance review (QAR) assessed Internal Audit's conformance with all 15 IIA principles and related standards using the 2024 GIAS and Quality Assessment Manual. The assessment covered audit engagements from fiscal years 2023–24 and 2024-25 through May 1, 2025, and included detailed evaluations of policies, procedures, documentation, and staff qualifications.

The review concluded that Internal Audit fully conforms with the GIAS, earning the highest possible rating of "Full Achievement." The assessment confirmed that Internal Audit continues to deliver risk-based, objective assurance and advisory services, supported by a competent and professional staff, effective audit planning, and strong engagement with management and the Board. In alignment with IIA standards, this self-assessment affirms that the internal audit charter, audit plan, resource allocations, independence, and engagement results have been appropriately communicated to the board and that the audit function maintains sufficient authority and organizational positioning. Importantly, the Chief Audit Executive confirmed that there are no instances of management accepting a level of risk deemed unacceptable, satisfying a critical board-level reporting requirement.

In addition to confirming overall conformance, the self-assessment identified four improvement opportunities that will strengthen alignment with specific IIA standards: (1) formalizing ethics training for all auditors, (2) implementing periodic access reviews for AuditBoard and SharePoint, (3) enhancing risk assessments to include management-defined success criteria, and (4) establishing consistent documentation of CAE approvals and delegations. Action plans to address these areas have been developed with implementation targeted for October 1, 2025. These enhancements reflect OARC's ongoing commitment to continuous improvement and proactive governance, ensuring Internal Audit remains a high-performing, trusted function in support of Virginia Tech's mission.

6. **Internal Audit Reports:** The following internal audit report was issued by OARC since the June 2, 2025 meeting. Where applicable, management developed action plans to effectively address the issues in the report with a reasonable implementation timeframe. As noted above, OARC conducts follow-up on management's implementation of agreed upon improvements for previously issued audit recommendations.

    a. Recreational Sports: The audit received a rating of significant improvements are needed. Observations were noted regarding electronic storage of injury information, conformance with the Sport Club handbook, inventory processes, and segregation of duties in the Golf Course Shop. Low priority observations of a less significant nature were noted regarding training records management and sport clubs travel.

7. **Discussion of Future Topics:** The Committee will discuss topics to be covered in future committee meetings.

Consent Agenda

COMPLIANCE, AUDIT, AND RISK COMMITTEE

August 19, 2025

The Committee will consider for approval and acceptance the items listed on the Consent Agenda.

a. Approval of Minutes of the June 2, 2025 Meeting
b. Update of Responses to Open Internal Audit Comments
c. Audit Plan Status Report
d. Internal Audit Reports
    i. Athletics Ticket Office
e. Status Update of the Audit of the University's Financial Statements

Minutes

COMPLIANCE, AUDIT, AND RISK COMMITTEE
New Classroom Building, Room 260
June 2, 2025

Open Session

Committee Members Present: Anna James (Chair), Dave Calhoun, Starlette Johnson, Ryan McCarthy, Jim Miller, John Rocovich

Other Board Members Present: Ed Baine (Rector), Sandy Davis, Nancy Dye, Bill Holtzman, Don Horsley, Tish Long, J. Pearson, Jeanne Stosser, Rachel Miles, Janice Austin, LaTawnya Burleson, William Poland, Leslie Orellana

Virginia Tech Personnel: Simon Allen, Lauren Augustine, Eric Brooks, Brock Burroughs, Kristie Caddick, Cyril Clarke, Al Cooper, Deborah Day, Katherine Drinkwater, Heather Ducote, Corey Earles, Juan Espinoza, Bryan Garey, Suzanne Griffin, Rebekah Gunn, Rebecca Halsey, Ryan Hamilton, Kay Heidbreder, Elizabeth Hooper, Frances Keene, Sharon Kurek, Lisa Lee, Laurel Miner, Justin Noble, Kim O'Rourke, Mark Owczarski, Sharon Pitt, Jon Porter, David Raymond, Tanya Rogers, Timothy Sands, Amy Sebring, Brennan Shepard, Dan Sui, Aimee Surprenant, John Talerico, John Tarter, Dwyn Taylor, Mollie Taylor, Melinda West, Chris Yianilos

Other Attendees: Megan Richard

1. **Welcome and Acceptance of Agenda:** The chair of the Compliance, Audit, and Risk Committee provided opening remarks and started the meeting at 4:19 pm.

2. **Consent Agenda:** The Committee approved and accepted the items listed on the Consent Agenda.

    a. **Minutes from the March 25, 2025 Meeting:** The Committee reviewed and approved the minutes of the March 25, 2025 meeting.

    b. **Update of Responses to Open Internal Audit Comments:** The Committee reviewed the university's update of responses to all previously issued internal audit reports. As of December 31, 2024, the university had 13 open recommendations. Seven audit comments were issued during the

third quarter of the fiscal year. As of March 31, 2025, the university had addressed ten comments, leaving ten open recommendations in progress.

c. **Audit Plan Status Report:** The Committee reviewed the Audit Plan Status Report. The Office of Audit, Risk, and Compliance (OARC) has completed 57 percent of its audit plan, and 100 percent is underway, in accordance with the fiscal year 2024-25 annual audit plan.

d. **Internal Audit Reports:** The following internal audit report was issued by OARC since the March 25, 2025 meeting. Where applicable, management developed action plans to effectively address the issues in the report with a reasonable implementation timeframe. As noted above, OARC conducts follow-up on management's implementation of agreed upon improvements for previously issued audit recommendations. The Committee accepted the report.

    i. Graduate School Policy Compliance Review: The audit received a rating of improvements are recommended. Low priority observations of a less significant nature were noted regarding P-14 appointments, I-9 verification, and state vehicle management.

e. **Report on Audits of University-Related Corporations:** The university-related corporations include Virginia Tech Applied Research Corporation; Virginia Tech Foundation, Inc.; Virginia Tech Intellectual Properties, Inc.; Virginia Tech Services, Inc.; Virginia Tech Innovations Corporation (VTIC); and Virginia Tech India Research and Education Forum (VTIREF). Consistent with the Board of Visitors' resolution establishing university-related corporations, each corporation is annually required to provide audited annual financial statements, management letters from external auditors, and management's responses to the university's president. Each corporation is also required to submit an annual certification stating that all procedures outlined in the resolution have been met. All corporations were in full compliance with the Board of Visitors' requirements regarding audits. Additionally of note, in June 2024, the Board for VT Services, Inc. approved dissolving the entity and transferring all assets and operations to the University by December 31, 2025.

f. **2025 General Assembly Legislative Report:** This report provided an update on recent state legislative changes that impact the Committee's responsibility for oversight of compliance and risk. Relevant higher education areas impacted include admission and transfer; agriculture,

environment, and energy; benefits and personnel; mental health; procurement; reporting and oversight; student health; and technology. Of particular relevance to the Board of Visitors' operations, HB2452 requires public institutions of higher education in the Commonwealth to develop minimal uniform standards for (i) providing the public with real-time access to the meetings of their governing boards and board committees, (ii) archiving the meeting recordings, and (iii) taking meeting minutes, with implementation no later than July 1, 2026. The provisions above will not become effective unless reenacted by the 2026 Session of the General Assembly.

g. **Review and Approval of Charters:** The Office of Audit, Risk, and Compliance (OARC) presented the Charter for the Office of Audit, Risk, and Compliance for review and approval in accordance with professional standards. OARC recommended modifications to the office charter that reflect current titles and organizational structure.

3. **Annual External Audit Scope Discussion with the Auditor of Public Accounts:** The Committee met with the APA for a discussion of the scope of the audit of the 2024-25 financial statements and the APA's plans for conducting and completing the audit.

4. **The Federal Landscape:** The Committee received a presentation from the Vice President for Government Relations on risks emerging from the current federal landscape and its potential to impact the university's operations, including discussion on the proposed President's budget, proposed facilities and administrative rates, and other related policy proposals.

5. **Enterprise Risk Management Update:** The Committee received an update of the Enterprise Risk Management (ERM) program activity during fiscal year 2024-25, including the updated enterprise risk landscape delineated by the university's tripartite mission and support environments, the heat map with a focus on the top ten risks, and a chart of how the risks have shifted over the last year. The mapping of the enterprise risk landscape showed the alignment of risks with the two main university goals, the Virginia Tech Advantage and Virginia Tech Global Distinction. Other activities of the ERM program included conducting a tabletop exercise on research security and compliance scenarios; facilitating an ERM exercise with President's Council on risk tolerance, appetite, mitigations, and opportunity risks in the evolving regulatory landscape; and developing a comprehensive risk register for the university.

6. **Audit Plan for Fiscal Year 2025-26:** The Chief Audit Executive presented the Audit Plan for Fiscal Year 2025-26 to the Compliance, Audit, and Risk Committee for review and approval. An annual risk assessment was conducted to identify the entities that should receive audit attention in fiscal year 2025-26 and a core audit plan was developed in coordination with the university's Enterprise Risk Management initiative. For fiscal year 2025-26, 30 audit projects and four management advisory services are proposed, with approximately 77 percent of OARC's available resources committed to the completion of planned projects. A description of each project was provided within the audit plan. OARC's goal will be to complete 85 percent of the audit plan. The internal audit plan may be modified based on the external audit environment or changes in regulations, management, or resources. The Committee approved the proposed audit plan.

7. **Discussion of Future Topics:** The Committee discussed topics to be covered in future committee meetings.

Closed Session

Committee Members Present: Anna James (Chair), Dave Calhoun, Starlette Johnson, Ryan McCarthy, Jim Miller, John Rocovich

Other Board Members Present: Ed Baine (Rector), Sandy Davis, Nancy Dye, Bill Holtzman, Don Horsley, Tish Long, J. Pearson, Jeanne Stosser

Virginia Tech Personnel: Simon Allen, Cyril Clarke, Bryan Garey, Rebecca Halsey, Ryan Hamilton, Kay Heidbreder, Sharon Kurek, Lisa Lee, Justin Noble, Kim O'Rourke, Sharon Pitt, David Raymond, Timothy Sands, Amy Sebring, Dan Sui, John Talerico

1. **Motion to Begin Closed Session:** Committee member Dave Calhoun moved to begin closed session at 5:14 pm.

2. **Consent Agenda:** The Committee approved and accepted the items listed on the Consent Agenda.

    a. Internal Audit Reports**:** The following confidential internal audit report was issued by the Office of Audit, Risk, and Compliance (OARC) since the November board meeting. Where applicable, management developed action plans to effectively address the issues in the report with a reasonable

implementation timeframe. OARC conducts follow-up on management's implementation of agreed upon improvements for previously issued audit recommendations.

i. National Security Institute: The audit received a rating of improvements are recommended. An observation was noted regarding lab safety training. A low priority recommendation of a less significant nature was noted regarding information technology.

ii. College of Natural Resources and Environment Policy Compliance Review: The audit received a rating of improvements are recommended. Low priority observations of a less significant nature were noted regarding I-9 verification, expenditures, key control, information technology, and state vehicle management.

3. **Update on Fraud, Waste, and Abuse Cases:** The Committee received an update on outstanding fraud, waste, and abuse cases.

4. **Discussion on the Research Security Landscape:** The Chief Research Security Officer (CRSO) discussed Virginia Tech's research security program and the institution's risk and compliance strategies with evolving federal regulations. As part of this discussion, the CRSO provided a threat briefing, addressed Virginia Tech's current research security risks, shared risk mitigation strategies, and provided case study examples that have emerged as a result of the research security program.

5. **Discussion with the Vice President for Audit, Risk, and Compliance and Chief Risk Officer:** The Vice President did not meet with the Committee one-on-one due to time constraints.

6. **Motion to End Closed Session:** Committee member Starlette Johnson moved to end closed session at 5:31 pm.

Update of Responses to Open Internal Audit Comments

COMPLIANCE, AUDIT, AND RISK COMMITTEE

June 30, 2025

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

The report includes outstanding recommendations from compliance reviews and audit reports. Consistent with the report presented at the June Board meeting, the report of open recommendations includes three attachments:

- Attachment A summarizes each audit in order of final report date with extended and on-schedule open recommendations.
- Attachment B details all open medium and high priority recommendations for each audit in order of the original target completion date, and with an explanation for those having revised target dates or revised priority levels.
- Attachment C charts performance in implementing recommendations on schedule over the last seven years. The 100 percent on-schedule rate for fiscal year 2025 reflects closing 18 of 18 recommendations by the original target date.

The report presented at the June 2, 2025 meeting covered audit reports reviewed and accepted through March 31, 2025 and included 10 open medium and high priority recommendations. Activity for the quarter ending June 30, 2025 resulted in the following:

Open recommendations as of March 31, 2025	10
Add: medium and high priority recommendations accepted June 2, 2025	1
Subtract: recommendations addressed since March 31, 2025	5
Remaining open recommendations as of June 30, 2025	6

While this report is prepared as of the end of the quarter, management continues to receive updates from OARC regarding auditee progress on action plans. Management has closed one additional action plan as of July 25, 2025. All other remaining open recommendations are progressing as expected and are on track to meet their respective target dates. Management continues to work conjointly with all units and provides assistance as needed to help with timely completion of action plans.

ATTACHMENT A

Open Recommendations by Priority Level

COMPLIANCE, AUDIT, AND RISK COMMITTEE

June 30, 2025

Report Date	Audit Name	Audit Number	Total Recommendations						
			ISSUED	COMPLETED	OPEN				
					Extended		On-schedule		Total
					High	Medium	High	Medium	Open
Aug 05, 2024	Chemistry	24-1693	2	1	-	-	-	1	1
Feb 17, 2025	Student Immigration Services	25-1752	2	1	-	-	-	1	1
Mar 06, 2025	Vice President for Information Technology	25-1769	1	-	-	-	-	1	1
Mar 07, 2025	Electrical and Computer Engineering	25-1749	3	1	-	-	-	2	2
May 01, 2025	VTNSI	25-1756	1	-	-	-	-	1	1
Totals:			**9**	**3**	**-**	**-**	**-**	**6**	**6**

ATTACHMENT B

Open Audit Recommendations

COMPLIANCE, AUDIT, AND RISK COMMITTEE

June 30, 2025

Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised / Current		
May 01, 2025	1	25-1756	VTNSI	Laboratory Safety Training	Medium		Jul 01, 2025		1	
Aug 05, 2024	2	24-1693	Chemistry	Key Control	Medium		Jul 30, 2025		1	
Mar 06, 2025	3	25-1769	Vice President for Information Technology	Information Technology	Medium		Oct 31, 2025		2	
Feb 17, 2025	4	25-1752	Student Immigration Services	Form I-17 Requires Updates	Medium		Nov 01, 2025		2	
Mar 07, 2025	5	25-1749	Electrical and Computer Engineering	Laboratory Safety Training	Medium		Jan 01, 2026		2	
Mar 07, 2025	6	25-1749	Electrical and Computer Engineering	Timely Service Center Billing	Medium		Jan 01, 2026		2	

Follow Up Status

1 Management confirmed during follow up discussions with OARC that actions are occurring and the target date has been or will be met. OARC will conduct testing after the due date to confirm that the Management Action Plan is implemented in accordance with the recommendations.

2 Target date is beyond current calendar quarter. Management has follow-up discussions with the auditor to monitor progress, to assist with actions that may be needed to meet target dates, and to assess the feasibility of the target date.

For Open Detail Report: “current calendar quarter” is used to refer to the current working quarter instead of the quarter being reported on.

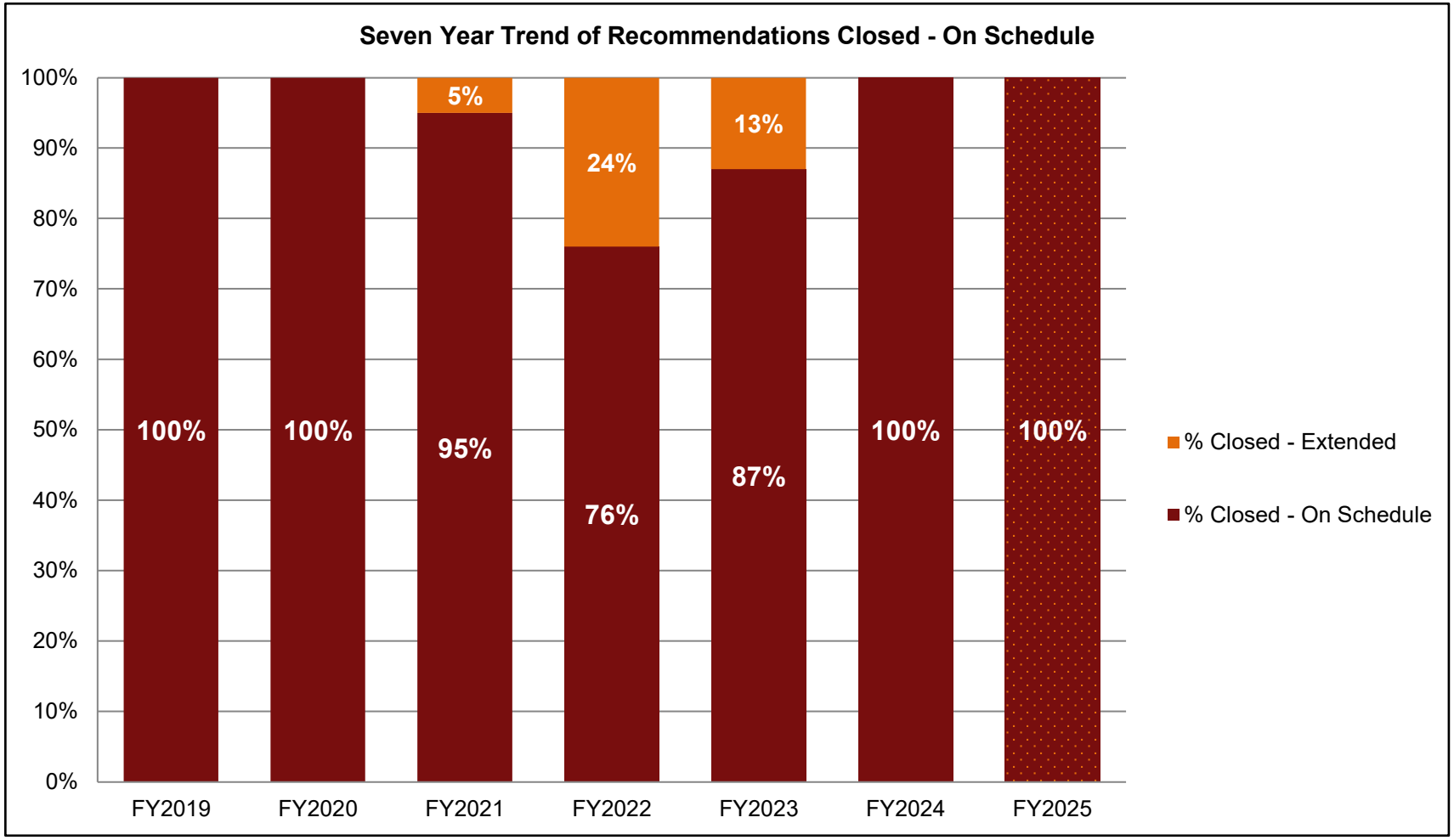
Presentation Date: August 19, 2025

ATTACHMENT C

Management Performance and Trends Regarding
Office of Audit, Risk, and Compliance Recommendations

COMPLIANCE, AUDIT, AND RISK COMMITTEE

June 30, 2025



Presentation Date: August 19, 2025

Audit Plan Status Report

COMPLIANCE, AUDIT, AND RISK COMMITTEE

August 19, 2025

Audit Plan Update

Audits were performed in accordance with the fiscal year 2024-25 annual audit plan at a level consistent with the resources of the Office of Audit, Risk, and Compliance (OARC). Since the June board meeting, seven planned projects have been completed including one policy compliance review, two risk-based audits, and four advisory reviews. The advisory reviews included the following:

- Athletics IT: OARC completed its assistance and provided management with a summary of activities undertaken by Athletics to strengthen its information technology general controls.
- Data Analytics-Research Compliance Dashboard: OARC established an internal dashboard that allows for in-depth review of common compliance "red flags" on federal grants.
- Environmental Health and Safety: OARC contracted with an outside firm to provide preliminary risk assessment and potential audit program approaches for future engagements.
- Use of State Vehicles: OARC provided management with a summary view of university-wide compliance with a required form for consideration of future business process changes.

Six projects are currently underway, including:

- Four risk-based projects: Human Resources: Benefits, IT Security Operations Center, School of Plant and Environmental Sciences, and Subrecipient Monitoring.
- Two advisory projects: Affiliated Corporations: VTT and Central Funds.

Lastly, the Research Accounting Processes – HERD advisory engagement was deferred into the fiscal year 2025-26 audit plan as management has delayed their planned review. The Use of State Vehicle advisory, mentioned above, was added and completed since the June meeting.

In fiscal year 2024-25, OARC completed 80 percent of its audit plan as depicted on the following page.

FY 2024-25 Completion of Audit Plan

Audits	
Total # of **Audits** Planned	30
Total # of Supplemental **Audits**	4
Total # of Carry Forwards	6
Total # of Planned **Audits** Canceled or Deferred	10
Total **Audits** in Plan as Amended	30
Total **Audits** Completed	24
Audits - Percentage Complete	80%
Audits - Percentage Complete or Underway	100%
Note: Includes Policy Compliance Reviews and Advisory Services	

Internal Audit Reports

COMPLIANCE, AUDIT, AND RISK COMMITTEE

August 19, 2025

Background

This report provides a summary of the following reviews and their ratings, as well as the full rating system definitions. The Office of Audit, Risk, and Compliance has made a concerted effort to ensure progress on the annual audit plan.

Consent Agenda Reports	**Rating**
Athletics Ticket Office	Improvements are Recommended
Report for Discussion	**Rating**
Recreational Sports	Significant Improvements are Needed

Summary of Audit Ratings

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

Definitions of each assessment option

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

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

Significant or Immediate Improvements are Needed – The audit identified several control weaknesses that have caused, or are likely to cause, material errors, omissions,

or irregularities to go undetected. The weaknesses are of such magnitude that senior management should undertake immediate corrective actions to mitigate the associated business risk and possible damages to the organization.

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

RECOMMENDATION:

That the internal audit reports listed above be accepted by the Compliance, Audit, and Risk Committee.

August 19, 2025

Status Update of the Audit of the University's Financial Statements

COMPLIANCE, AUDIT, AND RISK COMMITTEE

August 19, 2025

The Auditor of Public Accounts (APA) began the audit of the university's financial statements for fiscal year 2024-25 with the entrance conference on May 1, 2025. The APA is currently in the initial stage of the audit where they review transactions and test internal controls over the university's financial processes. Through July 2025, the audit seems to be progressing as planned, and the APA has not provided any audit comments or recommendations for improvements. At this time, we are not aware of any issues that would prevent the successful completion of the fiscal year 2024-25 audit by the targeted deadline of early November 2025.

COMPLIANCE, AUDIT, AND RISK COMMITTEE

OVERVIEW OF COMMITTEE RESPONSIBILITIES

Sharon M. Kurek, CPA, CCEP, CFE, MBA
Vice President for Audit, Risk, and Compliance &
Chief Risk Officer

PURPOSE

The CAR Committee exists to help the Board fulfill its fiduciary responsibilities by providing oversight in key areas:

1. Internal Control Framework
2. Enterprise Risk Management (ERM)
3. External and Internal Audit
   - Reviewing audits and providing guidance on auditing concerns to the full Board
4. Institutional Compliance
   - Oversight of university compliance with all federal, state, and local laws and executive orders; and policies promulgated by academic and athletic accrediting bodies, regulatory agencies, funding agencies, and the State Council of Higher Education for Virginia
5. Ethics and Business Conduct

Your role is to ensure our systems and policies support sound governance and effective risk oversight.

Per BOV Bylaws and CAR Charter

GOVERNANCE STRUCTURE



CAR Committee Charter



OARC Charter



Code of VA,
OSIG guidance,
Professional Standards

KEY RESPONSIBILITIES AT A GLANCE

Action Items:

- Review and approve charters annually (CAR Committee & OARC Charter)
- Approve the annual audit plan
- Review significant audit results and management responses
- Evaluate the independence and performance of audit leadership

Items related to Oversight:

- Internal control systems, including those over IT and financial reporting
- External audits of financial statements
- Risk mitigation monitoring
- Ethics and compliance reporting

OFFICE OF AUDIT, RISK, AND COMPLIANCE



ERM:
Identification and management of key risks



Compliance:
Oversight of university-wide compliance obligations



Internal Audit:
Independent assurance and advisory services

- Assists the CAR Committee and management in the effective discharge of their fiduciary responsibilities through assessing the effectiveness of the internal control environment
- Enhances value through providing strategic insight, enabling informed decisions, and promoting integrity and compliance
- Protects the university by independently and objectively identifying business risks and connects with key leaders and stakeholders to evaluate risk-mitigation strategies.

COMMITTEE OPERATIONS



The Committee traditionally meets four times a year



Agendas are developed in partnership with the Committee Chair and the Chief Risk Officer



Closed sessions, consistent with state law, are scheduled for confidential matters, including private meetings with auditors

COMPLIANCE, AUDIT, & RISK COMMITTEE
ANNUAL CYCLE OF AGENDA ITEMS

August/September	November	March/April	June
• OARC Annual Report • External Financial Statement Audit Update	• Approve Charters • External Financial Statement Audit Results	• External Financial Statement Audit Report • Intercollegiate Athletics Program Report • Discussion with Chief Audit Executive *(Closed Session)*	• Approve Audit Plan • Discussion with External Auditor • Audits of University-Related Corporations

Every Meeting			As Needed
Closed Session	**Open Session**		
• Update on Fraud, Waste, and Abuse Cases • Discussion with VPARC & CRO	• Open Internal Audit Comments • Audit Plan Status Report • Internal Audit Reports	• Enterprise Risk Management (ERM) Program updates • Institutional Compliance Program (ICP) updates	• External Reviews and Special Reports • OARC Quality Assurance and Improvement Program *(Periodic Self-Assessment and External Quality Assessment, every 5 yrs)*





The CAR committee plays a critical role in ensuring that our systems and policies promote sound governance, effective risk oversight, and ethical conduct throughout the university's operations.


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AUDIT, RISK, AND COMPLIANCE
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Enabling
Informed
Decisions

Annual Report

For the Fiscal Year Ended June 30, 2025

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OARC Mission, Vision, and Strategic Goals

Mission: To enhance value through providing strategic insight, enabling informed decisions, and promoting integrity and compliance

Vision: To earn the trust and partnership of the VT community as we jointly navigate the complex landscape

Operational Excellence	Trust & Partnerships	Strategic Value	Culture & Integrity	Knowledge & Innovation
Embed a spirit of **continuous improvement** with a goal of uncompromising **quality** through all programs. Identify and deploy best practices, data-driven decision making, and process improvement mindsets to enhance the delivery of top-tier assurance, compliance, and advisory services.	Build a foundation of consistent communication, **transparency**, **integrity**, and reliability in all interactions. Foster empathy and understanding of different perspectives to help cultivate mutual **respect and collaboration** with a goal of establishing enduring relationships built on trust.	Create **alignment** with institutional **strategic objectives** to enable informed decisions and promote integrity and compliance. Work to enhance a balanced risk management program with an aim of overall excellence.	Champion both an **institutional culture** and workplace that upholds and models **ethical conduct**. Do so in a way that embraces diverse viewpoints, fosters professional growth, recognizes excellence, and thrives through the collective individual contributions.	Join knowledge and innovation together to **drive progress** and transform both university and office operations. Through the accumulation of information, skills, and expertise, develop ideas and processes that provide assurance, improve efficiency, and create value.

Implementing Strategic Vision and Adding Value

Fiscal year 2024-25 marked the first year of implementation of the new Office of Audit, Risk, and Compliance (OARC) Strategic Plan, in which the office articulated overarching strategic themes and program-level goals for each of OARC's functions. After doing this foundational work in fiscal year 2024, OARC has successfully started working towards objectives identified to mature and strengthen our enterprise risk management, internal audit, and institutional compliance programs, continuing to help Virginia Tech effectively manage and mitigate its extensive risk profile. The following chart shows a representation of goals from each function mapped to the strategic themes guiding our work.

Operational Excellence	Trust & Partnerships	Strategic Value	Culture & Integrity	Knowledge & Innovation
• Evolve a comprehensive understanding of risk university-wide • Use ERM to inform next-level engagement with stakeholders and audit planning approach • Serve and support priority compliance areas • Establish and deploy an agile audit framework • Improve audit follow-up processes through enhanced technology deployment • Update operating policies, manuals, and processes to align with new professional standards	• Foster purposeful connections with colleagues, leadership, and BOV • Utilize governance structure as a connective hub for communication on top risk and compliance areas • Facilitate greater alignment between risk and compliance owners, governance committees, & OARC to ensure optimal mitigation efforts • Connect, support, and educate compliance partner community	• Provide insights on enterprise and emerging risks to enhance executive decision-making • Develop and monitor KPIs & KRIs to understand impact, actions, and progress • Understand correlations and elevate cross-unit risks with high-impact, high-velocity results • Convene ad hoc task forces as sensitive or volatile risks arise • Ensure robust participation is established in future ERP system development/ deployment	• Promote a risk-aware and ethical culture • Establish individualized career pathing methodologies and determine training needs • Contribute compliance and ethics perspectives in policy creation and review • Engage campus stakeholders to encourage a values-based approach in connecting ethical principles with compliance	• Explore and pilot opportunities to deploy continuous assurance AI methodologies • Complete the integration of the cross-program technology solution and deploy to campus stakeholders • Define the visuals that leadership values most and identify data needed to produce them • Create risk-based dashboarding • Pilot and implement a self-assessment tool for compliance areas

State of Control Environment

The university's assurance functions within OARC continues to be a significant element of the university's overall control structure and a positive influence on the control environment. During fiscal year 2024-25, OARC examined and tested the operations and systems of internal control within a number of university departments to assist management and the Board of Visitors in the discharge of their oversight and fiduciary responsibilities.

As a result of the risk management, compliance, audit, and investigative work performed, no deficiencies representing significant control weaknesses were identified; however, a number of other areas requiring improvement were noted. The scope of engagements was not limited in any way by management or others, nor were there any instances where Internal Audit considered its independence or objectivity to have been impaired. Management and others were found to be conscientious, cognizant, and accepting of their responsibility for internal control as well as open, cooperative, and supportive of efforts.

Management has generally accepted audit issues and responded by developing action plans to address the concerns noted. These statements are made with the understanding that no system of internal control provides absolute assurance that controls are functioning effectively. These statements are also not meant to imply that fraud and other irregularities do not exist or, if they do exist, are certain to be detected. Decisions as to the level of risk that is tolerable and should be accepted by the university are the responsibility of management. That said, based on the work performed, OARC did not identify any areas where management decided to accept a level of risk that we believed to be unacceptable.

OARC did not identify any areas where management decided to accept a level of risk that we believed to be unacceptable.

FY 2024-25 Highlights

Enterprise Risk Management (ERM)

- Developed a comprehensive risk register for the university
- Conducted ERM exercises related to research compliance and the changing regulatory landscape
- Created a new view of the risk landscape that visualizes the comparative risk escalation/de-escalation from the previous year

Institutional Compliance Program (ICP)

- Led a working group through benchmarking, deliberation, and proposal of a Conflict of Interest and Commitment program for consideration by executive leadership
- Provided assistance on specific needs of high priority compliance areas, including those related to federal regulatory changes
- Continued personal data privacy review

Internal Audit

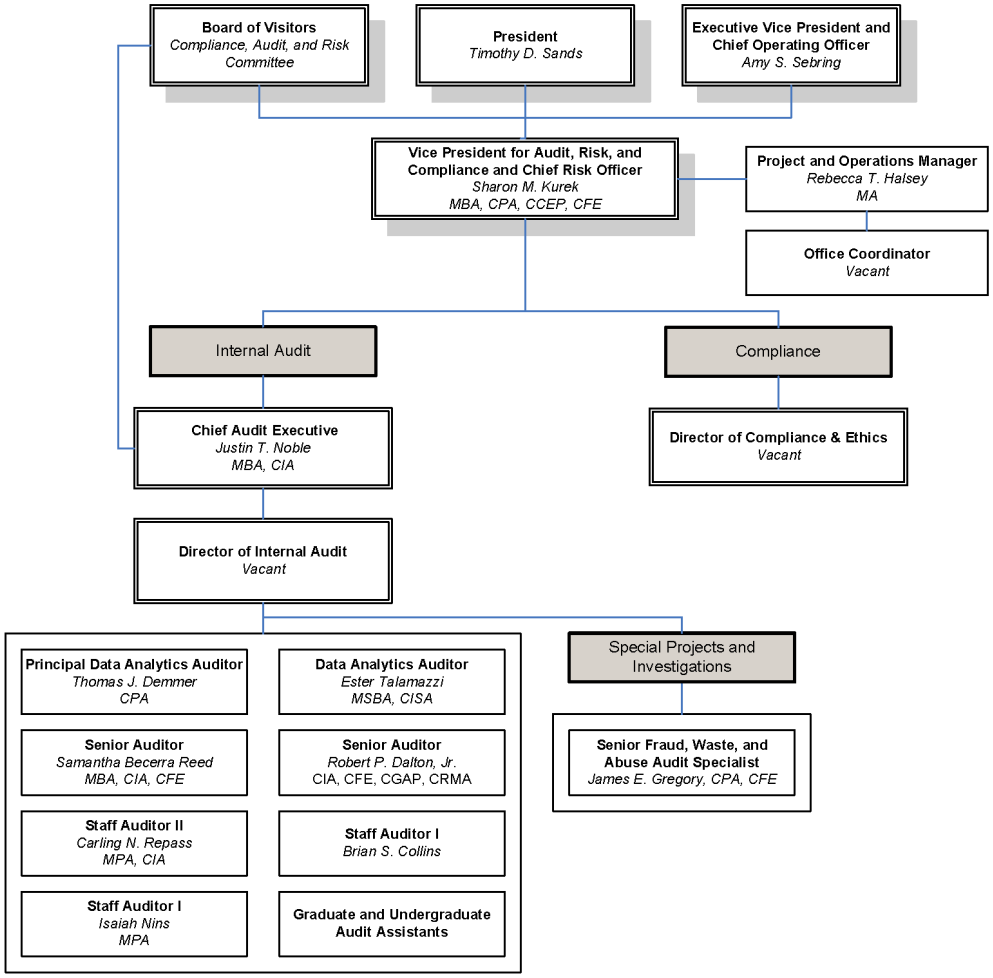
- 80% of audit plan completed (24 engagements)
- 17 fraud, waste, or abuse cases initiated
- 4.46 out of 5 (89%) on client satisfaction surveys
- 87 management action plans closed



Staffing and Resources

During Summer 2024, we successfully onboarded a senior auditor and a graduate assistant, and recently successfully hired another senior auditor in Summer 2025. Throughout FY25, the audit team has engaged an external consultant in co-sourced audits in the IT space. With two OARC leaders moving onto other areas of the university and Virginia Tech Foundation, OARC is currently recruiting for the Director of Compliance & Ethics, Director of Internal Audit, as well as a part-time Office Coordinator.

OFFICE OF AUDIT, RISK, AND COMPLIANCE
VIRGINIA TECH



Organizational Structure
August 2025

Credential Legend:

CPA	Certified Public Accountant
CIA	Certified Internal Auditor
CCEP	Certified Compliance & Ethics Professional
CFE	Certified Fraud Examiner
CRMA	Certified in Risk Management Assurance
MA	Master of Arts
MBA	Master of Business Administration
MPA	Master of Public Administration
MPL	Master of Policy Leadership
MSBA	Master of Science in Business Administration

Professional Service

OARC continues its longstanding tradition of professional engagement and service. Activities this year included:

- Association of College and University Auditors (ACUA)
  - Sharon M. Kurek served as a mentor to two colleagues who were recently promoted to Chief Audit Executive/Officer at their institutions through the ACUA mentor program, as well as the ACUA liaison to University Risk Management and Insurance Association (URMIA).
  - Justin T. Noble served on the NCAA Task Force, as the ACUA liaison to National Association of College and University Business Officers (NACUBO), a mentor to ACUA Board Member at Large, and was a speaker at Audit Interactive.
- Institute for Internal Auditors Southwest Virginia Chapter
  - Justin T. Noble served on the Board of Governors, served as the vice president/president elect, and invited to speak at the Virginia Training Academy.
  - Carling N. Repass served on the Board of Governors and was elected as the incoming vice president/president elect.
- Additional Service
  - Sharon M. Kurek was invited to speak at the SEC Roundtable at the University of Tennessee.
  - Sharon M. Kurek and Justin T. Noble served on quality assurance review teams for peers to evaluate their conformance with professional standards.

Professional Qualifications

OARC is proud of its staff and the depth of experience on the team. OARC staff has more than 162 years of combined experience in audit, risk, and compliance professions. Additionally, the staff has over 66 years of service to Virginia Tech. OARC maintains an extensive background with expertise in such high-risk areas in higher education as athletics and research.

162
years of professional audit, risk, and compliance experience

OARC also takes pride in the number of professional certifications held by our staff. This year, Samantha Becerra Reed earned her Certified Internal Auditor (CIA) designation and Ester Talamazzi obtained her Certified Information Systems Auditor (CISA) designation.

Certification and Advanced Degrees

Professional Certifications			
1	Certified Compliance and Ethics Professional (CCEP)	4	Certified Internal Auditor (CIA)
4	Certified Fraud Examiners (CFE)	3	Certified Public Accountants (CPA)
1	Certified Governmental Auditing Professional (CGAP)	1	Certified in Risk Management Assurance (CRMA)
1	Certified Information Systems Auditor (CISA)		
Advanced Degrees			
3	Master of Business Administration (MBA)	2	Master of Science or Arts (Business Analytics, Political Science)
2	Master of Public Administration (MPA)		

Resourcing

The table below compares OARC's expenditures from fiscal year 2024-25 to fiscal year 2023-24. The majority of our expenses continue to support salaries and benefits, making up 82 percent of OARC expenditures. Consulting services remain a large portion of our expenditures this year, with three significant engagements aiding the office. A consulting agreement with Gartner allowed OARC to leverage their extensive research library and content experts; a contract with a law firm continued scoping out the foundation of a personal data privacy program; and an agreement with Deloitte assisted with the reimplementation of two AuditBoard modules, which will support OARC's ability to leverage a connected risk view across all three programs. OARC began its pilot program of co-sourcing IT audits this year, which will continue into next fiscal year. Software costs have largely stabilized with a multi-year contract for the new AuditBoard system, which is an integrated GRC software solution for audit, risk, and compliance. Training expenses returned to the office's typical level this year. Overall, the fiscal year 2024-25 expenditures remained consistent with fiscal year 2023-24 spending.

Analysis of Expenditures

Category	FY 2024-25	FY 2023-24
Salaries and Benefits	$1,987,320	$2,250,608
Consulting Services	263,853	82,664
External Audit Services	34,705	0
Furniture & Equipment	336	7,077
Operating Expenses	23,597	33,626
Personnel Expenses & Recruitment	3,141	22,089
Software	76,542	81,171
Training	49,827	35,244
Total	**$2,439,321**	**$2,512,479**

Enterprise Risk Management Program

OARC has coordinated Virginia Tech's ERM Program since its inception at the request of the Board of Visitors Compliance, Audit, and Risk (CAR) Committee in 2017. The ERM process, a key tool in setting strategic goals across the enterprise, is designed to identify potential events that may affect the university, manage those risks within the university's risk tolerance, and support the achievement of Virginia Tech's mission and objectives. The ERM program strengthens the university's ability to achieve its mission and strategic objectives through effective management of key risks and opportunities related to the achievement of strategic objectives. In this context, risk encompasses both negative events ("downside risk") and opportunities ("upside risk").

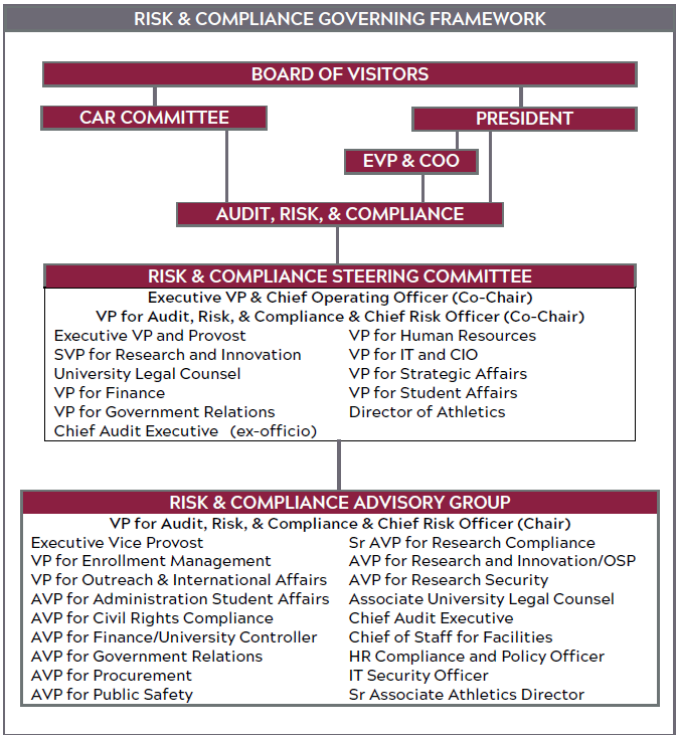
ERM-related activities that took place in fiscal year 2024-25, both planned and *ad hoc,* included:

- Conducted a tabletop exercise with the Risk & Compliance Steering Committee and research stakeholders on research security and compliance scenarios
- Led an ERM exercise with President's Council on risk tolerance, appetite, mitigations, and opportunity risks in evolving regulatory landscape
- Developed a comprehensive risk register for the university across risk, audit, compliance, and ARMICS programs
    - In process of implementing technology solution to visualize connected risk view and assist risk owners in monitoring and mitigation
- Refreshed the OARC strategic plan, articulating program-level goals for the next three years, including:
    - Developing risk-level KRIs, KPIs, and mitigation strategies with risk owners
    - Utilizing GRC platform for dashboarding capabilities

Governance Framework

We implemented the new Risk & Compliance Governance Framework last year and continued regular meetings throughout this year. Each committee participated in the annual risk assessment discussions and served as critical communication hubs for important risk areas. The Steering and Advisory Committees:

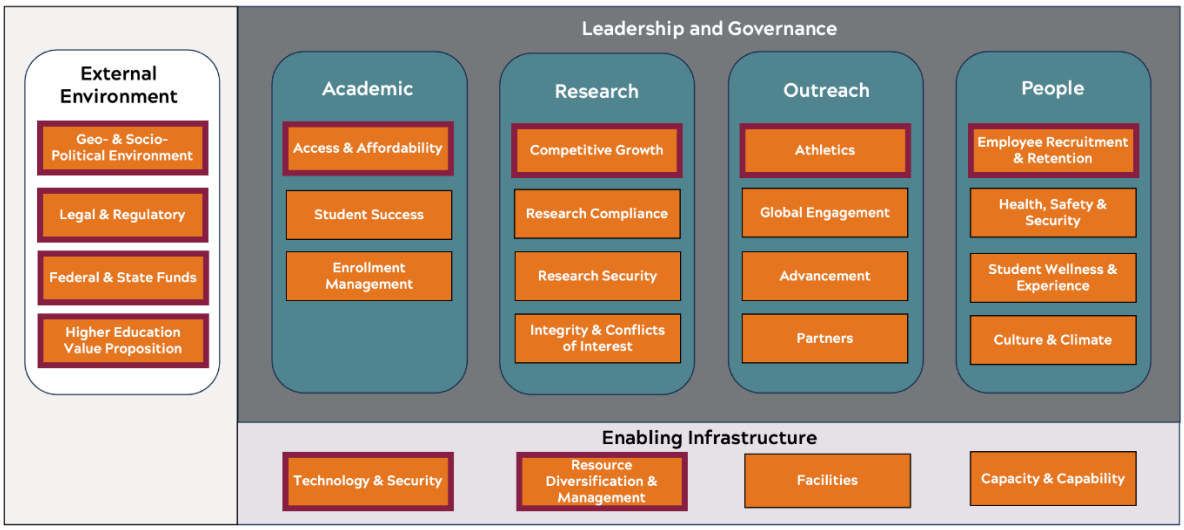
- Support the implementation and execution of the ERM and ICP programs
- Provide oversight and insight for strategic decision making and effective resource allocation
- Help to set program priorities and promote an institution-wide perspective related to risk and compliance



Enterprise Risk Landscape and Heat Map

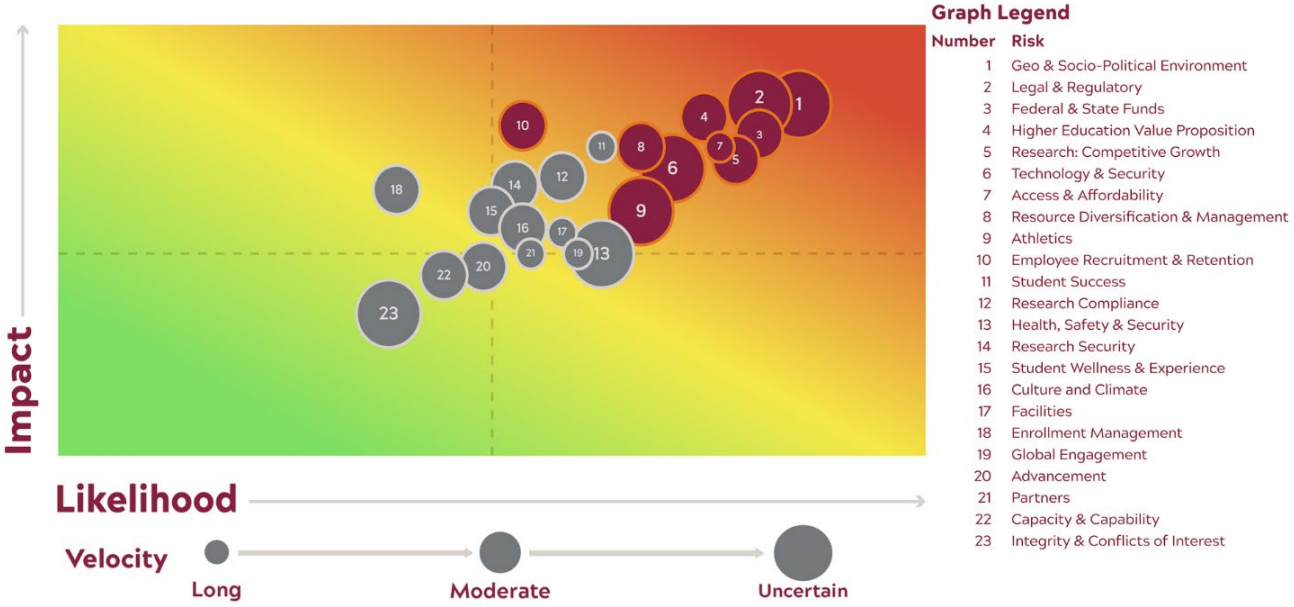
The enterprise risk landscape, delineated by the university's tripartite mission and support environments, was updated and the heat map provided a visualization of institutional risk with a focus on the top ten risks.

Enterprise Risk Landscape



Maroon border = Top 10 Risk

Heat Map of Enterprise Risks



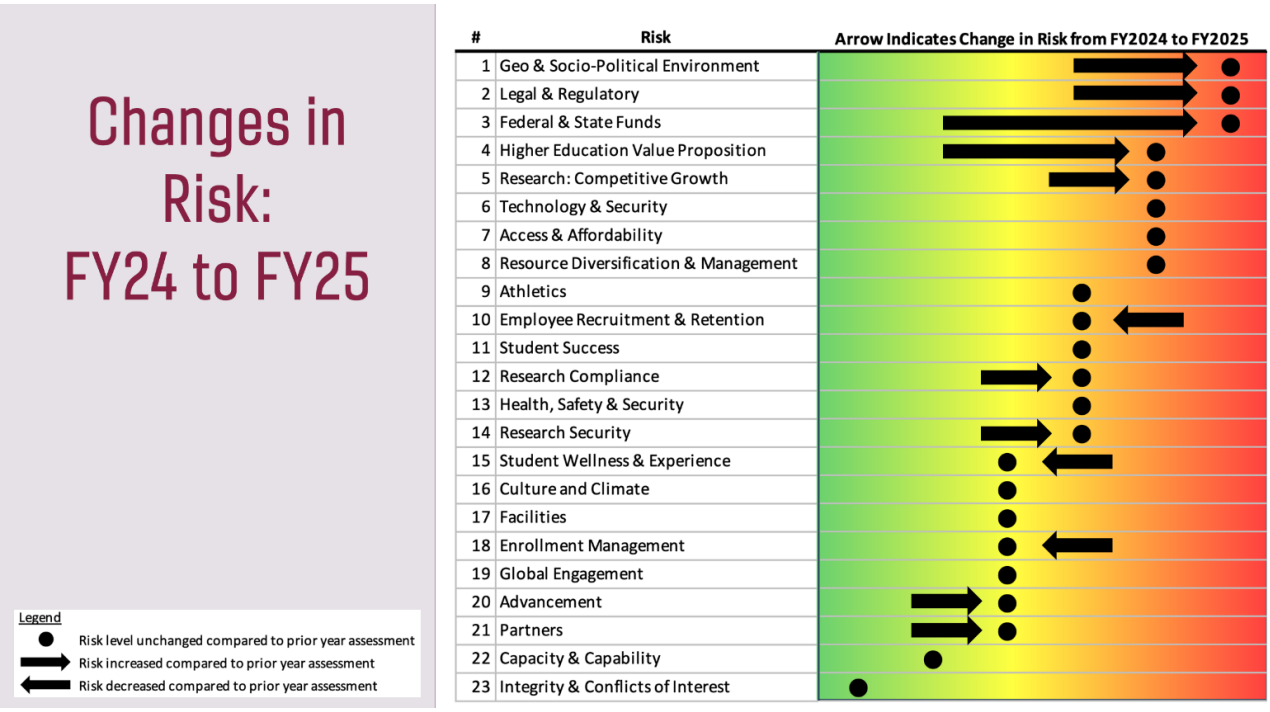
Board Engagement with Enterprise Risks

20 of 24

enterprise risks discussed with the board in the past 2

OARC is pleased to see continued engagement with the enterprise risk management program across the Board of Visitors committees and the executive leadership team. Since the formation of the formal ERM program and introduction of the university's Enterprise Risk Landscape, over 180 presentations and discussions highlighting ERM risk areas took place across the Board of Visitors' committees, with 36 occurring in this fiscal year. The CAR Committee has requested coverage of risks so that they receive updates on the top ten risks annually and on all enterprise risks over a two-year cycle.

This year, the CAR Committee requested a new view of the risk landscape that would highlight the changes in the environment. The graphic below shows how each enterprise risk has escalated or deescalated compared to last year's assessment.



Connecting ERM with Strategy

The ERM program has been focused this past year on activities that will lay the foundation of risk mitigation and monitoring in the future. The plan for the upcoming year will be to build out data on the top enterprise risks in collaboration with the risk owners, including articulating risk-level key risk indications (KRIs) and key performance indicators (KPIs). Once those are developed, a future state goal is to utilize the dashboarding capabilities of our GRC platform for more data-informed decision-making.

Institutional Compliance Program

Virginia Tech is committed to integrity, a culture of compliance, and promoting the highest ethical standards for all employees. Since 2017, OARC has led the university's Institutional Compliance Program (ICP) in promoting and supporting a working environment reflecting its commitment to compliance with all relevant legal and regulatory requirements. The ICP is a resource that supports the Virginia Tech community in proactively meeting its compliance obligations and managing compliance risks.

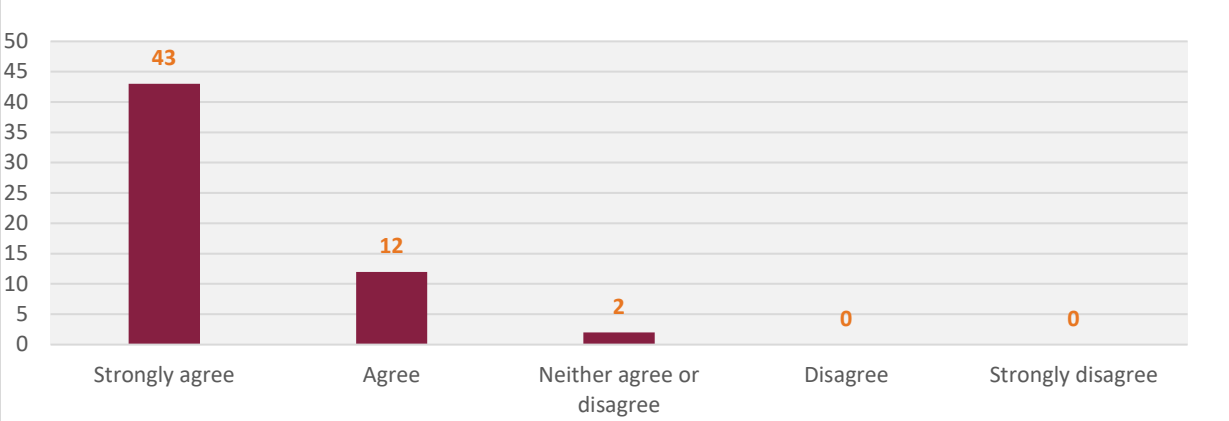
> **"One hallmark of an effective compliance program is its capacity to improve and evolve."**
>
> **-USDOJ Evaluation of Corporate Compliance Programs, March 2023**

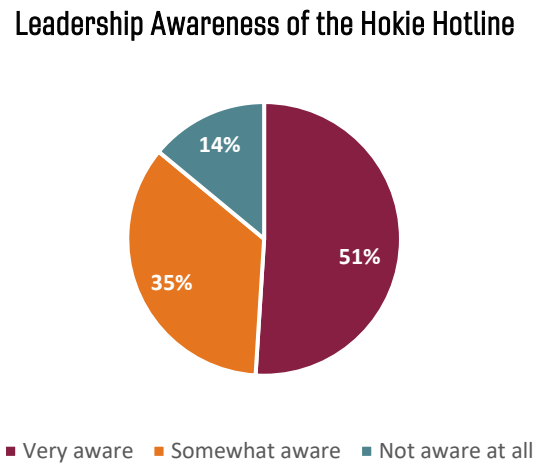
In fiscal year 2024-25, ICP activities included:

- Led a working group through benchmarking, deliberation, and proposal of a Conflict of Interest and Commitment program for consideration by executive leadership (Approved July 2025)
- Convened two meetings of the Risk & Compliance Advisory Group
- Provided assistance on specific needs of high priority compliance areas, including those related to federal regulatory changes
- Continued personal data privacy review following process for engagement of third-party expertise
- Continued role and responsibilities of state agency Regulatory Coordinator for Virginia Tech
- Served on Research & Innovation Council, Policy Advisory Committee, and Title IX Policy & Practice Group
- Currently recruiting for our new Director of Compliance & Ethics, after the Chief Compliance Officer's departure in December 2024.

From leadership surveys conducted in Spring 2025 (see charts below), OARC measured the perception of Virginia Tech's ethical culture and awareness of the Hokie Hotline reporting mechanism.

Virginia Tech employees do their best to ensure compliance with applicable laws, regulations, and policies.





Fraud, Waste, and Abuse

OARC conducts reviews of all state hotline and internal complaints alleging fraud, waste, and abuse. During fiscal year 2024-25, OARC:

- Investigated 16 cases, including 15 internal and one state hotline complaint
- Closed three cases from prior fiscal years and 14 from fiscal year 2024-25

For the 17 cases completed:

- Zero of one state hotline cases were substantiated
- Seven of 16 (44%) internally reported cases were substantiated

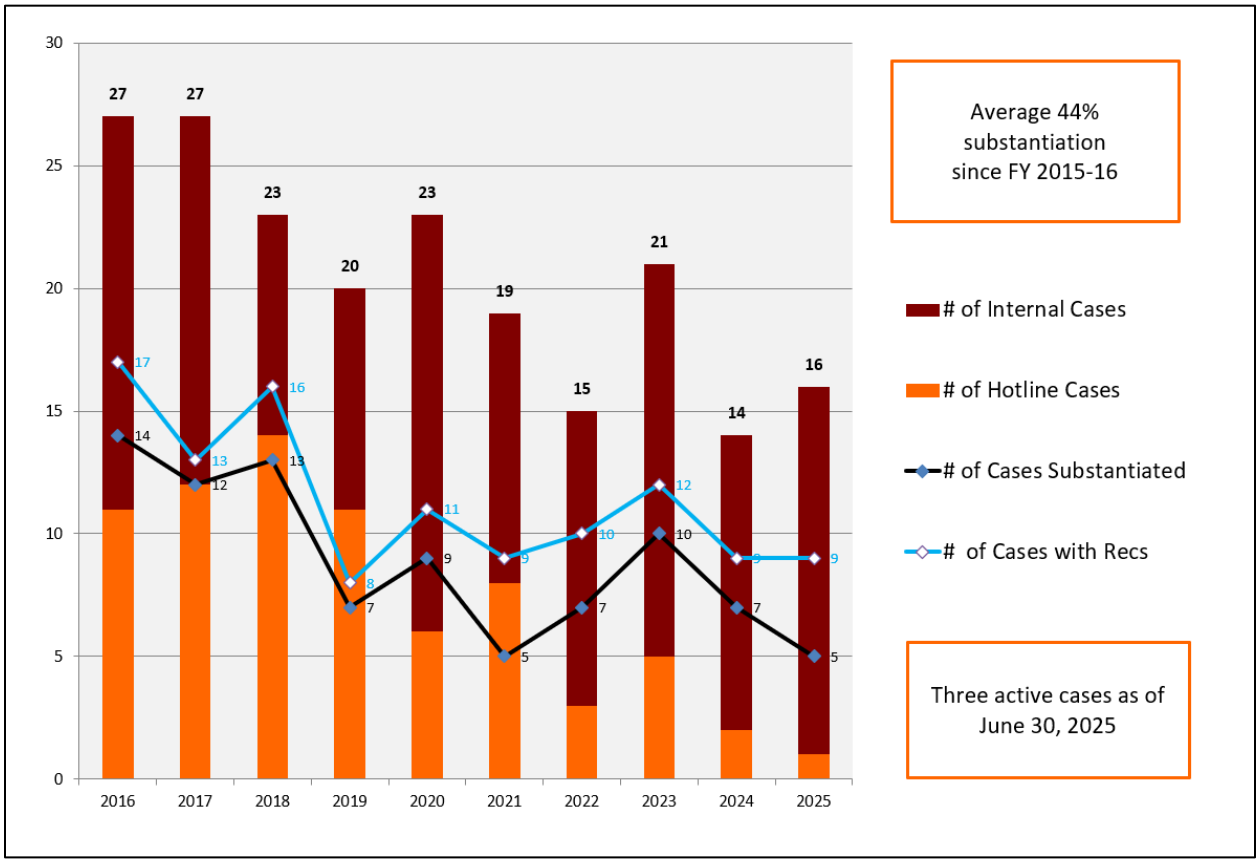
Since fiscal year 2015-16, approximately 58 percent of internally reported allegations have been substantiated, and 18 percent of state hotline cases have been substantiated, for a combined weighted average of 44 percent.

OARC maintains a fraud, waste, and abuse hotline service ("Hokie Hotline") that offers an easy, safe, secure, and anonymous platform to accept tips and complaints from all sources about potential fraud, waste, abuse, and noncompliance at the university. Six of the 17 internally investigated complaints mentioned above were received via the Hokie Hotline.

HOKIE HOTLINE

Since fiscal year 2015-16, approximately 74 percent of the allegations investigated by OARC have fallen within five general categories: improper use of university resources; abuse of authority; conflict of interest; misfeasance and waste; and leave or time abuse.

Historical Case Volume by Fiscal Year



Internal Audit

Internal Audit continued its role as the assurance and advisory arm within the university. Value-added engagements through traditional audits, a limited number of advisory activities, and providing insight through formal and informal means were hallmarks throughout the year. As depicted below, fiscal year 2024-25 began with 30 proposed engagements. A combination of changing risks, including the continued effects of staff vacancies and parental leave, led to the cancelation or deferment of ten audits. Coupled with four supplemental advisory reviews and six carry forward engagements, OARC ended the year with 30 planned audits, of which the team completed 24 as of this report. This results in an 80 percent completion rate for fiscal year 2024-25. Appendix A shows the status of each audit in the fiscal year 2024-25 audit plan.

Audit Plan Status

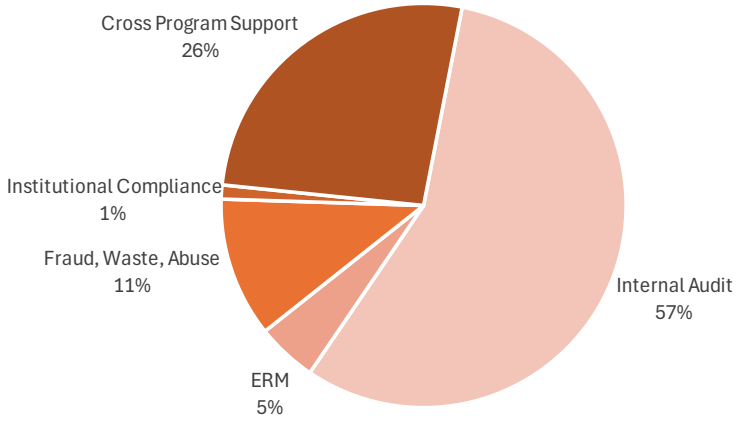
Audits	
Total # of Audits Planned	30
Total # of Supplemental Audits	4
Total # of Carry Forwards	6
Total # of Planned Audits Deferred and/or Canceled	10
Total Audits in Plan as Amended	**30**
Total Audits Completed	24
Audits – Percentage Complete	80%
Audits – Percentage Complete or Underway	100%
Note: Includes Policy Compliance Reviews and Advisory Services	

Effort

Of the 22,988 hours logged by OARC last year, 63% was charged directly to executing our core mission. The remaining 37% was spent on office administration, computer support, training, and compensated absences.

Of 14,524 core-mission hours, OARC spent:

- 57% on Internal Audit
- 26% on cross-program support (annual risk assessment, planning, and supervision)
- 11% of Fraud, Waste, and Abuse investigations
- 5% on ERM
- 1% on Institutional Compliance



Follow Up Activities and Management Corrective Actions

OARC conducts follow-up on management's implementation of agreed upon improvements for previously issued audit recommendations. Each audit recommendation—and its associated management corrective action—is given a rating of high, medium, or low priority. This judgment is made in a local context, and items identified as high do not necessarily convey material deficiencies or risks beyond the operating environment in which they were found. A primary objective of this classification is to drive a greater sense of urgency in completing the corrective action and completion of audit follow-up. The Compliance, Audit, and Risk (CAR) Committee receives the higher priority recommendations and associated management corrective actions. However, OARC and management closely monitor all outstanding recommendations to ensure they are adequately addressed by the responsible parties.

87

management corrective actions were closed

Of the 61 management corrective actions generated during fiscal year 2024-25 engagements, OARC categorized two (3%) as high priority. High-priority management corrective actions include those that are systemic or have a broad impact; have contributed to a significant investigation finding; are reportable conditions under professional literature; create health or safety concerns; involve senior officials; create exposures to fines, penalties, or refunds; or are otherwise judged as significant control issues. Open management corrective action plans at fiscal yearend have been outstanding an average of 140 days. Audits for fiscal year 2024-25 resulted in recommendations with ratings of high, medium, or low management corrective actions as follows:

Beginning # of management corrective actions	40
Management corrective actions added	61
Management corrective actions closed	87
Current # of open management corrective actions	14

Results of Surveys for Evaluating Internal Audit Services

After the completion of each engagement, the primary contacts within the area under review are provided a survey requesting their evaluation of the quality of the services provided. Feedback from the surveys is used to enhance the overall quality of the engagements and to ensure OARC is meeting its customer service focus. The survey responses are grouped into three categories:

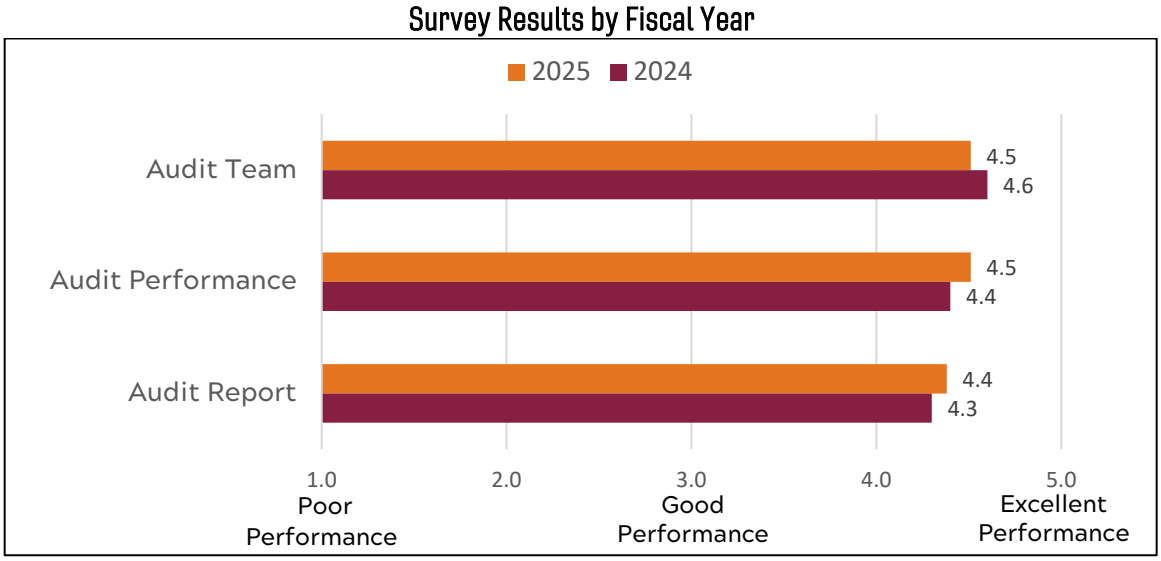
89%

client satisfaction

Audit Team — Demonstrated technical proficiency; approached audit in an objective and professional manner; and effectiveness of conclusions and opinions.

Audit Performance — Discussed preliminary audit objectives, scope, and timing of audit; solicited and considered management concerns and suggestions in audit; and minimized disruption of auditee's daily activities as much as possible.

Audit Report — Written clearly; contained adequate explanations for observations; and recommendations improved or added value to auditee's departmental operation.



Overall, client ratings were favorable. Attaining a cumulative average score of 4.46 on a 5-point scale exceeded OARC's goal of a 4.0 rating on survey feedback and resulted in 89% client satisfaction.

"It's always useful to follow standards for best practices to make sure we continue providing an excellent quality program. I thank the team for the promptness of their feedback as well as making the audit process run smoothly and thoroughly. We appreciated the professionalism and clarity in the process."

Quality Assurance and Improvement Program

In accordance with requirements set forth by the Institute of Internal Auditors' Global Internal Audit Standards, Internal Audit maintains a comprehensive Quality Assurance and Improvement Program. This program includes ongoing monitoring, periodic self-assessments, and an independent external assessment that should be conducted at a minimum of every five years. The on-going monitoring program consists of four elements: the supervisory review of project working papers, quality assurance reviews of individual audits, the pre-issuance review of reports, and periodic assessments of the quality control system. A self-assessment was conducted during the current fiscal year and shared with executive leadership and the Board of Visitors during the August 2025 Compliance, Audit, and Risk committee meeting. An external assessment of OARC was completed by Baker Tilly during fiscal year 2021-22, when the internal audit function received the highest rating possible of "generally conforms."

Appendix A: FY 2024-25 Audit Plan Status

The chart below outlines the status of the fiscal year 2024-25 audit plan, as amended.

FY 2024-25 Audit Plan Status

Audit Project	Risk Ranking	BOV Mtg
Risk-Based Audits		
ADA Compliance *(Carryforward from FY24)*	Medium	Canceled
Aerospace and Ocean Engineering *(Carryforward from FY24)*	High	November 2024
Affiliated Corporations: Virginia Tech Transportation, LLC	Low	Ongoing
Athletics	High	August 2025
Bursar	High	Canceled
Data Analytics: Subscription Services	Medium	Canceled
Electrical and Computer Engineering	High	March 2025
Environmental Health and Safety *(Co-Sourced)*	High	August 2025
HR: Benefits	High	Ongoing
Immigration Services	High	March 2025
IT: Cloud Services	Medium	Canceled
IT: Network Infrastructure & Services	Medium	Canceled
IT: Security Operations Center *(Co-Sourced)*	High	Ongoing
National Security Institute	Medium	June 2025
Programs for Minors	Medium	March 2025
Real Estate Management *(Carryforward from FY24)*	Medium	November 2024
Recreational Sports	Medium	August 2025
Research: Cost Sharing	High	Canceled
School of Plant and Environmental Sciences	High	Ongoing
Sponsored Programs – Pre-Award *(Carryforward from FY24)*	High	November 2024
Subrecipient Monitoring	Medium	Ongoing
Undergraduate Admissions	Medium	March 2025
University Building Official	Medium	November 2024
VT India	Medium	Canceled
Policy Compliance Reviews		
Agricultural Research and Extension Centers *(selected)*		March 2025
College of Agricultural and Life Sciences *(Carryforward from FY24)*		November 2024
College of Natural Resources and Environment		June 2025
Graduate School		June 2025
VP for Information Technology		March 2025

Additionally, OARC responded to management's request for advisory service and provided consultative guidance in the following areas:

- Athletics IT Security – This engagement documented Athletics' efforts to strengthen its information technology general controls in conformance with university policies and standards.
- Corps of Cadets Armory – This engagement reviewed the controls in the Corp of Cadets Armory and provided suggestions on increased review.
- Data Analytics: Research Compliance Dashboard – This engagement finalized the initial steps to create internal dashboarding for common federal research compliance red flags to assist in future assurance and compliance analysis.
- Data Analytics: Safety Management System – This engagement summarized training compliance data and elevated to management data integrity issues for consideration while development and deployment of a new safety management system is underway.
- Sponsored Programs: Final Report Submissions – This engagement summarized required final report submissions compliance and elevated to management considerations for process monitoring.
- Use of State Vehicles – This engagement summarized university-wide compliance data and elevated a common compliance risk for process update consideration.

Appendix B: IIA Standards Disclosures

Per Charter: The internal audit function conducts its activities in accordance with the Institute of Internal Auditors' International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements. The Chief Audit Executive will report annually to the CAR Committee and senior management regarding Internal Audit's conformance with the Global Internal Audit Standards, including maintaining its independence and objectivity, which will be assessed through an ongoing quality assurance and improvement program.

The Institute of Internal Auditors
Elevating Impact

International Professional Practices Framework® (IPPF)

Domain I	**Purpose of Internal Audit**		
Domain II	**Ethics and Professionalism**		
Principle 1	**Demonstrate Integrity**	**Principle 4**	**Exercise Due Professional Care**
Standard 1.1	Honesty and Professional Courage	S4.1	Conformance with the Global Internal Audit Standards
S1.2	Organization's Ethical Expectations	S4.2	Due Professional Care
S1.3	Legal and Ethical Behavior	S4.3	Professional Skepticism
Principle 2	**Maintain Objectivity**	**Principle 5**	**Maintain Confidentiality**
S2.1	Individual Objectivity	S5.1	Use of Information
S2.2	Safeguarding Objectivity	S5.2	Protection of Information
S2.3	Disclosing Impairments to Objectivity		
Principle 3	**Demonstrate Competency**		
S3.1	Competency		
S3.2	Continuing Professional Development		
Domain III	**Governing the Internal Audit Function**		
Principle 6	**Authorized by the Board**	**Principle 8**	**Overseen by the Board**
S6.1	Internal Audit Mandate	S8.1	Board Interaction
S6.2	Internal Audit Charter	S8.2	Resources
S6.3	Board and Senior Management Support	S8.3	Quality
Principle 7	**Positioned Independently**	S8.4	External Quality Assessment
S7.1	Organizational Independence		
S7.2	Chief Audit Executive Qualifications		

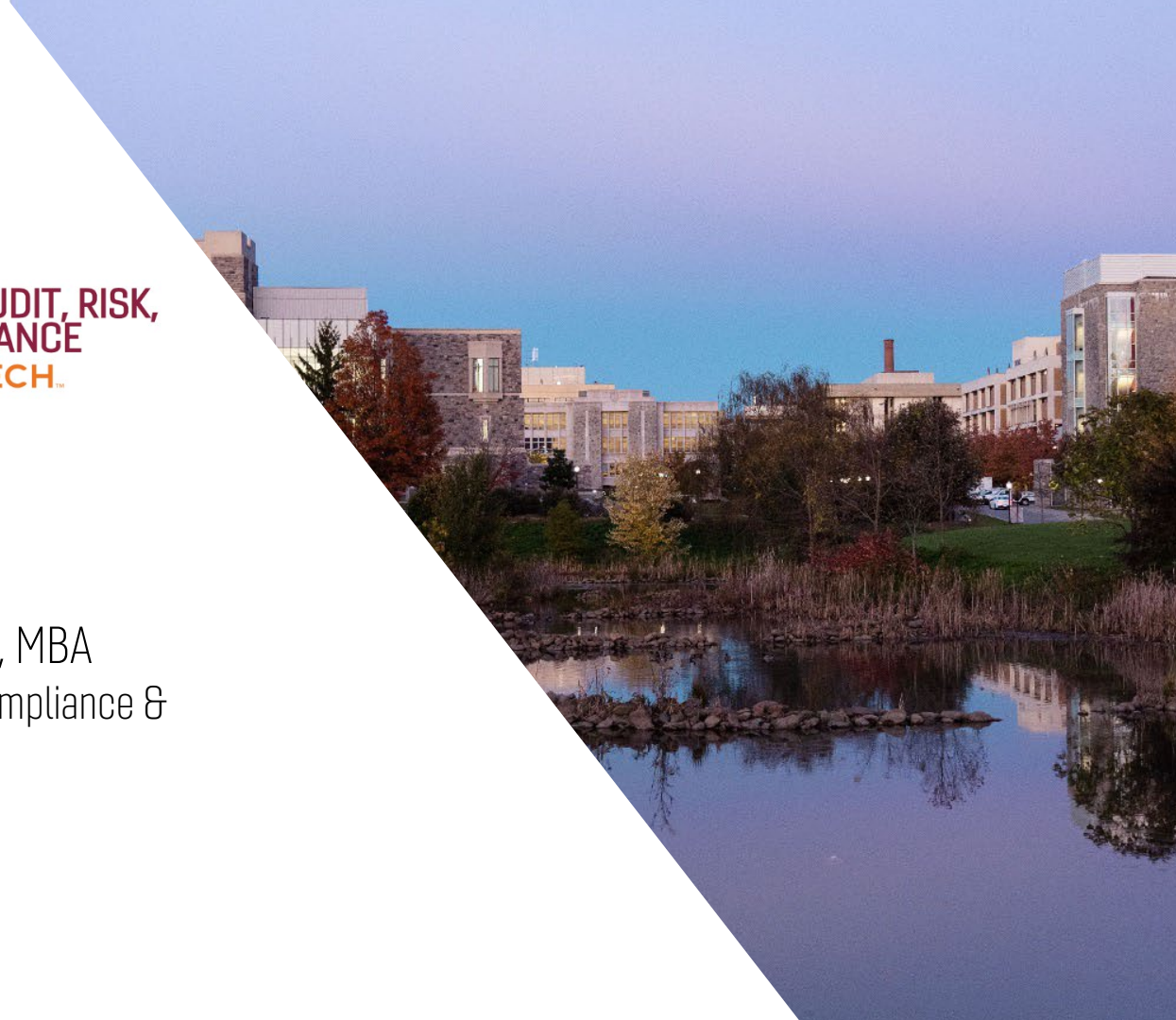
Domain IV	Managing the Internal Audit Function		
Principle 9	**Plan Strategically**	**Principle 11**	**Communicate Effectively**
S9.1	Understanding Governance, Risk Management, and Control Processes	S11.1	Building Relationships and Communicating with Stakeholders
S9.2	Internal Audit Strategy	S11.2	Effective Communication
S9.3	Methodologies	S11.3	Communicating Results
S9.4	Internal Audit Plan	S11.4	Errors and Omissions
S9.5	Coordination and Reliance	S11.5	Communicating the Acceptance of Risks
Principle 10	**Manage Resources**	**Principle 12**	**Enhance Quality**
S10.1	Financial Resource Management	S12.1	Internal Quality Assessment
S10.2	Human Resources Management	S12.2	Performance Management
S10.3	Technological Resources	S12.3	Oversee and Improve Performance
Domain V	**Performing Internal Audit Services**		
Principle 13	**Plan Engagements Effectively**	**Principle 14**	**Conduct Engagement Work**
S13.1	Engagement Communication	S14.1	Gathering Information for Analyses and Evaluation
S13.2	Engagement Risk Assessment	S14.2	Analyses and Potential Engagement Findings
S13.3	Engagement Objective and Scope	S14.3	Evaluation of Findings
S13.4	Evaluation Criteria	S14.4	Recommendations and Action Plans
S13.5	Engagement Resources	S14.5	Engagement Conclusions
S13.6	Work Program	S14.6	Engagement Documentation
Principle 15	**Communicate Engagement Results and Monitor Action Plans**		
S15.1	Final Engagement Communication		
S15.2	Confirming the Implementation of Recommendations or Action Plans		

OFFICE OF AUDIT, RISK, AND COMPLIANCE
VIRGINIA TECH™

ANNUAL REPORT

Sharon M. Kurek, CPA, CCEP, CFE, MBA
Vice President for Audit, Risk, and Compliance &
Chief Risk Officer

August 19, 2025



Mission & Vision Statements



Mission: To enhance value through providing strategic insight, enabling informed decisions, and promoting integrity and compliance

Vision: To earn the trust and partnership of the VT community as we jointly navigate the complex landscape

Strategic Goals

Operational Excellence	Trust & Partnerships	Strategic Value	Culture & Integrity	Knowledge & Innovation
• Evolve a comprehensive understanding of risk university-wide • Use ERM to inform next-level engagement with stakeholders and audit planning approach • Serve and support priority compliance areas • Establish and deploy an agile audit framework • Improve audit follow-up processes through enhanced technology deployment • Update operating policies, manuals, and processes to align with new professional standards	• Foster purposeful connections with colleagues, leadership, and BOV • Utilize governance structure as a connective hub for communication on top risk and compliance areas • Facilitate greater alignment between risk and compliance owners, governance committees, & OARC to ensure optimal mitigation efforts • Connect, support, and educate compliance partner community	• Provide insights on enterprise and emerging risks to enhance executive decision-making • Develop and monitor KPIs & KRIs to understand impact, actions, and progress • Understand correlations and elevate cross-unit risks with high-impact, high-velocity results • Convene ad hoc task forces as sensitive or volatile risks arise • Ensure robust participation is established in future ERP system development/ deployment	• Promote a risk-aware and ethical culture • Establish individualized career pathing methodologies and determine training needs • Contribute compliance and ethics perspectives in policy creation and review • Engage campus stakeholders to encourage a values-based approach in connecting ethical principles with compliance	• Explore and pilot opportunities to deploy continuous assurance AI methodologies • Complete the integration of the cross-program technology solution and deploy to campus stakeholders • Define the visuals that leadership values most and identify data needed to produce them • Create risk-based dashboarding • Pilot and implement a self-assessment tool for compliance areas

State of Control Environment

OARC did not identify any areas where management decided to accept a level of risk that we believed to be unacceptable.

No deficiencies representing significant control weaknesses were identified; however, a number of other areas requiring improvement were noted.

Overall, management:

- Accepts their responsibility for internal control and is supportive of audit efforts
- Generally accepts audit recommendations and responds by developing action plans to address concerns
- Did not limit the work performed and independence/objectivity was not impaired

FY 2024-25 Highlights

Enterprise Risk Management

- Developed a comprehensive risk register for the university
- Conducted ERM exercises related to research compliance and the changing regulatory landscape
- Created a new view of the risk landscape that visualizes the comparative risk escalation/de-escalation from the previous year

Updated risk visuals and register

Provided assistance on priority compliance areas

89% client satisfaction

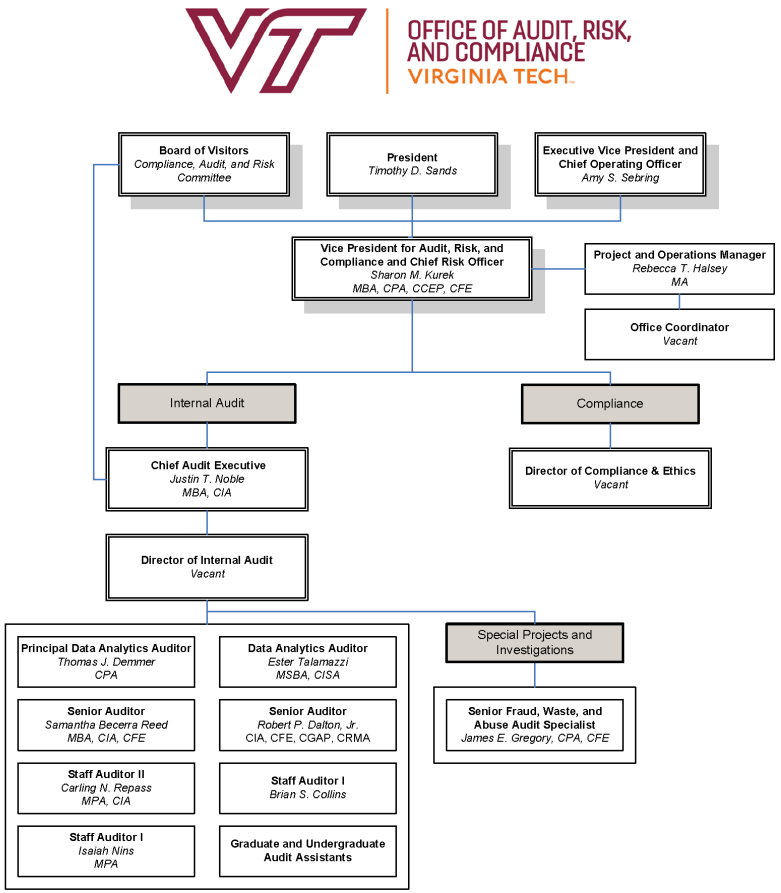
Institutional Compliance Program:

- Led a working group through benchmarking, deliberation, and proposal of a Conflict of Interest and Commitment program for consideration by executive leadership
- Provided assistance on specific needs of high priority compliance areas, including those related to federal regulatory changes
- Continued personal data privacy review

Internal Audit:

- 80% of audit plan completed (24 engagements)
- 17 fraud, waste, or abuse cases initiated
- 4.46 out of 5 (89%) on client satisfaction surveys
- 87 management action plans closed

STAFFING



Certification and Advanced Degrees

Professional Certifications			
1	Certified Compliance and Ethics Professional (CCEP)	4	Certified Internal Auditor (CIA)
4	Certified Fraud Examiners (CFE)	3	Certified Public Accountants (CPA)
1	Certified Governmental Auditing Professional (CGAP)	1	Certified in Risk Management Assurance (CRMA)
1	Certified Information Systems Auditor (CISA)		
Advanced Degrees			
3	Master of Business Administration (MBA)	2	Master of Science or Arts (Business Analytics, Political Science)
2	Master of Public Administration (MPA)		

162
years of professional audit, risk, and compliance experience

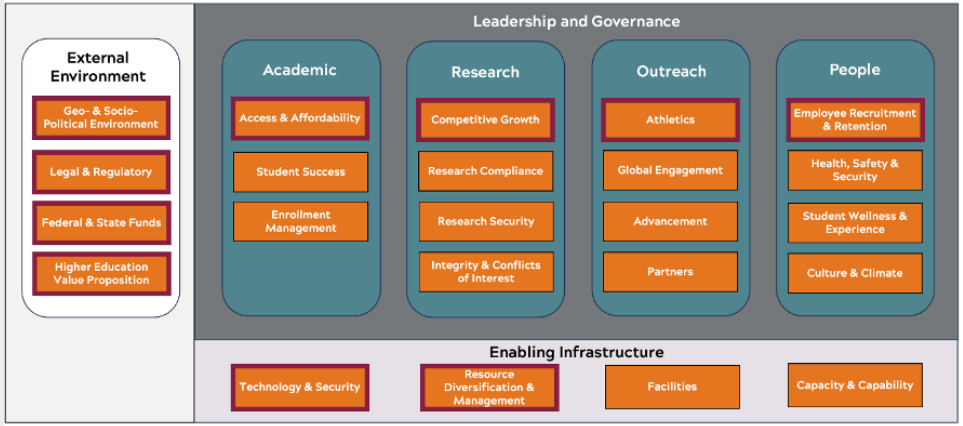
>66
years of Virginia Tech experience

RESOURCING

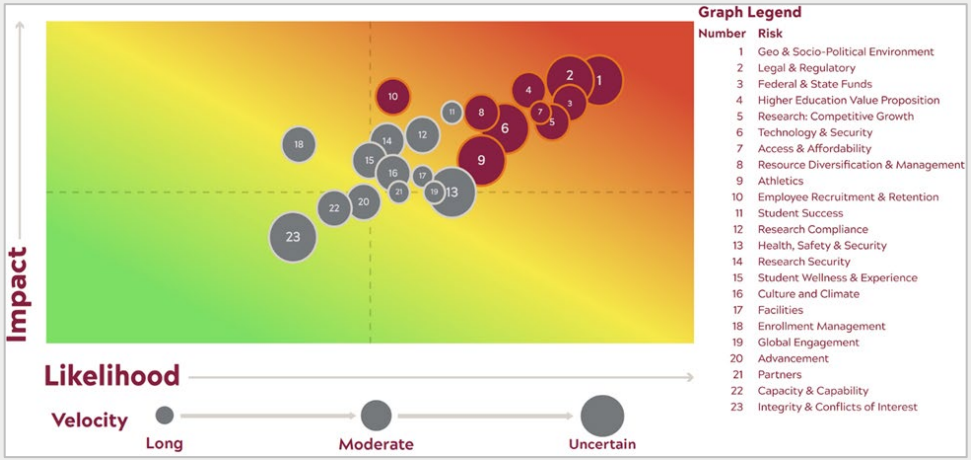
Analysis of Expenditures

Category	FY 2024-25	FY 2023-24
Salaries and Benefits	$1,987,320	$2,250,608
Consulting Services	263,853	82,664
External Audit Services	34,705	0
Furniture & Equipment	336	7,077
Operating Expenses	23,597	33,626
Personnel Expenses & Recruitment	3,141	22,089
Software	76,542	81,171
Training	49,827	35,244
Total	**$2,439,321**	**$2,512,479**

Enterprise Risk Management



Maroon border = Top 10 Risk



ERM-related activities include:

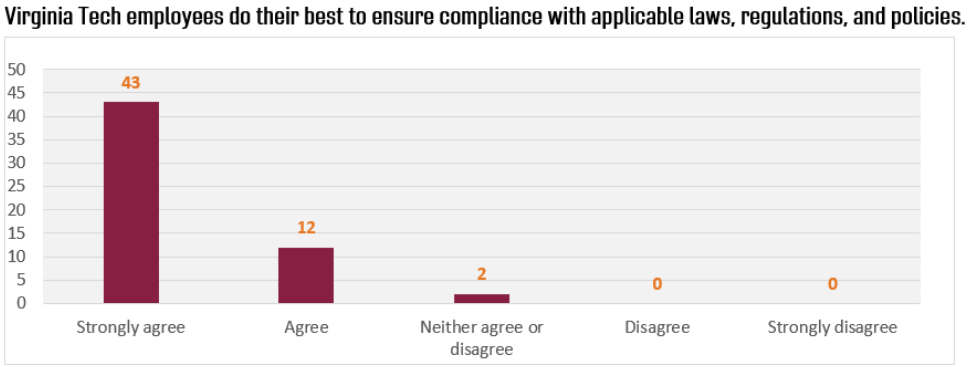
- Conducted a tabletop exercise on research security and compliance scenarios
- Led an ERM exercise with President's Council on risk tolerance, appetite, mitigations, and opportunity risks in evolving regulatory landscape
- Developed a comprehensive risk register for the university across risk, audit, compliance, and ARMICS programs
- Engaged all Board of Visitor committees on ERM topics
- Introduced a new visualization of the change in risk between current and previous years

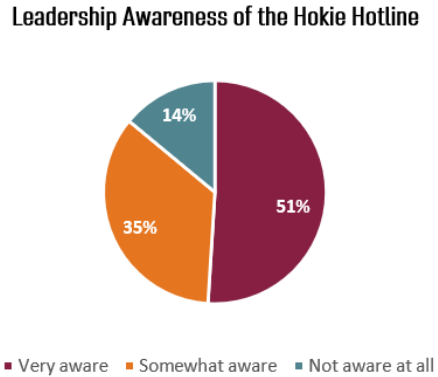
Institutional Compliance Program

Other highlights include:

- Led a working group through benchmarking, deliberation, and proposal of a Conflict of Interest and Commitment program for consideration by executive leadership
- Continued personal data privacy review
- Provided assistance on specific needs of high priority compliance areas, including those related to federal regulatory changes
- Continued role and responsibilities of state agency Regulatory Coordinator
- Served on Research & Innovation Council, Policy Advisory Committee, and Title IX Policy & Practice Group

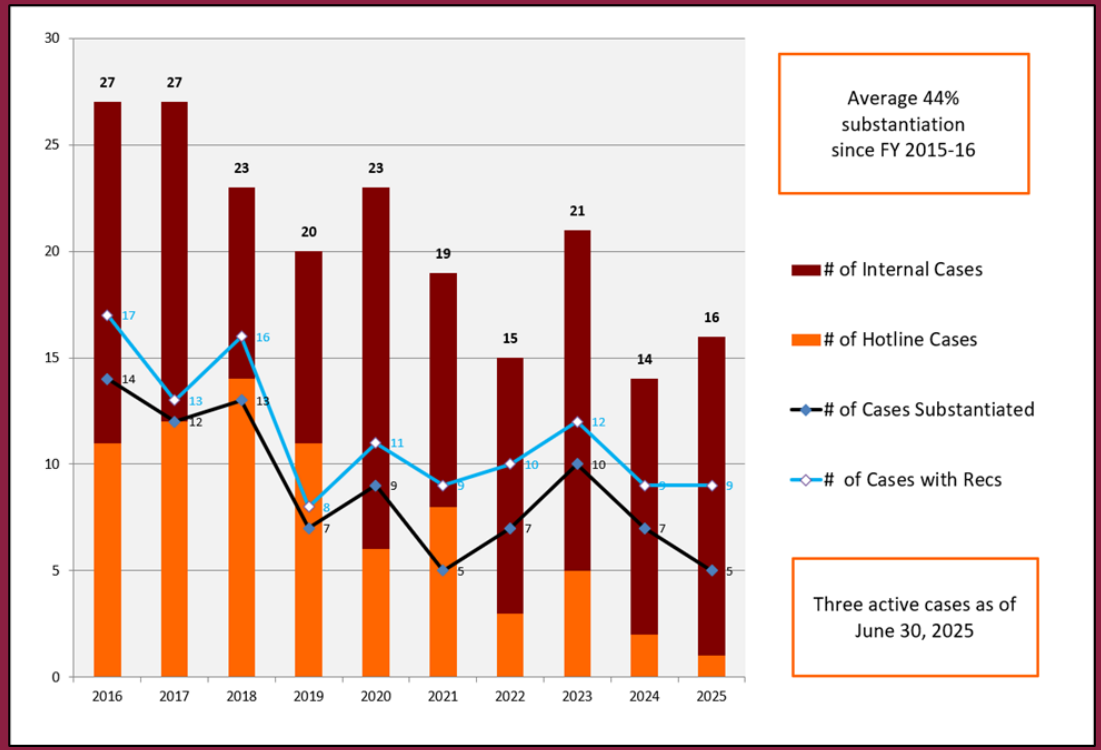
Leadership Survey: Perception of Virginia Tech's ethical culture and awareness of the Hokie Hotline reporting mechanism





Fraud, Waste, and Abuse

HOKIE HOTLINE



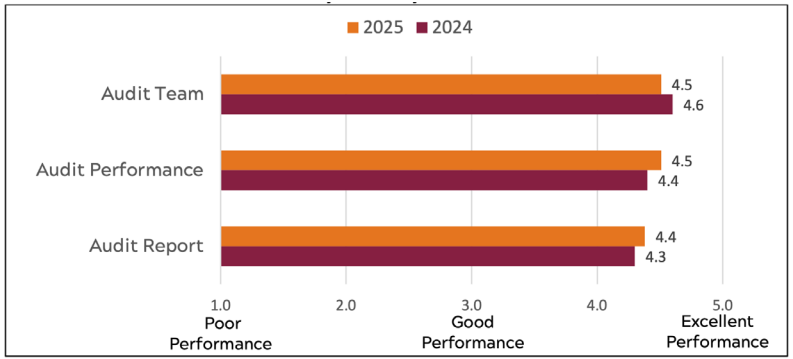
FY 2024-25 Audit Plan Metrics

Audit Plan Status

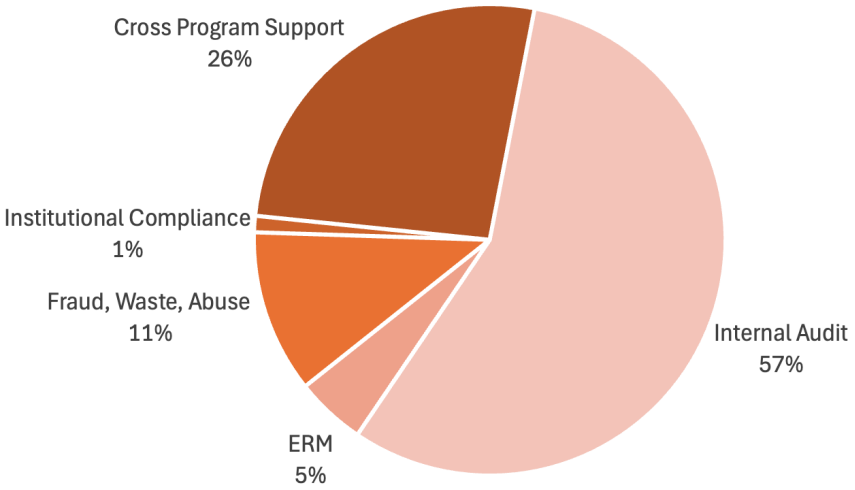
Audits	
Total # of Audits Planned	30
Total # of Supplemental Audits	4
Total # of Carry Forwards	6
Total # of Planned Audits Deferred and/or Canceled	10
Total Audits in Plan as Amended	**30**
Total Audits Completed	**24**
Audits – Percentage Complete	80%
Audits – Percentage Complete or Underway	100%

Note: Includes Policy Compliance Reviews and Advisory Services

Client Satisfaction Survey Results



Distribution of Direct Hours



Management Corrective Action Summary

Beginning # of management corrective actions	40
Management corrective actions added	61
Management corrective actions closed	87
Current # of open management corrective actions	14

IIA Requirements

The Institute of Internal Auditors
Elevating Impact

International Professional Practices Framework® (IPPF)



The chief audit executive's reporting and communication to senior management and the board must include information about:

- The audit charter, including internal audit activity's purpose, authority, and responsibility
- Independence of the internal audit activity
- The audit plan and progress against the plan
- Resource requirements
- Results of audit activities
- Conformance with the Code of Ethics and the Standards, and action plans to address any significant conformance issues (Quality Assurance & Improvement Program)
- Management's response to risk that, in the chief audit executive's judgment, may be unacceptable to the organization

Internal Audit Reports

COMPLIANCE, AUDIT, AND RISK COMMITTEE

August 19, 2025

Background

This report provides a summary of the following reviews and their ratings, as well as the full rating system definitions. The Office of Audit, Risk, and Compliance has made a concerted effort to ensure progress on the annual audit plan.

Consent Agenda Reports	**Rating**
Athletics Ticket Office	Improvements are Recommended
Report for Discussion	**Rating**
Recreational Sports	Significant Improvements are Needed

Summary of Audit Ratings

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

Definitions of each assessment option

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

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

Significant or Immediate Improvements are Needed – The audit identified several control weaknesses that have caused, or are likely to cause, material errors, omissions,

or irregularities to go undetected. The weaknesses are of such magnitude that senior management should undertake immediate corrective actions to mitigate the associated business risk and possible damages to the organization.

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

RECOMMENDATION:

That the internal audit reports listed above be accepted by the Compliance, Audit, and Risk Committee.

August 19, 2025

Open Session Agenda

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

Latham Ballroom A/B, the Inn at Virginia Tech

3:00 p.m.

August 19, 2025

		Agenda Item	Reporting Responsibility
	1.	Welcome and Opening Remarks	Jim Miller
	2.	Consent Agenda	Jim Miller
#		a. Approval of Minutes of the June 3, 2025 Meeting b. Report on Gramm-Leach-Bliley Act Compliance and IT Security	
*		c. Financial Summary of Faculty and Staff Merit Programs d. Approval of Subscription-Based IT Arrangement (SBITA) with Microsoft	
#+	3.	Comprehensive Update on Advancement	Charlie Phlegar
*	4.	Approval of Year-to-Date Financial Performance Report (July 1, 2024 – June 30, 2025)	Simon Allen Tim Hodge Rob Mann
	5.	Overview of University Finances and Affiliated Entities	Simon Allen
#	6.	Preparing for Financial Uncertainty	Simon Allen
	7.	Discussion of Future Agenda Topics and Closing Remarks	Jim Miller

*** Requires full Board approval**
 # Discusses Enterprise Risk Management topic(s)
+ Discusses Strategic Investment Priorities topic(s)

Briefing Report

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

August 19, 2025

Open Session

1. **Welcome and Opening Remarks**

2. **Consent Agenda:** The Committee will consider for approval and acceptance the items listed on the Consent Agenda.

    a. **Approval of Minutes of the June 3, 2025 Meeting:** The Committee will review and approve the minutes of the June 3, 2025 meeting.

b. **Report on Gramm-Leach-Bliley Act Compliance and IT Security:** The Committee will review for acceptance a report on Gramm-Leach-Bliley Act (GLBA) compliance and associated IT security to meet the annual reporting requirement established by the Standards for Safeguarding Customer Information Rule 16 CFR Part 314 (Standards), effective June 9, 2023.

    The GLBA, signed into law in 1999, set standards for handling nonpublic personal information, including student financial records. To achieve compliance with this act, the university modified existing information technology policies and standards with the program, policies, and training to ensure the security and confidentiality of customer nonpublic personal financial records, protect against anticipated threats or hazards, and protect against unauthorized access or use of such records.

    The June 2023 Standards included a requirement to provide an annual report on the program to the Board of Visitors. This report includes an overview of the overall status of the information security program, the compliance status, and material matters related to the information security program.

    The university's report for the August 2025 Board meeting includes an overview of the GLBA Compliance Program, data compliance measures, and risk assessments. The university's GLBA working group has determined that the university is currently in compliance with the Standards. The GLBA working group will continue to monitor regulatory updates, conduct regular risk assessments, enhance security measures, provide training and awareness programs, and proactively address emerging threats.

    c. **Financial Summary of Faculty and Staff Merit Program:** The Committee will receive a financial summary of the faculty and staff merit programs.

Under the authority of Virginia's Restructured Higher Education Act of 2005 and a Management Agreement with the commonwealth, Virginia Tech manages its own human resources systems, including policies; classification; performance management; compensation; and benefits, for teaching and research faculty (T&R), administrative and professional faculty (AP) and university staff. The Board of Visitors has delegated authority for implementing compensation programs to the university administration; the university is sharing this summary with the Board for awareness.

The commonwealth's 2024-26 Appropriation Act includes a three percent program for salaried employees, effective June 10, 2025. This state-authorized compensation program was incorporated into the Faculty Compensation Plan and the University Budget approved by the Board of Visitors at the June 2025 meeting. Consistent with these approvals, the university implemented a three-percent across-the-board increase with minimum performance requirement rating for classified staff and a merit program for faculty and university staff. Increases were effective June 10 for calendar year employees and August 10 for academic year employees.

* d. **Approval of Subscription-Based IT Arrangement (SBITA) with Microsoft:** The Committee will review for approval a Subscription-Based IT Arrangement (SBITA) between the university and Microsoft. The Division of Information Technology is renewing the university's contract and A5 licenses with Microsoft. The cost of this contract will exceed three million dollars, making it a Subscription-Based Information Technology Arrangement (SBITA) requiring Board of Visitors' approval.

GASB Statement No. 96, issued in July 2022, requires Virginia Tech to recognize such agreements as an intangible right-to-use asset with a corresponding right-to-use liability, thereby increasing the university's debt service to operations ratio. Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of capital projects, including long-term leases and SBITAs. Prior to GASB Statement No. 96, SBITAs were approved by university administration through its internal budgeting and information technology procurement processes and reported as operating expenses in the year of payment. The Division of Information Technology annual operating budget includes an amount sufficient to cover the annual cash outlay for subscription payments.

#+ 3. **Comprehensive Update on Advancement:** Charlie Phlegar, Senior Vice President for Advancement, will provide a comprehensive update on the fiscal year 2025 giving results and giving trends since the launch of the Advancement Model. This report also includes an update on the philanthropic participation rate and overviews of the Boundless Impact Campaign, Virginia Tech Advantage, and Global Distinction.

This update is provided for the Board of Visitors' awareness each August. It is intended to summarize University Advancement's activities in the prior year.

* 4. **Approval of Year-to-Date Financial Performance Report (July 1, 2024 – June 30, 2025):** The Committee will review for approval the Year-to-Date Financial Performance Report for July 1, 2024 to June 30, 2025. Total operating revenues (cash basis) exceeded the annual budget by 0.4% and total expenditures were within the expenditure budget by 4.6%. The university successfully closed its fiscal year in accordance with guidance and requirements of the commonwealth. The Educational and General budgets were balanced at year-end, with no operating deficit incurred.

Capital Program

For year-ended June 30, 2025, $121.2 million was expended for Educational and General capital projects, and $30.2 million was expended on Auxiliary Enterprises capital projects. Cumulative capital outlay expenditures for the quarter ending June 30, 2025 totaled $151.4 million against a budget of $187 million. At the end of Fiscal Year 2025, there were 24 active capital projects: eight in design, six in construction, one equipment, and nine in closeout. All projects remained within their overall budget, but expenditures occurred sooner than expected in a few cases.

5. **Overview of University Finances and Affiliated Entities:** The Committee will receive an overview of university finances and affiliated entities, including information on restructuring authority, Finance and Resource Management Committee topics, the Finance organization at Virginia Tech, the university's affiliated entities, recent financial performance and other related matters.

This introduction will provide a detailed look into the 2005 Restructured Higher Education Financial and Operations Act, which gave varying levels of operational autonomy to public higher education institutions. The Act covered authorities in Finance and Accounting, Human Resources, Capital Outlay and Construction, Information Technology, Procurement and Surplus Property, and Leasing and Real Estate Management. The 2006 Management Agreement formalized the relationship between the commonwealth and the university. As a Tier III institution, Virginia Tech has been granted the highest level of authority in Finance and Accounting, Procurement, and Capital Outlay and Construction. Tier III autonomy provides financial incentives including earned interest on tuition and fees and all other nongeneral fund educational and general revenues and automatic re-appropriation of year-end balances. Maintenance of this level of autonomy requires periodic assessment of institutional performance standards against benchmarks.

The FRM Committee topics to be covered include commonwealth financial planning timelines detailing the external operating budget timeline for the current biennium, the timing of FRM Committee agenda items throughout the annual Board meeting cycle, and an organizational chart showing key personnel supporting the FRM Committee.

Next, the overview will focus on university's financial performance, including a breakdown of general and nongeneral funds, summary of net position, details on working capital and days cash on hand, and the university's credit rating. The overview of the university's credit rating will include a comparative analysis against AA-rated peers as outlined in Standard & Poor's Global U.S. Not-for-Profit Public College and University Fiscal Medians 2024 Report.

Finally, the overview will provide a comprehensive review of the university's affiliated entities includes an organizational chart showing the relationship between affiliated entities and an in-depth review of current activities within Virginia Tech Applied Research Corporation and VTT, LLC. This includes reviewing both entities' financial positions, challenges, and opportunities.

In past years, this information was provided at the Board of Visitors Retreat, but it will be shared here instead due to time constraints. This presentation is intended for Board awareness to provide a framework for future Finance and Resource Management Committee approvals.

6. **Preparing for Financial Uncertainty:** The Committee will receive an update on financial risks and contingency planning for the financial uncertainty faced by higher education. Scenarios will include quantifying key risks around federal funding changes, state appropriations, enrollment, and athletics funding. This agenda item is intended for the Board's awareness and to keep the Board informed about the university's preparations for managing current and future risks.

This update is a continuation of past discussions on the changing federal and state funding brought to prior Board Meetings. The presentation begins by evaluating the university's financial position, which currently remains strong, before delving into funding impacts the university has already experienced. This includes full and partial stop work orders and terminations for research, the one-time nature of state funding, and capital budget delays for the Virginia Tech Carilion School of Medicine and Fralin Biomedical Research Institute project.

The update will also look at financial uncertainties such as federal priorities and funding, state funding due to economic factors, enrollment, and intercollegiate athletics challenges. This section of the presentation will show the impact of direct and indirect federal reduction scenario risks, the declining trend in the number of research proposals, planning scenarios for shortfalls in Agency 229 relative to potential reductions in the USDA's National Institute of Food and Agriculture, and the vulnerable position General Funds are in should state revenues weaken or policy priorities shift – shown with three and nine percent reduction scenarios.

Additionally, the update will focus on enrollment risks related to international uncertainty and

the reliance on Spring transfers, along with the various intercollegiate athletic risks. These risks include increased costs due to national changes for revenue sharing and legal settlements, the potential reduction in ACC conference revenues due to the recent ACC settlement, and compliance with the commonwealth's strict rules.

Finally, the update will focus on management strategies, including actions taken to mitigate reductions in governmental support, an overview of the "levers" remaining to manage these reductions, and strategies for managing enrollment and intercollegiate athletics risks.

7. **Discussion of Future Agenda Topics and Closing Remarks:** The Committee will discuss possible topics for future meetings and other topics as needed.

Consent Agenda

a. Approval of Minutes of the June 3, 2025 Meeting

\# b. Report on Gramm-Leach-Bliley Act Compliance and IT Security

c. Financial Summary of Faculty and Staff Merit Programs

* d. Approval of Subscription-Based IT Arrangement (SBITA) with Microsoft

Committee Minutes

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

Room 260, New Classroom Building June 2-3, 2025

Joint Open Session
June 3, 2025

Board members present: Janice Austin – Administrative and Professional Faculty Representative, Ed Baine (Rector), LaTawnya Burleson – Staff Representative, Dave Calhoun (Vice Rector), Sandy Davis, Nancy Dye, William Holtzman, Donald Horsley, Anna James, Starlette Johnson, Letitia Long, Ryan McCarthy, Rachel Miles – Faculty Representative, Jim Miller, Leslie Orellana – Undergraduate Student Representative, J. Pearson, William Poland – Graduate and Professional Student Representative, John Rocovich, Jeanne Stosser

University personnel and guests: Simon Allen, Susan Anderson, Mac Babb, Callan Bartel, Cassidy Blackmore, Andrew Bolling, Eric Brooks, Kristie Caddick, Ann Cassell, Cyril Clarke, Al Cooper, Catherine Cotrupi, Debbie Day, Katherine Drinkwater, Corey Earles, Jeff Earley, Caroline Eaton, Alisha Ebert, Juan Espinoza, Ron Fricker, Michael Friedlander, Ian Friend, Rachel Gabriele, Bryan Garey, Avery Gendell, Mark Gess, Emily Gibson, Nannette Gordon, Leslie Hager-Smith, Chelsea Haines, Kay Heidbreder, Tim Hodge, Elizabeth Hooper, Anne Keeler, Frances Keene, Sharon Kurek, Justin Lemkul, Jeff Loeffert, Kim Loeffert, Rob Mann, Meghan Marsh, Elizabeth McClanahan, Nancy Meacham, Laurel Miner, Liza Morris, Mike Mulhare, Justin Noble, Kim O'Rourke, Jeff Orzolek, Stephanie Overton, Mark Owczarski, Lauren Pollard, Paul Richter, Tanya Rogers, Tim Sands, Amy Sebring, Brennan Shepard, Oliver Shuey, Mark Sikes, Ken Smith, Michael Staples, Michael Stowe, Dan Sui, Aimée Surprenant, Dwyn Taylor, Monecia Taylor, Jon Clark Teglas, Marc Verniel, Rob Viers, Melinda West, Chris Wise, Andy Woodall, Christopher Yianilos

1. **Discussion of On-Campus Housing Framework and Planning Assumptions:** The Committees discussed and affirmed on-campus housing framework and planning assumptions for specific student populations that will be used as key inputs for the proposal requested by the Board at the August Board meeting, likely including a combination of renovation projects and limited new construction.

Open Session
June 3, 2025

Board members present: Janice Austin – Administrative and Professional Faculty Representative, Ed Baine (Rector), LaTawnya Burleson – Staff Representative, Dave Calhoun (Vice Rector), Sandy Davis, Nancy Dye, William Holtzman, Donald Horsley, Anna James, Starlette Johnson, Letitia Long, Ryan McCarthy, Rachel Miles – Faculty Representative, Jim Miller, Leslie Orellana – Undergraduate Student Representative, J. Pearson, William Poland – Graduate and Professional Student Representative, John Rocovich, Jeanne Stosser

University personnel and guests: Simon Allen, Beth Armstrong, Lauren Augustine, Mac Babb, Callan Bartel, Lynsay Belshe, Cassidy Blackmore, Andrew Bolling, Kristie Caddick, Ann Cassell, Cyril Clarke, Lance Collins, Al Cooper, Catherine Cotrupi, Debbie Day, Katherine Drinkwater, Heather Ducote, Corey Earles, Jeff Earley, Caroline Eaton, Alisha Ebert, Abbey Erwin, Juan Espinoza, Ron Fricker, Michael Friedlander, Ian Friend, Rachel Gabriele, Bryan Garey, Avery Gendell, Mark Gess, Nannette Gordon, Rebekah Gunn, Chelsea Haines, Kay Heidbreder, Tim Hodge, Elizabeth Hooper, Travis Jessee, Anne Keeler, Frances Keene, Chris Kiel, Sharon Kurek, Justin Lemkul, Kim Loeffert, Rob Mann, Andrew Marinik, Meghan Marsh, Elizabeth McClanahan, Hud McClanahan, Nancy Meacham, Laurel Miner, Liza Morris, Mike Mulhare, Justin Noble, Kim O'Rourke, Jeff Orzolek, Mark Owczarski, Gabrielle Patarinski, Sharon Pitt, Lauren Pollard, Tanya Rogers, Tim Sands, Amy Sebring, Brennan Shepard, Oliver Shuey, Mark Sikes, Ken Smith, Rick Sparks, Michael Staples, Michael Stowe, Dan Sui, Aimée Surprenant, John Tarter, Dwyn Taylor, Monecia Taylor, Jon Clark Teglas, Roxy Todd, Rob Viers, Melinda West, Chris Wise, Andy Woodall, Chris Yianilos

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

2. **Welcome and Opening Remarks**

3. **Consent Agenda:** The Committee considered for approval and acceptance the items listed on the Consent Agenda.

   a. **Approval of Items Discussed in Joint Closed Session:** The Committee reviewed and approved the items discussed in joint closed session.

   b. **Approval of Minutes of the March 24-25, 2025 Meeting:** The Committee reviewed and approved the minutes of the March 24-25 meeting.

* c. **Approval of 2025-26 Hotel Roanoke Conference Center Commission Budget:** The Hotel Roanoke Conference Center Commission was

established by resolutions adopted by Virginia Tech and the City of Roanoke, under Commonwealth of Virginia enabling legislation. The enabling legislation provided that the Commission shall annually prepare and submit to both the City of Roanoke and Virginia Tech a proposed operating budget showing its estimated revenues and expenses for the forthcoming fiscal year. If the estimated expenses exceed the estimated revenues, the portion of the unfunded balance is to be borne equally by each participating party for the operation of the conference center.

* d. **Approval of 9(d) Debt Financing Resolution for the New Business Building:** The Committee reviewed for approval a debt financing resolution. This resolution identifies the Executive Vice President and Chief Operating Officer, the Vice President for Finance and Chief Financial Officer, and the Assistant Vice President for Finance and Associate Treasurer as Authorized Officers to execute and deliver all certificates and instruments and to take such further action as may be considered necessary or desirable in connection with the sale and issuance of debt for the New Business Building. The financing for this project is not to exceed $37.5 million.

* e. **Notification of Provisions of the Appropriation Act Relating to Indebtedness of State Agencies:** This is the university's annual notification to the Board of Visitors detailing the provisions of the Appropriation Act relating to indebtedness of state agencies, or unauthorized deficits.

The Committee approved the items on the Consent Agenda and recommended the 2025-26 Hotel Roanoke Conference Center Commission budget, the 9(d) Debt Financing Resolution for the New Business Building, and the Notification of Provisions of the Appropriation Act Relating to Indebtedness of State Agencies to the full Board for approval.

\# **4.** **Update on Advancement:** Monecia Taylor, Vice President for Advancement, provided an update on new gifts and commitments and cash for the fiscal year.

* **5.** **Approval of Year-to-Date Financial Performance Report (July 1, 2024 – March 31, 2025):** The Committee reviewed for approval the Year-to-Date Financial Performance Report for July 1, 2024 to March 31, 2025. For the third quarter, budget adjustments were made to reflect revisions to projected revenues and expenditures. The report shows the actual revenues and expenses compared

to the budgets and the overall status and expenditures of ongoing capital projects. As of March 31, 2025, operating revenues and expenditures are on track.

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

#+ **6.** **Approval of 2025-26 University Operating and Capital Budgets:** The Committee reviewed for approval the proposed university operating and capital budgets for 2025-26.

The Operating Budget for the 2025-26 fiscal year has a recommended internal budget for all operations of $2.5 billion. This is an increase of $174.2 million over the adjusted budget for last year. On a like-for-like basis, the budget is 2.9% larger, with the remaining growth driven by certain activity processing being relocated from the Foundation to the university. The university's total General Fund allocation is estimated to be approximately $464.8 million, an increase of $8.0 million over last year's adjusted budget. General Fund revenues will provide $420.6 million in support for the instructional, research, and extension programs, $40.6 million for student financial assistance, and $3.7 million for the Unique Military Activities program. The increase in the General Fund will primarily be used to fund the salary increases included in the state budget.

The overall change in the budget includes an increase of $36.0 million attributable to the Educational and General programs and $30.5 million of projected growth in Auxiliary Enterprises. The Auxiliary Enterprise budget includes the budgets of four Auxiliary Systems; the Dormitory and Dining Hall System, the Electric Service Utility System, the University Services System, and, the Athletic Facilities System, in accordance with the resolutions authorizing and securing revenue bonds. The university's Educational and General budget will be $1.2 billion and the Auxiliary Enterprise revenue budget is $522.2 million for fiscal year 2025-26. The projected annual budget for Sponsored Programs is $479.1 million, a decrease of $4.7 million, or 1.0 percent lower than the adjusted budget for last year. The projected 2025-26 budget includes $108.7 million of private funds which were previously paid directly by the Virginia Tech Foundation.

Understanding that strategic investments will not be realized solely through incremental new revenue, the university is planning for $25 million of reinvestments over five years to support a portion of the multi-year initiative vision. For 2025-26, the university has identified $10.7 million of university reinvestments and DEI Resolution savings. The reinvestments and savings will be aligned with

initiatives to advance Global Distinction, Virginia Tech Advantage, and Enabling Infrastructure.

The Capital Budget capital outlay program for 2025-26 is comprised of 16 Educational and General projects and three Auxiliary Enterprise projects for a total of 19 projects. The total multi-year capital program for 2025-26 includes approximately $1.16 billion of authorizations with an annual expenditure budget of approximately $147 million for 2025-26.

The Committee recommended the 2025-26 University Operating and Capital Budgets to the full Board for approval.

#+ **7.** **Update on the Development of the 2026-2032 Six-Year Plan:** The Committee received an update on the development of the 2026-2032 Six-Year Plan.

#+ **8.** **Discussion of Enrollment Demand:** The Vice Provost for Enrollment Management led a discussion of enrollment demand. Juan Espinoza, Vice Provost for Enrollment Management, shared key findings from the university's recent enrollment survey. Overall, the survey results indicate that Virginia Tech's brand is very strong, with major attributes including a vibrant campus life and school spirit, athletics, a strong alumni network, and opportunities to participate in undergraduate research projects. Additionally, prices and aid are well-optimized to market preferences, but with less flexibility in pricing for out-of-state students than in-state students.

* **9.** **Approval of 2025-26 Faculty Compensation Plan:** The Committee reviewed for approval the 2025-26 Faculty Compensation Plan. Based on the university's understanding of the state budget, a three percent faculty salary increase, effective on the July 1, 2025 paycheck, has been planned.

The university traditionally implements such state increases differentially on the basis of merit. In anticipation of this program, merit recommendations were developed during the spring of 2025, consistent with the proposed 2024-25 Faculty Compensation Plan. Implementation of this increase is subject to Board approval.

To maintain and improve upon the university's standing relative to the 50th percentile of the Top 20 Land Grant peers, the higher levels of competing offers received by key faculty, and to minimize the high cost of turnover, the university

will continue to explore opportunities to improve the competitiveness of Virginia Tech faculty compensation.

The Committee recommended the 2025-26 Faculty Compensation Plan to the full Board for approval.

* **10.** **Approval of 2025-26 Compensation for Graduate Assistants:** The Committee reviewed for approval the proposed 2025-26 schedule of stipends and support for the health insurance program for graduate students. The university proposed a 3.0 percent increase in the stipend scale, $107 stipend supplement increase for graduate students, and the establishment of a minimum stipend of $2,800 per month. The university also proposed streamlining the graduate assistant compensation to 11 pay range "steps" for 2025-26.

The Committee recommended the 2025-26 Compensation for Graduate Assistants to the full Board for approval.

11. **Discussion of Future Agenda Topics and Closing Remarks:** The Committee discussed possible topics for future meetings and other topics as needed.

There being no further business, the meeting adjourned at 11:04 a.m.

* **Requires full Board approval**
 # Discusses Enterprise Risk Management topic(s)
+ Discusses Strategic Investment Priorities topic(s)

Report on Gramm-Leach-Bliley Act Compliance and IT Security

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

July 7, 2025

Background

The *Gramm-Leach-Bliley Act* (GLBA), introduced as the Financial Services Modernization Act, was signed into law in late 1999. One objective of the act was to enhance consumer privacy and data security by imposing obligations on financial institutions that handle nonpublic personal information (NPI) in the offering of consumer financial products. GLBA mandates compliance with privacy and security rules related to student financial records because the university engages in the application, award and disbursement of student loans. The university agreed in the Program Participation Agreement for federal student financial aid programs to comply with the GLBA.

To achieve compliance, the university augmented existing information technology policies and standards with programs, policies, and training to accomplish the following:

a. Ensure the security and confidentiality of customer nonpublic personal financial information records.
b. Protect against any anticipated threats or hazards to the security or integrity of such records.
c. Protect against the unauthorized access to or use of such records or information that could result in substantial harm or inconvenience to customers.

Empowered by the GLBA, the Federal Trade Commission (FTC) issued *Part 314 – Standards for Safeguarding Customer Information* (Standards) to regulate the collection and disclosure of NPI by financial institutions. To formally comply with these regulations, the university implemented Policy 7025, Safeguarding Nonpublic Customer Information in 2004.

Effective June 9, 2023, updates to the Standards added elements that must be included in the university's written information security program. One of these elements requires the university's Qualified Individual to report in writing, regularly and at least annually, to the Board of Visitors on the overall status of the information security program, the compliance status, and material matters related to the information security program. The university will bring a report on the program at least annually, typically to the August board meeting, to meet this requirement. Management's 2025 report on GLBA compliance follows.

University GLBA Compliance Program

Policy 7025, Safeguarding Nonpublic Customer Information[i] details the university's compliance program. The policy is administered by the Information Technology Security Officer, therein named the university's Qualified Individual, and the departments that comprise the GLBA working group. The group includes the Information Technology Security Office (ITSO), the Office of the University Bursar, and University Scholarships and Financial Aid. This program addresses the privacy and security of nonpublic personal information subject to the GLBA and the revised safeguards rule.

Data Compliance Measures

The university has implemented the following measures to ensure compliance with the revised GLBA regulations:

a. Privacy Policies and Notices: Each identified department adheres to *Policy 7030, Policy on Privacy Statements on Virginia Tech Web Sites*[ii] and students receive annual notices[iii] including specific GLBA financial records information.

b. Data Classification: ITSO has implemented a data classification[iv] standard to categorize data based on sensitivity and to ensure appropriate safeguards are applied to protect nonpublic personal information.

c. Data Security Safeguards: The university has implemented technical, physical, and administrative standards[v] to protect nonpublic personal information from unauthorized access or disclosure. Safeguards for high-risk data[vi] include encryption, access controls, intrusion detection systems, employee training, and regular security assessments.

d. Vendor Management: During the procurement process, ITSO completes an initial security review of vendor services for financial solutions utilizing nonpublic personal data and student data covered in the related Family Educational Rights and Privacy Act (FERPA). Vendor contracts are assigned a contract manager at the department level, who by policy must ensure that vendors with access to nonpublic personal financial information are periodically assessed based on the risk they present and the continued adequacy of their safeguards. Assessment includes a review of related documents, such as the Service Organization Controls (SOC) report, and any identified compliance issues when deciding to renew or continue the vendor's financial services. When a third-party vendor is associated with an exposure of nonpublic personal financial data, it is the responsibility of the vendor to mitigate and report the exposure.

e. Incident Response Plans: ITSO has developed an incident response plan[vii] that outlines steps to take if a security incident or data breach occurs, which includes procedures for addressing a breach of nonpublic personal information.

Risk Assessment

As part of our commitment to data protection, the university conducted a comprehensive risk assessment, incorporating the data collected to identify potential threats and vulnerabilities associated with handling nonpublic personal information subject to the GLBA rules. The assessment included the following steps:

a. Identification of Assets: Each department has identified the assets within its information systems that contain high-risk data, including nonpublic personal information.

b. Threat Identification: The GLBA working group has reviewed potential threats that could compromise the confidentiality, integrity, or availability of nonpublic personal information, such as unauthorized access, pretexting, data breaches, malware attacks, or physical theft.

c. Vulnerability Assessment: The GLBA working group has evaluated the existing security controls and safeguards in place to identify any weaknesses or vulnerabilities that malicious parties could exploit.

d. Risk Analysis: ITSO has reviewed identified departmental risk assessments. The GLBA team has conducted an annual risk assessment for the university analyzing the likelihood and impact of potential risks to prioritize and determine the level of risk associated with each identified threat.

e. Risk Mitigation: Based on the risk analysis, the identified departments and the GLBA working group reviewed risk mitigation for the areas identified.

Compliance Status

The GLBA working group, through completion of the above, has determined that the university is currently in compliance with the Standards.

Ongoing Efforts

Each department within the university's GLBA compliance program remains committed to continuously improving data protection practices and risk management strategies. The Information Technology Security Officer, with the support of ITSO, the Office of the University Bursar, and University Scholarships and Financial Aid, will continue to

monitor regulatory updates, conduct regular risk assessments, enhance security measures, provide training and awareness programs, and proactively address emerging threats to maintain the privacy and security of nonpublic personal information. The Information Technology Security Officer provides an update on IT Security to the Board annually.

RECOMMENDATION

That the Report on Gramm-Leach-Bliley Act (GLBA) Compliance and IT Security be accepted by the Finance and Resource Management Committee.

August 20, 2025

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[i] https://policies.vt.edu/assets/7025.pdf

[ii] https://policies.vt.edu/7030.pdf

[iii] https://www.registrar.vt.edu/content/dam/registrar_vt_edu/documents/Updates/2024-Annual-FERPA-Notification.pdf

[iv] https://it.vt.edu/content/dam/it_vt_edu/policies/Virginia-Tech-Risk-Classifications.pdf

[v] https://securitystandards.iso.vt.edu/

[vi] https://it.vt.edu/content/dam/it_vt_edu/policies/Standard-for-High-Risk-Digital-Data-Protection.pdf

[vii] https://security.vt.edu/docs/incident/incident_response.pdf

Financial Summary of Faculty and Staff Merit Programs

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

July 18, 2025

The document summarizes the recent implementation of the state authorized compensation programs for faculty and staff at Virginia Tech.

Background

Under the authority of Virginia's Restructured Higher Education Act of 2005 and a Management Agreement with the commonwealth, Virginia Tech manages its own human resources systems, including policies; classification; performance management; compensation; and benefits, for teaching and research faculty (T&R), administrative and professional faculty (AP), and university staff. The Board of Visitors has delegated authority for implementing compensation programs to the university administration.

Faculty policies are outlined in the Faculty Handbook and the annual Faculty Compensation Plan. Each faculty member completes a Faculty Activity Report and undergoes an annual performance evaluation, which informs merit pay recommendations reviewed at multiple levels.

Virginia Tech has two staff systems: classified staff (hired before July 1, 2006, under state policies) and university staff (hired after that date, under university policies). Since 2008, classified staff have had the option to convert to university staff. Currently, 87% of staff are university staff.

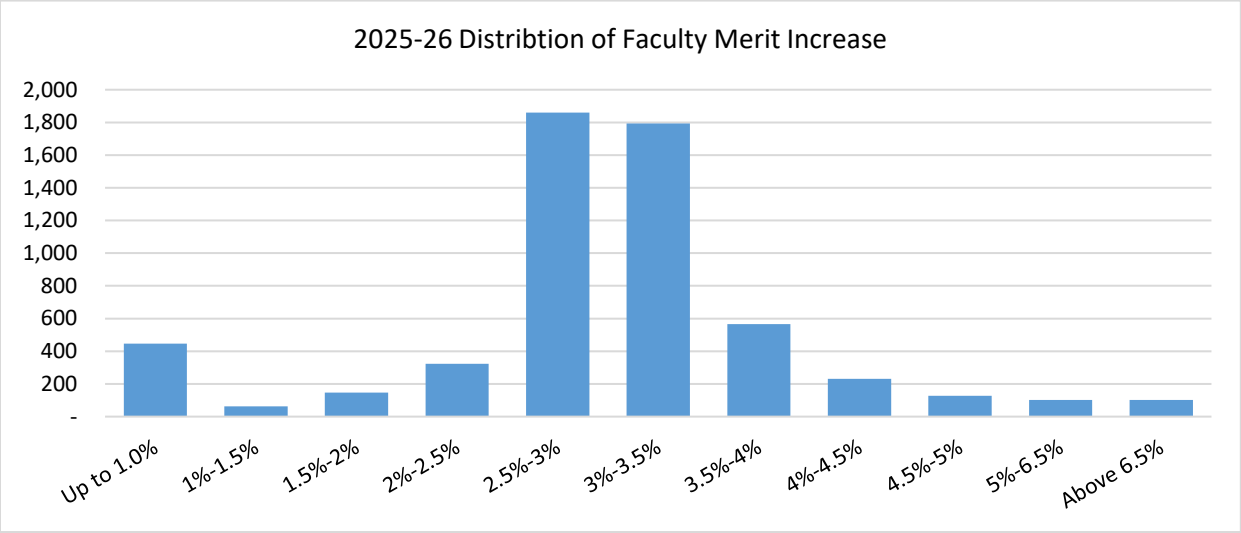
In 2008, the university adopted HR policies for university staff, retaining existing benefits and compensation while introducing a more flexible performance rating system. These policies, approved by the Board of Visitors, support annual merit pay based on performance evaluations conducted by managers.

2025-26 Merit Process

The commonwealth's 2024-26 Appropriation Act included a three percent adjustment for all salaried employees, effective June 10, 2025. This state-authorized compensation program was incorporated into the Faculty Compensation Plan and the University Budget approved by the Board of Visitors at the June meeting. Consistent with these approvals, the university implemented a three percent merit program for faculty and university staff, and a three percent across-the-board increase with minimum performance requirement rating for classified staff. Increases were effective June 10 for calendar year (CY) employees and August 10 for academic year (AY) employees.

Faculty Merit Process Results

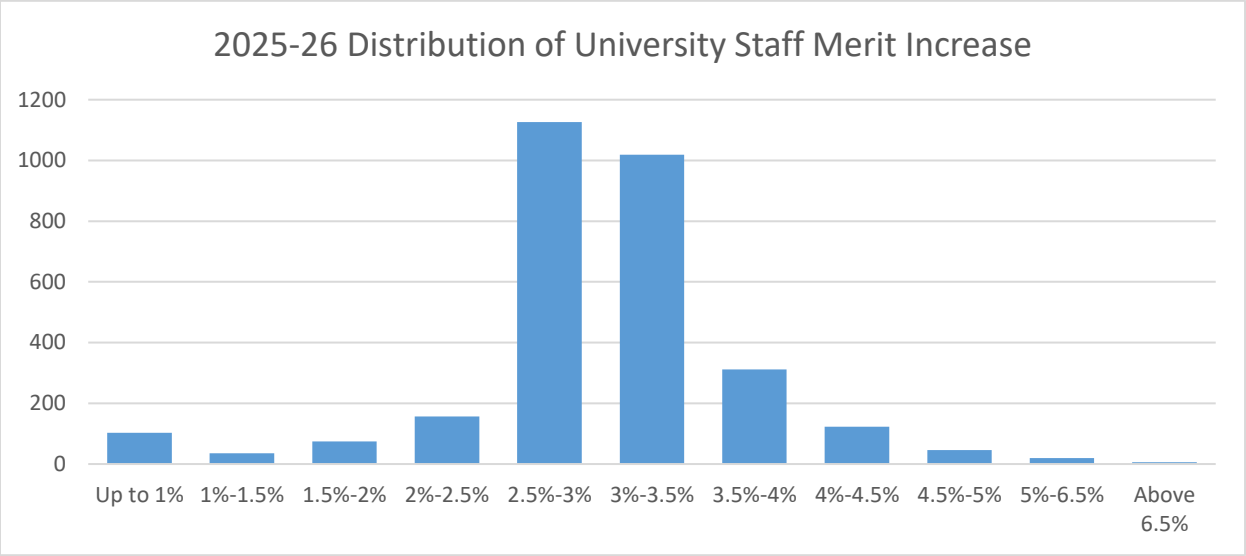
The merit process resulted in an average three percent merit increase for T&R and AP faculty, with salary increases differentiated based on performance. Eligibility was limited to T&R faculty hired on or prior to December 10, 2024, and AP faculty hired prior to March 10, 2025. The university implemented the results of the merit program in accordance with the parameters specified in the Appropriation Act and the university's Faculty Compensation Plan. While the overall faculty average adjustment is three percent, individual recommendations varied based upon employee performance and were distributed as follows:



**Adjustments of 0% occur for various reasons including ineligibility due to hire date, change of position or separation from the university, recent promotion or retention action, performance, contractual agreement, and other employment-related factors.*

University Staff Merit Process Results

This merit process resulted in an average three-percent staff increase for university staff, effective June 10, 2025. Only staff hired on or prior to March 10, 2025, were eligible for the increase. The university implemented the results of the merit program in accordance with the parameters specified in the Appropriation Act and the university's staff compensation policies. While the overall university staff average adjustment is three percent, individual recommendations varied based upon employee performance and were distributed as follows.



**Adjustments of 0% occur for various reasons including ineligibility due to hire date, change of position or separation from the university, recent promotion or retention action, performance, contractual agreement, and other employment-related factors.*

Resolution for Subscription-Based Information Technology Arrangement with Microsoft

FINANCE AND RESOURCE MANAGEMENT COMMITTEE

August 7, 2025

The Division of Information Technology currently utilizes a Subscription-Based Information Technology Arrangement (SBITA) with Microsoft that provides access to the Microsoft 365 suite of products to enable business operations. Using the Microsoft 365 product suite offers numerous advantages for Virginia Tech operations including enhanced operational efficiency, reduced costs, improved security, and the ability to innovate and respond quickly.

Microsoft 365 enhances higher education by enabling seamless collaboration, secure data management, and flexible learning through tools like Teams, OneDrive, and Office apps. It supports both academic and administrative needs with features for accessibility, workflow automation, and data analytics. Institutions benefit from cost savings, scalability, and compliance with education standards.

The existing agreement is valid through August 31, 2025. The renewal term rides a cooperative contract with Virginia Tech specifically negotiated pricing that differentiates our pricing model and discounts from the cooperative contract.

The new renewal term is for three years and has a present value of up to $5 million.

The issuance of GASB Statement No. 96, implemented beginning July 1, 2022, requires Virginia Tech to recognize such agreements as an intangible right-to-use asset with a corresponding right-to-use liability thereby increasing the university's debt service to operations ratio.

While Virginia Tech seeks to define contracting arrangements well before the end of a contract term, the university is beholden to the time frame in which the vendor responds (in this case, Microsoft) which did not align with required time frames for Board of Visitors' approval.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of capital projects, including long-term leases and subscription-based information technology arrangements. Prior to GASB Statement 96, SBITAs were approved by university administration through its internal budgeting and information technology procurement processes and reported as operating expenses in the year of payment. The Division of IT annual operating budget includes an amount sufficient to cover the annual cash outlay for subscription payments.

RESOLUTION FOR SUBSCRIPTION-BASED INFORMATION TECHNOLOGY ARRANGEMENT WITH MICROSOFT

WHEREAS, the Division of IT has an operational need for continued use of Microsoft products; and,

WHEREAS, the current term expires on August 31, 2025; and,

WHEREAS, the Division of IT annual operating budget includes an amount sufficient to cover the annual cash outlay for subscription payments; and,

WHEREAS, the maximum renewal term, including additional discounts and credits, has a present value up to $5 million and requires approval by the Board of Visitors prior to execution; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and Virginia Tech, the Board of Visitors has authority to approve the budget, size, scope, debt issuance, and overall funding of capital projects, including long-term leases and subscription-based information technology arrangements.

NOW, THEREFORE, BE IT RESOLVED, that Virginia Tech be authorized at the conclusion of negotiations to enter a subscription-based information technology arrangement for Microsoft with a present value up to $5 million.

RECOMMENDATION:

That the above resolution authorizing Virginia Tech to enter a long-term subscription-based information technology arrangement with a present value up to $5 million be approved.

August 20, 2025

Comprehensive Update on Advancement

Charlie Phlegar,
Senior Vice President for Advancement

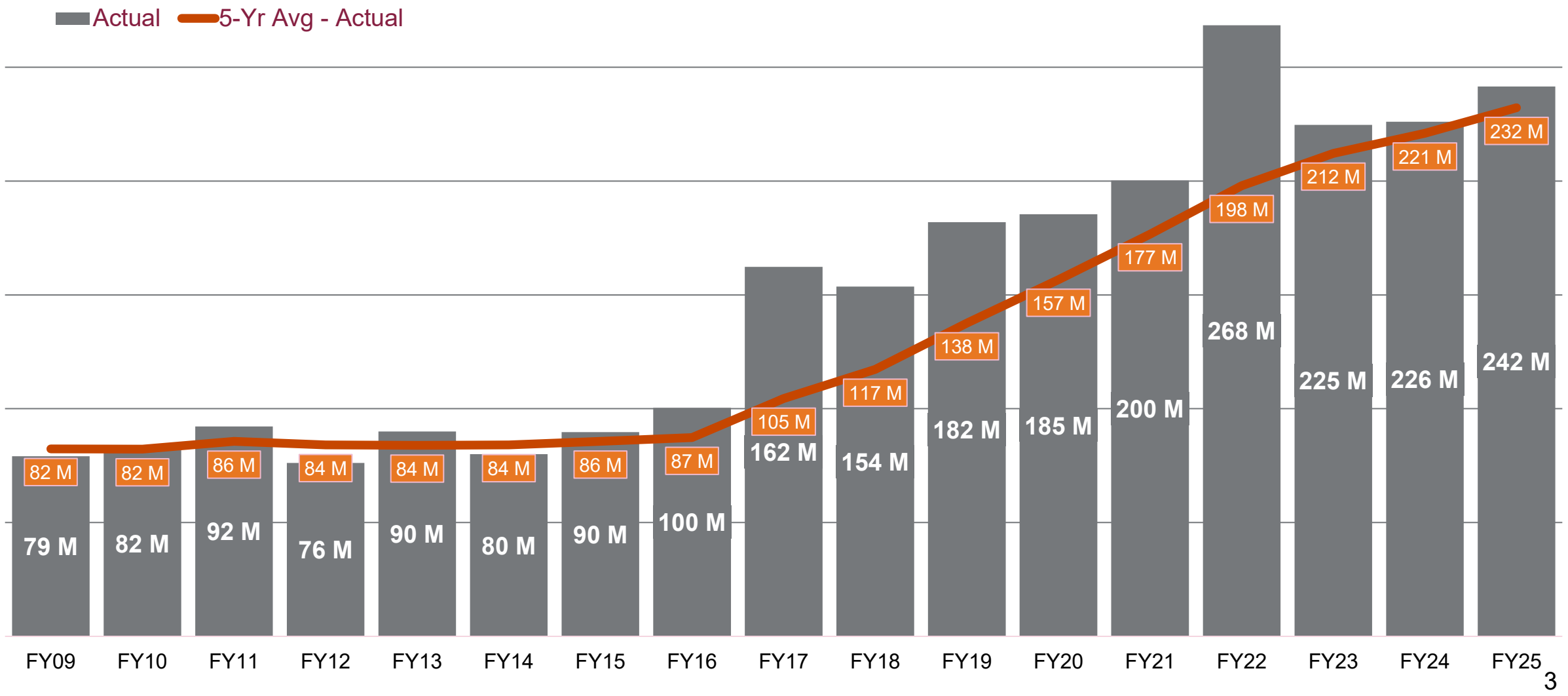
August 19, 2025

Year-End Giving Results

for the period July 1, 2024 – June 30, 2025

- New Gifts & Commitments
  - $**241,576,055**
  - Increased from $100,419,843 in 2016
- Cash
  - $**183,496,762**
  - Increased from $101,451,931 in 2016
- Five-year New Gifts & Commitments average of $**232 million**

New Gifts and Commitments
5-Year Average Comparison



Note: Tracking of New Gifts and Commitments began in FY2016; prior years reflect cash amounts

Year-End Giving Results

for the period July 1, 2024 – June 30, 2025

- Boundless Impact Campaign
  - $**1.876 billion** raised toward our *increased* goal of $1.872 billion
    - 100.26% of goal vs. 76.17% campaign lapsed
  - 117,162 engaged alumni towards 120,000 goal
    - 97.64% of goal vs. 76.17% campaign lapsed
- Undergraduate Alumni Participation
  - Sustained participation of 22% for four years
  - Class of 2025: **50%** participation rate
- **74,641** total donors in FY25

Presidential Priorities

- Virginia Tech Advantage
  - FY25 total: $**53.4 million**
  - FY25 goal: $32,300,000
  - $105.7 million raised through year two, toward 10-year goal of $500 million
- Global Distinction
  - FY25 total: $**71 million**
  - FY25 goal: $33.3 million
  - $156.5 million total raised through year two

Financial Performance Report – Operating and Capital
Finance and Resource Management Committee
July 1, 2024 to June 30, 2025

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

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

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

Capital program performance is measured against the Total Project Budget. The Total Project Budget amounts reflect appropriations and authorizations established by the state or Board of Visitors for each capital project. These amounts are recorded in the accounting system with revenue and expenditure budgets upon the effective date of each project, which normally occurs on July 1 or after Board of Visitors approval. Under restructuring authorities, university administration may make minor changes to a Total Project Budget, within ten percent, and the revised Total Project Budget is shown on the subsequent quarterly report. The Cumulative Expenditures reflect lifetime-to-date activity until a project is complete, and a project's life spans multiple fiscal years. The Annual Budgets are estimates of expected activity for a 12-month portion of the life of a project. Spending pace for a project may periodically slow or accelerate during a year for a variety of reasons including shifts in construction start dates, contractor performance or billing cycles, and supply chain disruptions. The Annual Budgets are revised accordingly and shown on the subsequent quarterly report.

Recommendation:

That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2024 through June 30, 2025 and the Capital Outlay report be accepted.

August 20, 2025

OPERATING BUDGET
2024-25
Dollars in Thousands

	July 1, 2024 to June 30, 2025			Annual Budget for 2024-25		
	Actual	Budget	Change	Original	Adjusted	Change
Educational and General Programs						
University Division						
Revenues						
General Fund	$310,870	$310,911	$-41 (1)	$288,480	$310,911	$22,431 (9)
Tuition and Fees	739,805	738,023	1,782	736,209	738,023	1,814 (10)
All Other Income	55,037	58,059	-3,022 (2)	59,850	58,059	-1,791 (11)
Total Revenues	$1,105,712	$1,106,993	$-1,281	$1,084,539	$1,106,993	$22,454
Expenses						
Academic Programs	$-658,835	$-669,241	$10,406 (3)	$-653,902	$-669,241	$-15,339
Support Programs	-434,637	-437,752	3,115	-430,637	-437,752	-7,115
Total Expenses	$-1,093,472	$-1,106,993	$13,521	$-1,084,539	$-1,106,993	$-22,454 (9,10,11)
NET	$12,240	$0	$12,240 (3)	$0	$0	$0
CE/AES Division						
Revenues						
General Fund	$94,581	$94,581	$0	$92,942	$94,581	$1,639 (12)
Federal Appropriation	16,887	17,761	-874 (4)	15,647	17,761	2,114 (13)
All Other Income	1,788	1,602	186	1,426	1,602	176 (14)
Total Revenues	$113,256	$113,944	$-688	$110,015	$113,944	$3,929
Expenses						
Academic Programs	$-106,037	$-106,146	$109 (4)	$-101,199	$-106,146	$-4,947
Support Programs	-7,206	-7,798	592	-8,816	-7,798	1,018
Total Expenses	$-113,243	$-113,944	$701	$-110,015	$-113,944	$-3,929 (12,13,14
NET	$13	$0	$13	$0	$0	$0
Auxiliary Enterprises						
Revenues	$499,692	$489,263	$10,429 (5)	$480,384	$489,263	$8,879 (5)
Expenses	-462,682	-496,294	33,612 (5)	-459,984	-496,294	-36,310 (5)
Reserve Drawdown/(Deposit)	-37,010	7,031	-44,041 (5)	-20,400	7,031	27,431 (5)
NET	$0	$0	$0	$0	$0	$0
Sponsored Programs						
Revenues	$529,385	$525,079	$4,306 (6)	$510,079	$525,079	$15,000 (15)
Expenses	-478,307	-525,079	46,772 (6)	-510,079	-525,079	-15,000 (15)
Reserve Drawdown/(Deposit)	-51,078	0	-51,078	0	0	0
NET	$0	$0	$0	$0	$0	$0
Student Financial Assistance						
Revenues	$66,016	$66,592	$-576	$63,337	$66,592	$3,255 (16)
Expenses	-64,686	-66,592	1,906	-63,337	-66,592	-3,255 (16)
Reserve Drawdown/(Deposit)	-1,330	0	-1,330 (7)	0	0	0
NET	$0	$0	$0	$0	$0	$0
All Other Programs *						
Revenue	$22,059	$22,621	$-562	$18,211	$22,621	$4,410 (17)
Expenses	-7,989	-18,031	10,042 (8)	-18,211	-18,031	180 (17)
Reserve Drawdown/(Deposit)	-14,070	-4,590	-9,480 (8)	0	-4,590	-4,590 (17)
NET	$0	$0	$0	$0	$0	$0
Total University						
Revenues	$2,336,120	$2,324,492	$11,628	$2,266,565	$2,324,492	$57,927
Expenses	-2,220,379	-2,326,933	106,554	-2,246,165	-2,326,933	-80,768
Reserve Drawdown/(Deposit)	-103,488	2,441	-105,929	-20,400	2,441	22,841
NET	$12,253	$0	$12,253	$0	$0	$0

* All Other Programs include federal work study, surplus property, local funds, and unique military activities.

Presentation Date: August 19, 2025

Operating Budget

1. General Fund Revenues are lower than budgeted due to lower than projected nongeneral fund interest earnings and credit rebates returned to the institution by the Commonwealth.
2. University Division All Other Income revenues are lower than projected due to timing of revenues planned in FY25 that will be recognized in July 2025 (FY26).
3. While the Commonwealth requires revenues and expenses be balanced for Educational and General Programs, variances are possible due to the timing differences. The cash balance as of June 30, 2025 is primarily due to the carryforward of one-time general fund support of $6.5 million for the VTC School of Medicine which was received in late in FY25 and balances in Continuing Education. The university will carry this balance forward to accomplish planned work in support of VTC School of Medicine.
4. The budget for federal revenue is established to match projected allotments from the federal government that are expected to be drawn down during the state fiscal year. All expenses in federal programs are covered by drawdowns of federal revenue up to allotted amounts. Federal revenue in the Cooperative Extension and Agriculture Experiment Station Division is lower than projected due to timing of federal drawdowns.
5. Quarterly and projected annual variances are explained in the Auxiliary Enterprises section of this report.
6. Historical patterns have been used to develop a measure of the revenue and expenditure activity for Sponsored Programs. Actual revenues and expenses may vary from the budget estimates because projects are initiated and concluded on an individual basis without regard to fiscal year. Total sponsored research revenues are higher than projected. The sponsored research expenditures are 8.7% higher than June 30, 2024.
7. The $1.3 million net results from the timing of one-time general fund allocation provided in late FY25 from outcome of the 2025 state budget process. These funds will be carried over and deployed in FY26.
8. Expenses for All Other Programs were lower than projected due to timing of expenses and lower than projected Surplus Property activity.
9. The annual University Division general fund budget was increased $6.2 million for the VT share of Statewide one-time Virginia Military Survivors and Dependents Education Program (VMSDEP) waiver pool, $3.4 million for the state share of the June 2025 1.5% bonus, $6.5 million for one-time state support for VTC School of Medicine and $6.4 million for affordable access support. The budget was decreased $0.1 million for the Tech Talent master's MOU adjustment. The corresponding expenditure budgets have been adjusted accordingly.
10. The annual budget for Tuition & Fees was decreased $2.1 million for higher than projected VMSDEP waiver activity and $1.0 million for one-time student financial aid support. To reflect updated enrollment level and mix, the budget for undergraduate was increased $1.7 million, for graduate increased $0.8 million, for professional programs decreased $0.7 million, and for summer 2024 decreased $1.3 million. A technical

adjustment increased the budget $4.4 million to align projected activities by fund source. The corresponding expenditure budgets have been adjusted accordingly.

11. The University Division All Other Income budget was increased $2.0 million to reflect increased activity in the CVM Veterinary Teaching Hospital and $0.7 million for the finalization of the VTC School of Medicine budget. A technical adjustment decreased the All Other Income budget $4.4 million to align projected activity by fund source. The corresponding expenditure budgets have been adjusted accordingly.
12. The annual budget for Cooperative Extension/Agriculture Experiment Station Division General Fund decreased $0.1 million for the general fund share of state compensation programs and fringe benefit rate changes. As a result of the 2025 General Assembly, the annual budget was increased $1.0 million for the state share of the June 2025 1.5% bonus, and $0.7 million for equipment support. The corresponding expenditure budgets have been adjusted accordingly.
13. The federal revenue budget in the Cooperative Extension/Agricultural Experiment Station Division has been increased $2.1 million for the carryover of federal funds to FY25. The corresponding expenditure budgets have been adjusted accordingly.
14. The All Other Income budget in the Cooperative Extension/Agriculture Experiment Station Division has been increased $0.2 million for higher than projected VCE self-generated revenue. The corresponding expenditure budgets have been adjusted accordingly.
15. The Sponsored Programs grants and contracts revenue and expenditure budgets were increased $15 million to reflect higher than projected activity levels.
16. The student financial assistance revenue and expenditure budgets were increased $0.3 million for the FY25 Pell Grant Initiative Programs, $0.4 million for increased Virginia Military Survivors and Dependents Education Program, $1.3 million for one-time General Fund scholarship support, and $1.2 million to support the nongeneral fund scholarship program.
17. The projected annual budgets for All Other Programs were decreased $0.2 million to finalize budgets and increased $0.3 million for Unique Military Activities state support. The revenue budget was increased $4.3 million for technical alignment of university initiatives. The projected annual expense budgets were increased $1.7 million for outstanding 2023-24 commitments that were initiated but not completed before June 30, 2024 and decreased $2.1 million for technical alignments.

AUXILIARY ENTERPRISES

Dollars in Thousands

	July 1, 2024 to June 30, 2025				Annual Budget for 2024-25			
	Actual	Budget	Change		Original	Adjusted	Change	
Residence and Dining Halls *								
Revenues	$185,661	$182,832	$2,829	(1)	$184,819	$182,832	$-1,987	(7,8)
Expenses	-173,207	-184,285	11,078	(1)	-179,256	-184,285	-5,029	(7,8,9)
Reserve Drawdown/(Deposit)	-12,454	1,453	-13,907	(1)	-5,563	1,453	7,016	(8,9)
Net	$0	$0	$0		$0	$0	$0	
Parking and Transportation								
Revenues	$28,228	$27,828	$400		$26,078	$27,828	$1,750	(10)
Expenses	-21,400	-24,917	3,517	(2)	-23,789	-24,917	-1,128	(8,9,10)
Reserve Drawdown/(Deposit)	-6,828	-2,911	-3,917	(2)	-2,289	-2,911	-622	(8,9,10)
Net	$0	$0	$0		$0	$0	$0	
Telecommunications Services								
Revenues	$25,431	$23,587	$1,844	(3)	$23,347	$23,587	$240	(8)
Expenses	-21,311	-26,206	4,895	(3)	-22,557	-26,206	-3,649	(8,9)
Reserve Drawdown/(Deposit)	-4,120	2,619	-6,739	(3)	-790	2,619	3,409	(8,9)
Net	$0	$0	$0		$0	$0	$0	
University Services * **								
Revenues	$71,072	$69,450	$1,622	(4)	$69,450	$69,450	$0	
Expenses	-66,511	-74,041	7,530	(4)	-68,664	-74,041	-5,377	(8,9,11)
Reserve Drawdown/(Deposit)	-4,561	4,591	-9,152	(4)	-786	4,591	5,377	(8,9,11)
Net	$0	$0	$0		$0	$0	$0	
Intercollegiate Athletics *								
Revenues	$105,141	$104,620	$521		$101,540	$104,620	$3,080	(8,12)
Expenses	-109,655	-111,338	1,683	(5)	-96,923	-111,338	-14,415	(8,9,12)
Reserve Drawdown/(Deposit)	4,514	6,718	-2,204	(5)	-4,617	6,718	11,335	(8,9,12)
Net	$0	$0	$0		$0	$0	$0	
Electric Service *								
Revenues	$50,846	$49,415	$1,431		$48,576	$49,415	$839	(8)
Expenses	-48,962	-49,096	134		-46,410	-49,096	-2,686	(8,9)
Reserve Drawdown/(Deposit)	-1,884	-319	-1,565		-2,166	-319	1,847	(8,9)
Net	$0	$0	$0		$0	$0	$0	
Inn at VT/Skelton Conf. Center								
Revenues	$14,986	$14,171	$815		$14,171	$14,171	$0	
Expenses	-13,726	-14,277	551		-12,788	-14,277	-1,489	(9)
Reserve Drawdown/(Deposit)	-1,260	106	-1,366		-1,383	106	1,489	(9)
Net	$0	$0	$0		$0	$0	$0	
Other Enterprise Functions ***								
Revenues	$18,327	$17,360	$967	(6)	$12,403	$17,360	$4,957	(8,13)
Expenses	-7,910	-12,134	4,224	(6)	-9,597	-12,134	-2,537	(8,9,13)
Reserve Drawdown/(Deposit)	-10,417	-5,226	-5,191	(6)	-2,806	-5,226	-2,420	(8,9,13)
Net	$0	$0	$0		$0	$0	$0	
TOTAL AUXILIARIES								
Revenues	$499,692	$489,263	$10,429		$480,384	$489,263	$8,879	
Expenses	-462,682	-496,294	33,612		-459,984	-496,294	-36,310	
Reserve Drawdown/(Deposit)	-37,010	7,031	-44,041		-20,400	7,031	27,431	
Net	$0	$0	$0		$0	$0	$0	

* University Systems include Dormitory and Dining Hall System, University Services System, Intercollegiate Athletics System, and Electric Service System. The Systems were created to provide assurance to bond holders that system revenues are pledged for the payment of debt service and to allow for dedicated repair and replacement that are not subject to liens of any creditor of the university.

** University Services System includes Career & Professional Development, Center for the Arts, Health Services, Recreational Sports, Student Engagement & Campus Life, Cultural and Community Centers, Student Organizations, and the VT Rescue Squad.

*** Other Enterprise Functions include Hokie Passport, Library Photocopy, Licensing & Trademark, Little Hokie Hangout, New Student and Family Programs, Pouring Rights, Software Sales, Tailor Shop and Clearing Accounts.

Auxiliary Enterprise Budget

1. Revenues in Residence and Dining Halls are higher than projected due to higher than budgeted self-generated revenues primarily from interest earnings and summer conferences. Expenses are lower than projected due to timing of operating expenses, one-time facility improvement projects, and replacement of furniture and equipment normally scheduled during the summer months.
2. Expenses in Parking and Transportation Services are lower than projected due to timing of operating expenses, Fleet Services vehicle replacement purchases, and transit equipment purchases.
3. Revenues in Telecommunications Services are higher than projected due to higher than budgeted self-generated revenues. Expenses are lower than projected due to the timing of network telecommunication projects.
4. Revenues for the University Services System are higher than projected due to higher than budgeted self-generated revenues. Expenses lower than projected due to timing of operating expenses and facility projects scheduled for summer months.
5. Expenses for Intercollegiate Athletics are lower than projected due to timing of expenses and one-time facility and equipment projects.
6. Revenues for Other Enterprise Functions are higher than projected due to increased business volume in New Student Programs and Licensing. Expenses are lower than projected due to the timing of operating expenses and facility projects.
7. The annual revenue and expense budgets for Residence and Dining Halls were decreased $5.7 million for lower dining business volume and increased $2.5 million for higher residential occupancy and one-time furniture and equipment replacement.
8. In June 2024, the annual revenue, expense, and reserve budgets for Auxiliary Enterprises were adjusted for technical alignments and finalization of fixed cost estimates.
9. The annual expense budget for Auxiliary Enterprises was increased $22.1 million for outstanding 2023-24 commitments and projects that were initiated but not completed before June 30, 2024.

Auxiliary Enterprise	Outstanding Commitments
Residence and Dining Halls	$ 6,575,218
Parking and Transportation	1,564,851
Telecommunication Services	3,407,884
University Services System	4,241,856
Intercollegiate Athletics	2,513,098
Electric Service	1,097,019
Inn at Virginia Tech	1,489,009
Other Enterprise Functions	1,252,065
Totals	**$ 22,141,000**

10. The annual revenue, expense, and reserve budgets for Parking and Transportation Services were increased $1.8 million for higher business volume and decreased $0.3 million for lower operating expenses.
11. The annual expense and reserve budgets for the University Services System were increased $1.7 million for Student Engagement and Campus Life maintenance project expenses.
12. The annual revenue and expense budgets for Intercollegiate Athletics were increased $1.3 million to accommodate the football team's participation in the Duke's Mayo Bowl. The annual revenue budget was increased $1.2 million for concert revenue, $0.6 million for self-generated revenues, $0.2 million for licensing revenues, and $5.8 million for private support, partially offset by ACC conference revenue shortfall of $2.7 million and timing of expansion and success conference pools $3.5 million. The annual expense budget was increased $0.9 million for concert expenses, $0.9 million for salary adjustments, $4.1 million for team travel and sports operating expenses, $4.1 million for facility projects and maintenance, and $0.4 million for student athlete medical costs.
13. The annual revenue, expense, and reserve budgets for Other Enterprise Functions were increased for scholarship expenses in Licensing and Trademark and technical accounting alignments. In addition, the annual revenue, expense, and reserve budgets were increased for the transition of Virginia Tech Services to an auxiliary unit.

CAPITAL OUTLAY PROJECTS
AUTHORIZED AS OF JUNE 30, 2025
Dollars in Thousands

	PROJECT INITIATED	FISCAL YEAR ACTIVITY ANNUAL BUDGET	FISCAL YEAR ACTIVITY YTD EXPENDITURES	TOTAL PROJECT BUDGET STATE SUPPORT	TOTAL PROJECT BUDGET NONGENERAL FUND	TOTAL PROJECT BUDGET REVENUE BOND	TOTAL PROJECT BUDGET TOTAL BUDGET	CUMULATIVE EXPENDITURES	
EDUCATIONAL AND GENERAL PROJECTS									
Design Phase									
Planning: New Business Building	Apr 2022	$ 6,300	$ 3,323	$ -	$ 94,000	$ -	$ 94,000	4,496	(1)
Expand VT-C SOM & Fralin Biomedical Research Institute	Sept 2023	3,500	2,704	-	9,000	-	9,000	2,723	(2)
Improve Center Woods Complex	Nov 2023	829	519	14,404	296	-	14,700	535	(3)
Improve Campus Accessibility	Jul 2024	881	77	8,000	-	-	8,000	77	(4)
Planning: CVM Teaching Hospital Renovation & Expansion	Aug 2024	500	26	-	4,300	-	4,300	26	(5)
Planning: Improvements to Eastern Shore AREC	Sept 2024	500	56	1,515	-	-	1,515	56	(6)
Planning: Repair Derring Hall Envelope	Jul 2024	250	74	1,624	-	-	1,624	74	(7)
Planning: Rescue Squad Facility	Nov 2024	400	12	-	2,000	-	2,000	12	(8)
Construction Phase									
Maintenance Reserve	On-going	18,580	17,435	20,645	-	-	20,645	17,435	(9)
Livestock & Poultry Research Facilities, Phase I	Oct 2016	4,000	3,949	31,764	-	-	31,764	28,939	(10)
Building Envelope Improvements	Aug 2022	8,000	1,591	-	13,580	33,620	47,200	7,426	(11)
Life, Health, Safety, Accessibility, & Code Compliance	Jul 2020	2,800	3,246	10,400	-	-	10,400	9,404	(12)
Mitchell Hall (Replace Randolph Hall)	Jul 2020	30,000	20,116	319,789	39,292	-	359,081	35,979	(13)
Equipment and Special Initiatives									
Equipment for Workforce Development	May 2021	5,000	6,703	42,437	-	-	42,437	18,847	(14)
Close-Out									
Fralin Biomedical Research Institute Equipment	Jul 2020	245	245	18,133	-	-	18,133	18,133	(15)
Corps Leadership and Military Science Building	Jun 2019	2,036	844	-	21,600	30,400	52,000	50,424	(16)
Hitt Hall	Apr 2017	9,112	7,459	-	33,600	51,400	85,000	81,344	(17)
Undergraduate Science Laboratory Building	Jul 2017	16,000	14,716	90,412	-	-	90,412	85,686	(18)
Innovation Campus - Academic Building	Jul 2019	40,895	38,067	177,164	80,336	44,636	302,136	273,780	(19)
TOTAL EDUCATIONAL AND GENERAL PROJECTS		$ 149,829	$ 121,162	$ 736,286	$ 298,004	$ 160,056	$ 1,194,347	$ 635,397	

Presentation Date: August 19, 2025

Education and General Projects

1. New Business Building: This project will design a 92,300 gross square foot building for the Pamplin College of Business. The total project budget was adjusted to reflect construction funding approval by the Board of Visitors at the March 2025 meeting. Market pricing is underway with GMP expected mid-August 2025.

2. Planning: Expand Virginia Tech-Carilion School of Medicine and Fralin Biomedical Research Institute: This planning project will design a new 100,000 gross square foot building for the VT-C School of Medicine, 25,000 gross square foot ground floor parking, and renovate 51,000 gross square feet of the existing School of Medicine and Research Institute building to be backfilled by the Fralin Biomedical Research Institute. Schematic design is nearing completion and cost estimates are underway.

3. Improve Center Woods Complex: This project will demolish the existing 12 facilities that have surpassed their useful life and construct 25,900 GSF of research laboratories, research support spaces, equipment storage and offices. Construction was authorized during the 2023 General Assembly Session. The total project budget reflects the capital budget request submission and may be revised by the Commonwealth's Six-Year Capital Advisory Committee (Six-PAC) at the completion of preliminary design. Preliminary design is nearing completion and cost estimates are underway.

4. Improve Campus Accessibility: This project improves pedestrian connectors to ensure accessible service in the southeastern zone of campus project and targets the section of the infinite loop from East Eggleston Hall to Dietrick Hall. Schematic design is underway.

5. Planning: College of Veterinary Medicine Teaching Hospital Renovation & Expansion: This planning project will design a new 32,000 gross square foot addition and 25,000 gross square foot renovation for the College of Veterinary Medicine Teaching Hospital's academic program. Procurement for AE services is complete and schematic design is underway.

6. Planning: Improvements to Eastern Shore AREC: This planning project will design a 13,500 square foot services complex to support research at the Eastern Shore AREC and renovate the 14,000 square foot main building. Schematic design is underway.

7. Planning: Repair Derring Hall Envelope: This planning project will design a repair solution for the exterior envelope of Derring Hall. Planning amount received from the Commonwealth. Design for repairs is underway.

8. Planning: Rescue Squad Facility: This planning project will design a new 12,500 gross square foot facility for the Virginia Tech Rescue Squad (VTRS). Procurement of AE services is nearing completion.

9. Maintenance Reserve: The total project budget reflects $1.759 million of carryforward from fiscal year 2024 and $18.885 million of new appropriations from the State for fiscal year 2025. The annual budget amount reflects the pace necessary to meet the state's 90 percent spending performance requirement.

10. Livestock & Poultry Research Facilities, Phase I: The new swine, poultry, beef, and equine facilities are substantially complete. A supplement from the State to support the fifth and final bid package has been received. Construction of three hay barns and the demolition swine facilities past their useful life are underway with substantial completion expected December 2025.

11. Building Envelope Improvements: This project will complete envelope improvements to four buildings.

12. Life, Health, Safety, Accessibility, & Code Compliance: This project improves accessible pedestrian connectors in the North Academic District. The installation of two enclosed elevator towers for an accessible pathway from the ground level of Derring Hall to Burchard Plaza is complete. Accessible pathway improvements from Perry Street to the Drillfield is substantially complete. The accessible pathways between Patton Hall, Holden Hall, and McBryde Hall is under construction with substantial completion expected September 2025. Resources are available and sufficient to cover accelerated cash flows, and the project remains within the authorized total budget

13. Mitchell Hall (Replace Randolph Hall): This project will replace Randolph Hall with an approximately 285,500 gross square foot building to accommodate engineering instruction and research. Supplement funding has been authorized by the State and infused into the project. Construction is underway.

14. Equipment for Workforce Development: This project supports space and equipment purchases for the instructional programs associated with the Tech Talent Investment Program. Resources are available and sufficient to cover accelerated cash flows, and the project remains within the authorized total budget.

15. Fralin Biomedical Research Institute Equipment: The project is closed.

16. Corps Leadership and Military Science Building: The project is closed.

17. Hitt Hall: The project is closed.

18. Undergraduate Science Laboratory Building: The project is complete and will be closed and financial accounts terminated when final invoices are received and paid.

19. Innovation Campus – Academic Building: The project is complete and will be closed and financial accounts terminated when final invoices are received and paid.

Capital Outlay Projects Authorized as of June 30, 2025 (Continued)

Dollars in Thousands

	PROJECT INITIATED	FISCAL YEAR ACTIVITY ANNUAL BUDGET	FISCAL YEAR ACTIVITY YTD EXPENDITURES	TOTAL PROJECT BUDGET STATE SUPPORT	TOTAL PROJECT BUDGET NONGENERAL FUND	TOTAL PROJECT BUDGET REVENUE BOND	TOTAL PROJECT BUDGET TOTAL BUDGET	TOTAL PROJECT BUDGET CUMULATIVE EXPENDITURES	
AUXILIARY ENTERPRISE PROJECTS									
Design Phase									
Construction Phase									
Maintenance Reserve	On-going	$ 14,500	$ 13,413	$ -	$ 14,500	$ -	$ 14,500	$ 13,413	(1)
Close-Out									
New Upper Quad Residence Hall	Jun 2019	600	(198)	-	16,071	25,929	42,000	39,294	(2)
Student Wellness Improvements	Jun 2016	12,000	10,318	-	25,574	44,426	70,000	66,775	(3)
Football Locker Room Renovations	Jun 2023	2,500	1,641	-	5,900	-	5,900	4,601	(4)
Planning: Student Life Village, Phase I	Jun 2023	7,500	5,012	-	19,500	-	19,500	5,326	(5)
TOTAL AUXILIARY ENTERPRISE PROJECTS		$ 37,100	$ 30,185	$ -	$ 81,545	$ 70,355	$ 151,900	$ 129,409	
GRAND TOTAL		$ 186,929	$ 151,347	$ 736,286	$ 379,549	$ 230,411	$ 1,346,247	$ 764,806	

Auxiliary Enterprise Projects

1. Maintenance Reserve: The auxiliary maintenance reserve program covers 106 assets with a total replacement value of $1.4 billion. Projects are scheduled and funded by the auxiliary enterprises. The units prepare five-year plans that outline their highest priority deferred maintenance needs. The annual budget and total project budget reflect the spending plans of the auxiliary units on maintenance reserve work scheduled for fiscal year 2025. The annual and total budgets may be adjusted during the year depending on the actual spending activities of the auxiliary units provided expenditures do not exceed the total resources encumbered for the program.

2. New Upper Quad Residence Hall: The project is closed.

3. Student Wellness Improvements: The project is complete and will be closed and financial accounts terminated when final invoices are received and paid.

4. Football Locker Room Renovation: The project is complete and will be closed and financial accounts terminated when final invoices are received and paid.

5. Planning for Student Life Village, Phase I: Following a decision by the Board of Visitors, the Student Life Village project will no longer proceed. The project will be closed and financial accounts terminated when final invoices are received and paid.

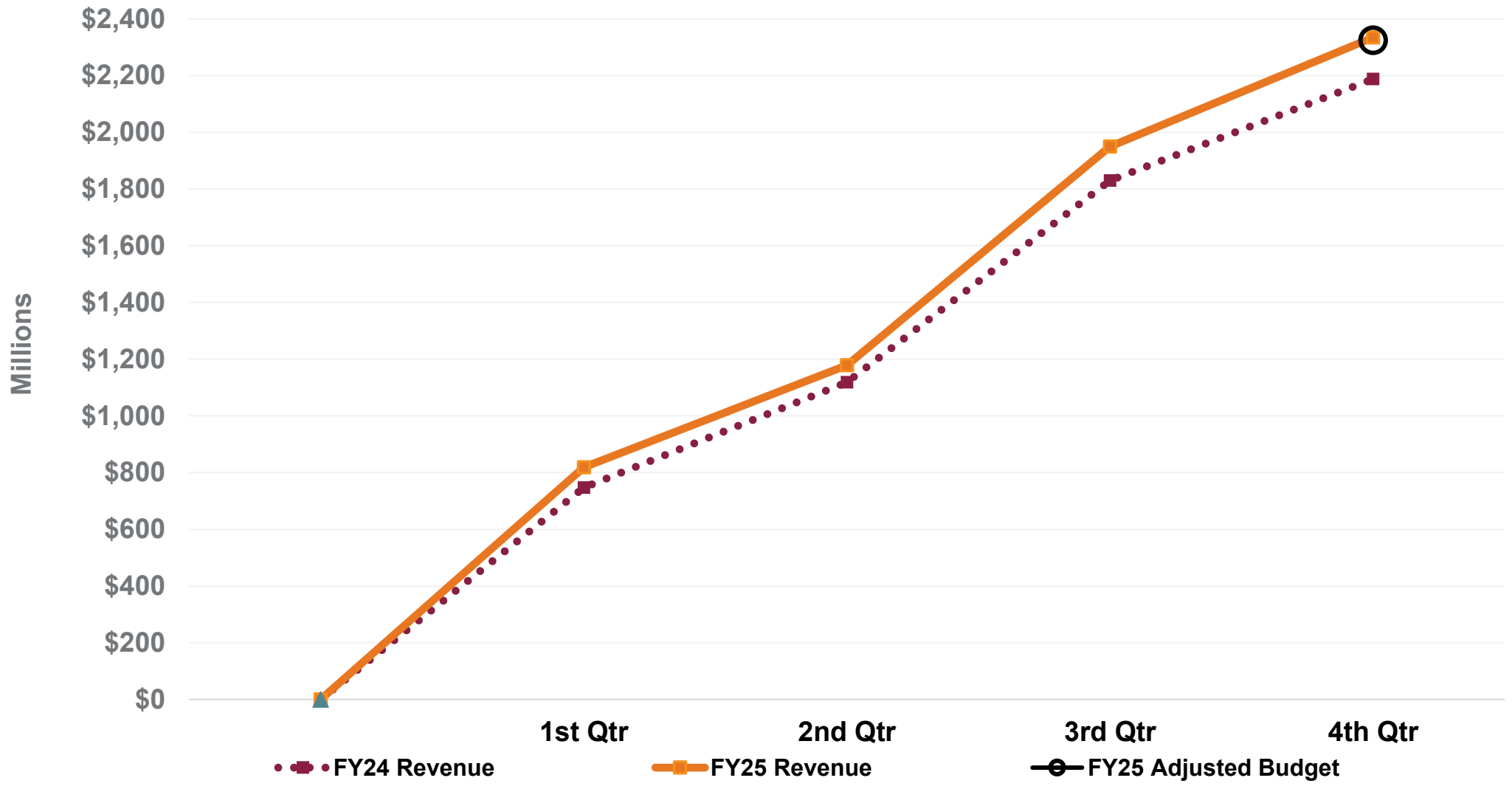
Financial Performance Report
July 1, 2024 – June 30, 2025

Tim Hodge, Associate Vice President for Budget and Financial Planning

Rob Mann, Assistant Vice President For Capital Budgeting and Financing

August 19, 2025

Operating Revenue



Operating Sources & Uses | University Consolidated

Cash Basis - $ in Thousands as of June 30, 2025

	FY25				Variance Analysis Adjusted Budget v. Actual	
Sources	*Original Budget*	*Adjustments*	*Adjusted Budget*	Actuals	*Dollars*	*Percentage*
Tuition & E&G Fees (net)	$ 760,285	$ 2,868	$ 763,153	$ 764,467	$ 1,314	0.2%
State Appropriations	420,683	26,271	446,954	446,805	(149)	0.0%
Federal (VCE/AES)	15,647	2,114	17,761	16,887	(874)	-4.9%
Sponsored Programs(Direct & Indirect)	510,079	15,000	525,079	529,385	4,306	0.8%
Auxiliary Enterprise Revenue & Fees	480,384	8,879	489,263	499,692	10,429	2.1%
Other	79,487	2,795	82,282	78,883	(3,399)	-4.1%
Total Operating Revenue	$ 2,266,565	$ 57,927	$ 2,324,492	$ 2,336,120	$ 11,628	0.5%
Uses						
Personnel Costs						
Salaries (includes GAs & Wage)	$ 1,106,385	$ 38,807	$ 1,145,192	$ 1,094,393	$ 50,799	4.4%
Fringe Benefits	324,857	11,682	336,539	321,139	15,400	4.6%
Financial Aid, Appropriated (a)	63,337	3,254	66,591	64,685	1,906	2.9%
General Expense & Services (Operating)	525,176	27,026	552,202	519,738	32,464	5.9%
Continuous Charges (utilities, leases, insurance)	172,262	-	172,262	165,424	6,838	4.0%
Debt Service	54,147	-	54,147	55,001	(854)	-1.6%
Total Operating Expenses	$ 2,246,165	$ 80,769	$ 2,326,933	$ 2,220,379	$ 106,554	4.6%
Net from Operations	$ 20,400	$ (22,842)	$ (2,441)	$ 115,741	$ 118,182	

Footnotes

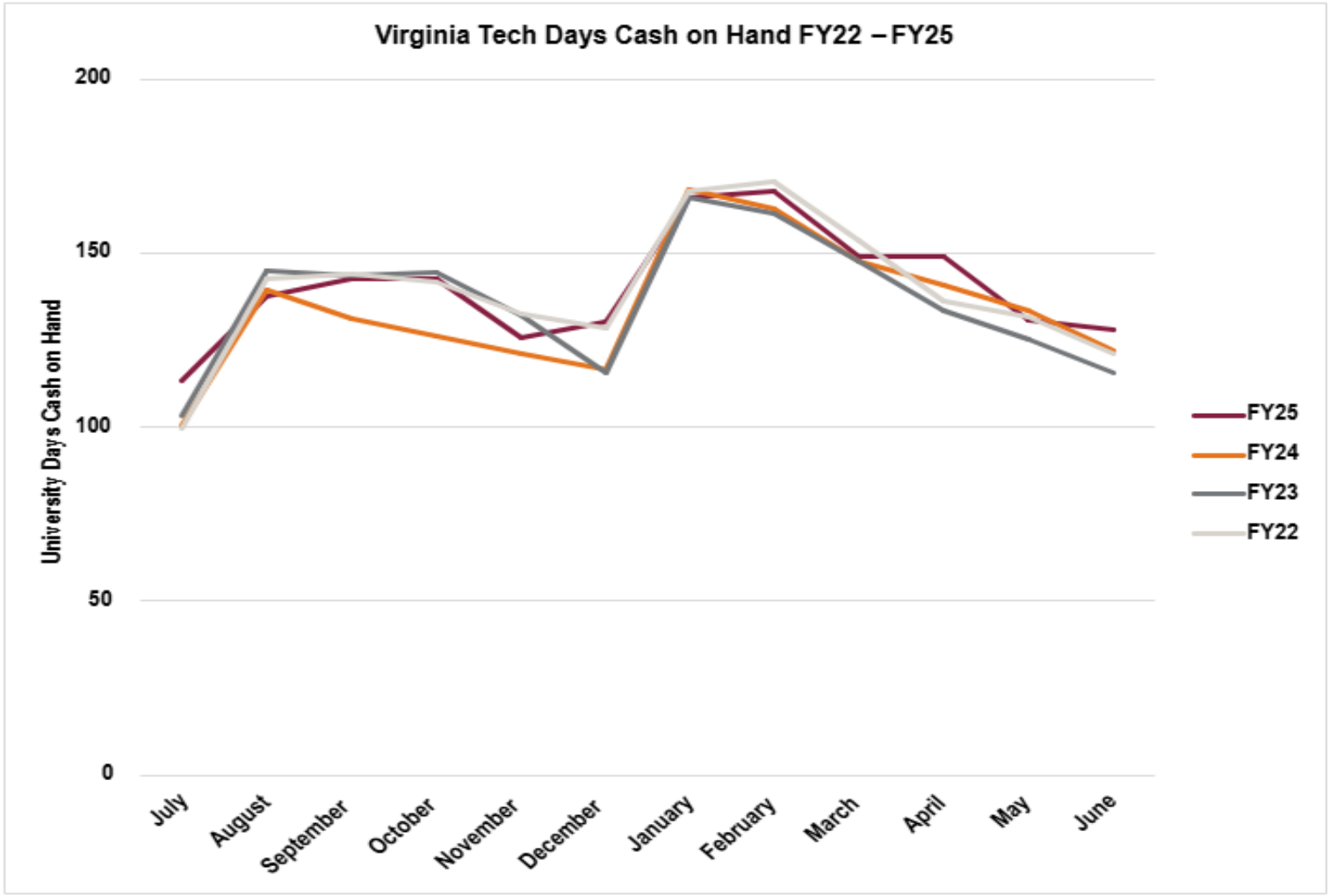
(a) In the Commonwealth of Virginia, appropriated student financial aid is a subset of the entire student financial aid program.

Robust 'Net from Operations' results due to:

- Prudent spending behavior.
- State provided $8.9M of General Funds late in the fiscal year to be carried over to FY26.
- Items initiated in FY25 but incomplete (thus unpaid) will be carried over to FY26: $20-30M.
- $25M internally financed loan repayment within Net.

Positive net results support the BOV goal to strengthen liquidity.

Days Cash on Hand Improved Slightly



4th Quarter 2024-25 Annual Budget Changes

General Fund Allocations from 2025 State Budget Process

Educational and General Program

- June 2025 State Share of 1.5% Bonus:
  $3.2M University Division, $1.0M VCE/AES Division
- Affordable Access Support $6.4M
  Utilized to fund the NGF share of the bonus
- VMSDEP Tuition Waiver Support $0.8M
- VTC School of Medicine Expansion $6.5M *
- VCE/AES Division Equipment Support $0.8M *

Student Financial Aid $1.3M for need-based residents *

Unique Military Activities $0.3M *

* Late FY25 state appropriations, funds will be carried over to FY26 in accordance with state intent.

Auxiliary Enterprises

- Athletics: One-time revenue decrease of $3.5M for timing of ACC expansion and success pools which will not be received until October and deferral of $2.7M private support transfer from the VTF.
- Dining: $0.5 million increase for business volume

Financial Performance

Education and General

- Successfully closed fiscal year in both University Division E&G and Cooperative Extension/Agricultural Experiment Station Division,
- E&G cash balance is reflective of GF earmarked for VTCSOM from 2025 session (to be expended in FY26) and Continuing Education program funds.
- The E&G program closed the fiscal year without deficit in accordance with State rules.

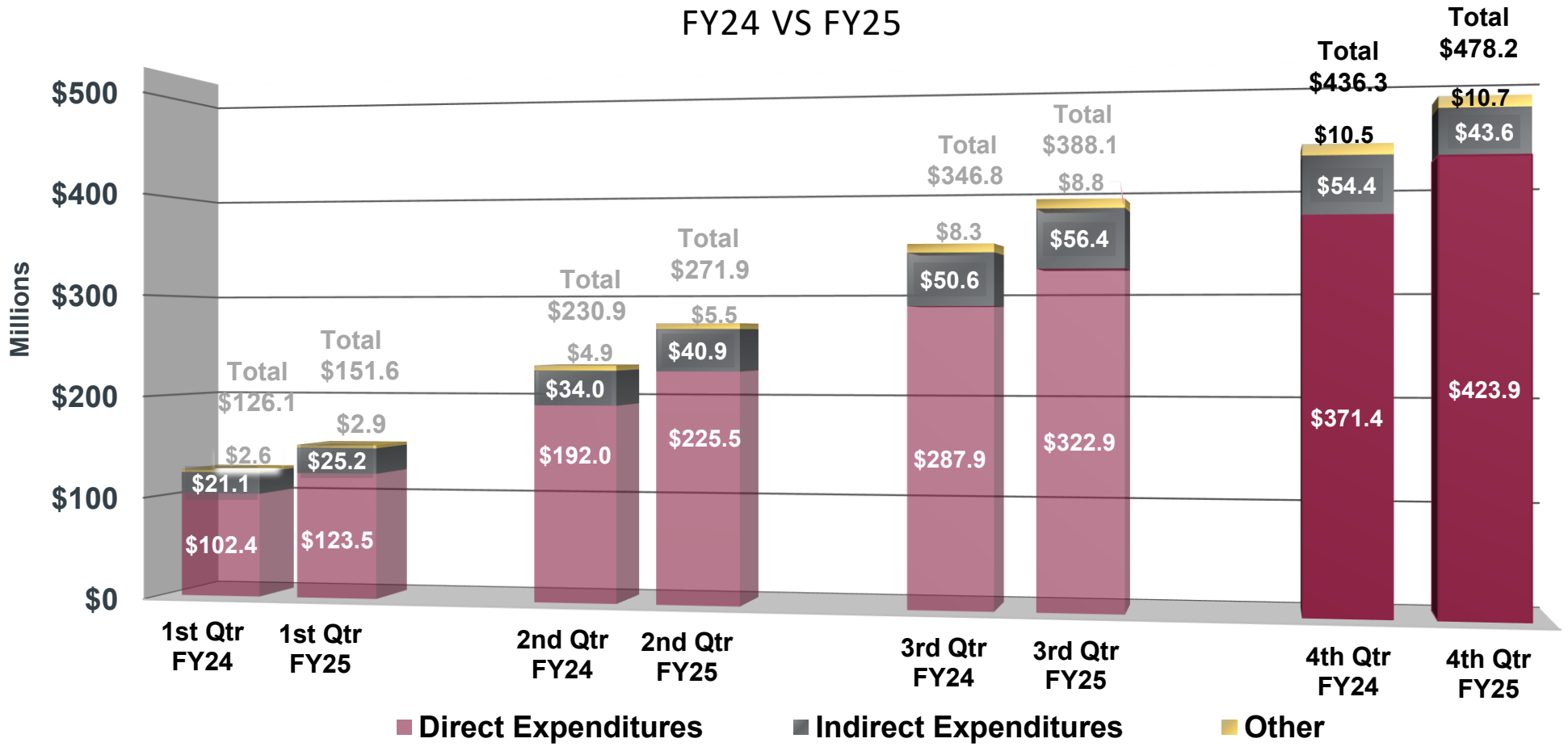
Auxiliary Enterprises

- Net includes:
  - Auxiliary loan repayments (previously underwritten by reserves)
  - Auxiliary temporary year end savings due to timing of incomplete projects (carryover)

Sponsored Programs

- Growth in both Federal and non-federal Grants & Contract expenditures in FY25.

Sponsored Program Expenditures



There is considerable uncertainty over current and future Federal program and grant activities due to changing Federal priorities

Capital Program

Key Program Updates

Mitchell Hall

- Construction underway

New Business Building

- GMP contract pricing underway

Projects Closed

- Fralin Biomedical Research Institute Equipment
- Corps Leadership and Military Science Building
- New Upper Quad Residence Hall
- Hitt Hall

Maintenance Reserve Program

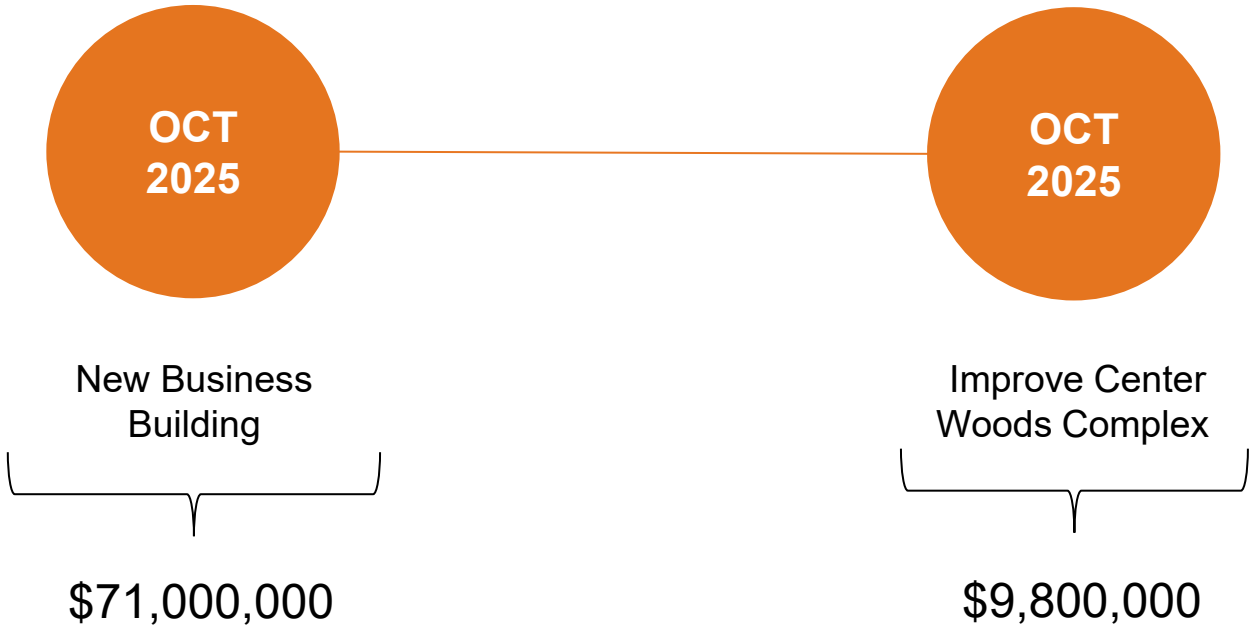
- Achieved the state 85% expenditure requirement for the first year of the 2024-26 Biennium

Capital Outlay Total Program

	1st Quarter Ended	2nd Quarter Ended	3rd Quarter Ended	4th Quarter Ended
 Design	8	9	8	8
 Construction	7	7	6	6
 Equipment	2	2	2	1
 Closeout	6	6	8	9
Total Projects	**23**	**24**	**24**	**24**
Total Budget* ($ in Thousands)	$1,189,823	$1,193,447	$1,193,447	$1,346,247
Total Expenditures* ($ in Thousands)	$665,311	$697,223	$734,178	$764,806

**Total Budget and Total Expenditures are cumulative project totals*

Timing for Construction Pricing



Cumulative design expenses through June 30, 2025 - $8,000,000

Projects Coming Online

ADA & Code Compliance - Ph. III

September 2025

Livestock Haybarns

December 2025

Cumulative construction expenses through June 30, 2025 - $112,596,000

Approval of Year-to-Date Financial Performance Report

July 1, 2024 – June 30, 2025

Recommendation:

That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2024 through June 30, 2025 and the Capital Outlay report be approved.

August 20, 2025

Overview of University Finances & Affiliated Entities

Simon Allen,

Vice President for Finance and Chief Financial Officer

August 19, 2025

Virginia's Restructuring Act

- **2005 General Assembly passed the Restructured Higher Education Financial and Operations Act**

- **Purpose:**
  - ❑ Provide varying levels of operational autonomy to public higher education institutions
  - ❑ Reaffirm that tuition and fee responsibility resides with the institutions' Board of Visitors, and
  - ❑ Require higher education institutions to commit to 12 state goals including:
    - ✓ Access for Virginia residents
    - ✓ Affordability
    - ✓ Academic programs that meet the commonwealth's workforce needs
    - ✓ Improved retention and timely completion
    - ✓ Regional economic development
    - ✓ Maintain financial and administrative standards
    - ✓ Campus safety and security

- **The 2005 Act Covered Authorities in these Operational Areas:**
  1. Finance and Accounting
  2. Human Resources
  3. Capital Outlay and Construction
  4. Information Technology
  5. Procurement and Surplus Property
  6. Leasing and Real Estate Management

- **2006 "Management Agreement" formalized relationship between VT and the Commonwealth**

Virginia's Restructuring Act

- Allows for varying levels of autonomy (Tier I - III) based on administrative expertise and management
  - **Virginia Tech is a Tier III institution**, the highest level of autonomy, with delegated authority in all six areas

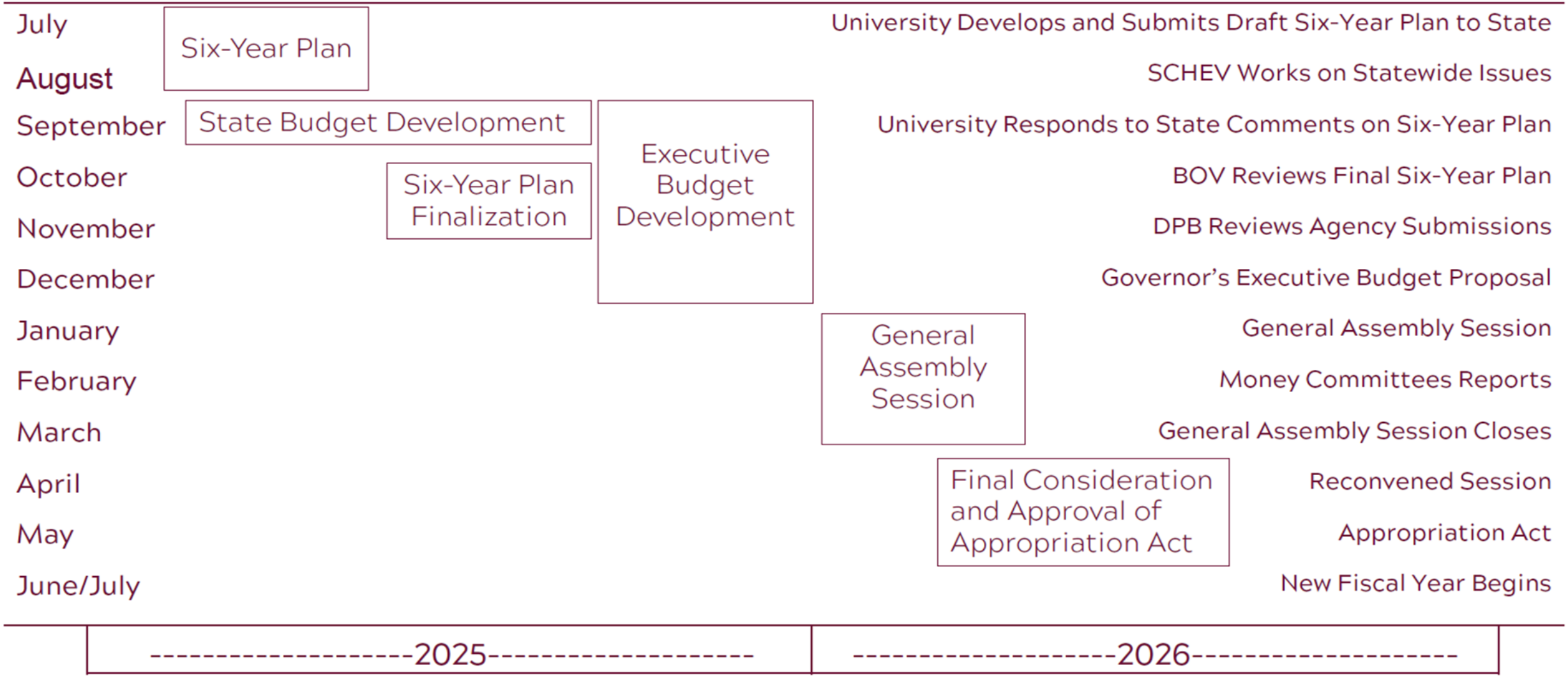
- Authorities Granted in Key Areas:
  - ***Finance and Accounting***
    - Authority to implement own financial management policies and system
    - Operation of independent university accounting system
    - Ability to control and manage moneys generated by the university and to retain resulting interest earnings
  - ***Procurement***
    - Authority to implement procurement policies related to the purchase of goods, services, insurance and construction
  - ***Capital Outlay and Construction***
    - For general fund projects, use state process for pre-appropriation but institutional process for post-appropriation project management
    - Board of Visitors may establish and initiate nongeneral fund projects
    - May designate a Building Official and establish internal review unit

- Provides for financial incentives including earned interest on tuition and fees and all other nongeneral fund E&G revenues and automatic re-appropriation of year-end balances

- Requires periodic assessment of institutional performance standards against benchmarks

Commonwealth Financial Planning Timelines

EXTERNAL OPERATING BUDGET TIMELINE - BIENNIUM



Timing of FRM Committee Agenda Items

AUGUST / SEPTEMBER

- Annual Comprehensive Report on Advancement #+
- Report on Higher Ed Institutional Performance Measures (even years)
- Report on Gramm-Leach-Bliley Act Compliance and IT Security°
- Financial Summary of Faculty and Staff Merit Programs
- Financial Performance Report *
- Ratification of Personnel Changes Report *^

NOVEMBER

- Six-Year Plan (odd years)*+
- Annual Report on Research Finances and Resources #
- Annual Report on University Debt Ratio & Debt Capacity #+°
- Annual Report on the University's Student Financial Aid Resources #+
- Annual Report on Write-off of Delinquent Accounts
- Annual Report on Investments and Quasi-Endowments +
- Update on Advancement #
- Financial Performance Report *
- Ratification of Personnel Changes Report *^

MARCH / APRIL

- **Tuition and Fee Rates** *#+
- **University Operating & Capital Budgets** *#+
- Six-Year Capital Outlay Plan (odd years)
- University's Annual Financial Report
- Update on Athletics – Financial Aspects (NCAA Report)
- Update on Advancement #
- Financial Performance Report *
- Ratification of Personnel Changes Report *^

JUNE

- Update on Development of Six-Year Plan +
- Faculty Compensation Plan *
- Compensation for Graduate Assistants *
- Hotel Roanoke Conference Center Commission Budget *
- National Distinction Salary Program
- Promotion, Tenure, & Continued Appointment *
- Update on Advancement #
- Financial Performance Report *
- Ratification of Personnel Changes Report *^

* Requires full Board approval
\# Discusses Enterprise Risk Management topic
\+ Discusses Strategic Investment Priorities topic
° Acceptance item
^ Closed Session item

Vice President For Finance and Chief Financial Officer Organizational Chart

Executive Vice President & Chief Operating Officer
Amy Sebring



Vice President for Finance & Chief Financial Officer
Simon Allen



Board of Visitors: Finance and Resource Management Committee

Budget and Financial Planning



Tim Hodge
Assoc. Vice President for Budget & Financial Planning

University Controller



Melinda West
Assoc. Vice President for Finance & University Controller

Capital Budgeting and Financing



Rob Mann
Asst. Vice President for Capital Budgeting & Financing

Procurement



Reed Nagel
Asst. Vice President & Director of Procurement

Real Estate Management



Heidi Myers
Executive Director, Real Estate Management

University Treasury



Mike Walsh
Asst. Vice President for Finance & Assoc. Treasurer

Chief of Staff



Nancy Meacham
Interim Chief of Staff, Office of the VPFCFO

Financial Management & Business Operations



David Crotts
Director

Finance Information Technology & Innovation



Charlie Lisanti
Director

Administrative Operations

Funding Classifications

General Funds	Nongeneral Funds
▪ Represent state taxpayer funds	▪ Revenues generated by state entities from operating activities
▪ Appropriated to Virginia Tech for: • Educational and General Programs • Support for Resident Students • Equipment Trust Fund • Maintenance Reserve • Capital Outlay Projects • Student Financial Aid • (Research Activities – limited)	▪ Major Categories: • Tuition and Fees • Sponsored Programs – external support • Sales and Services (AKA 'Auxiliary Enterprises') • Private donations/support • Miscellaneous charges and fees
▪ Primary source of state support and subject to state budget amendment	▪ All non-general fund sources except for private resources are considered “public funds”
▪ FY25: $0.44bn	▪ FY25: $1.8bn

Educational & General Programs - all operations related to the institution's educational objectives including instruction, research, public service, academic support, student services, institutional support, and operations and maintenance of plant

State Funding Accounts for 18% of Operating Sources FY26 Budget ($ in millions)

	General Funds*	In-State T&F	Out-of-State T&F	All Other E&G Income	Private	Total
University Division (208)	$304.5	$307.0	$456.6	$58.1	-	$1,126.2
CE/AES (229) E&G	95.7	-	-	17.3	-	113.0
Student Financial Aid	40.6	-	-	27.0	-	67.6
Auxiliary Enterprises	-	-	-	522.2	-	522.2
Sponsored Programs	20.4	-	-	458.7	-	479.1
All Other Programs (UMA)	3.6	-	-	14.9	-	18.5
Subtotal Public Resources	464.8	307.0	456.6	1,098.2	-	2,326.6
Virginia Tech Foundation**	-	-	-	-	257.3	257.3
Other University-Related Entities	-	-	-	-	2.7	2.7
Total	**$464.8**	**$307.0**	**$456.6**	**$1,098.2**	**$260.0**	**$2,586.6**
% of total	*18%*	*12%*	*18%*	*42%*	*10%*	

* State General Fund support is only 18% of the total university budget, but 27% of the University Division (208) budget
** $150 million of Virginia Tech Foundation expenditures will be processed by the university as a result of procurement changes for FY26.

Summary of Net Position

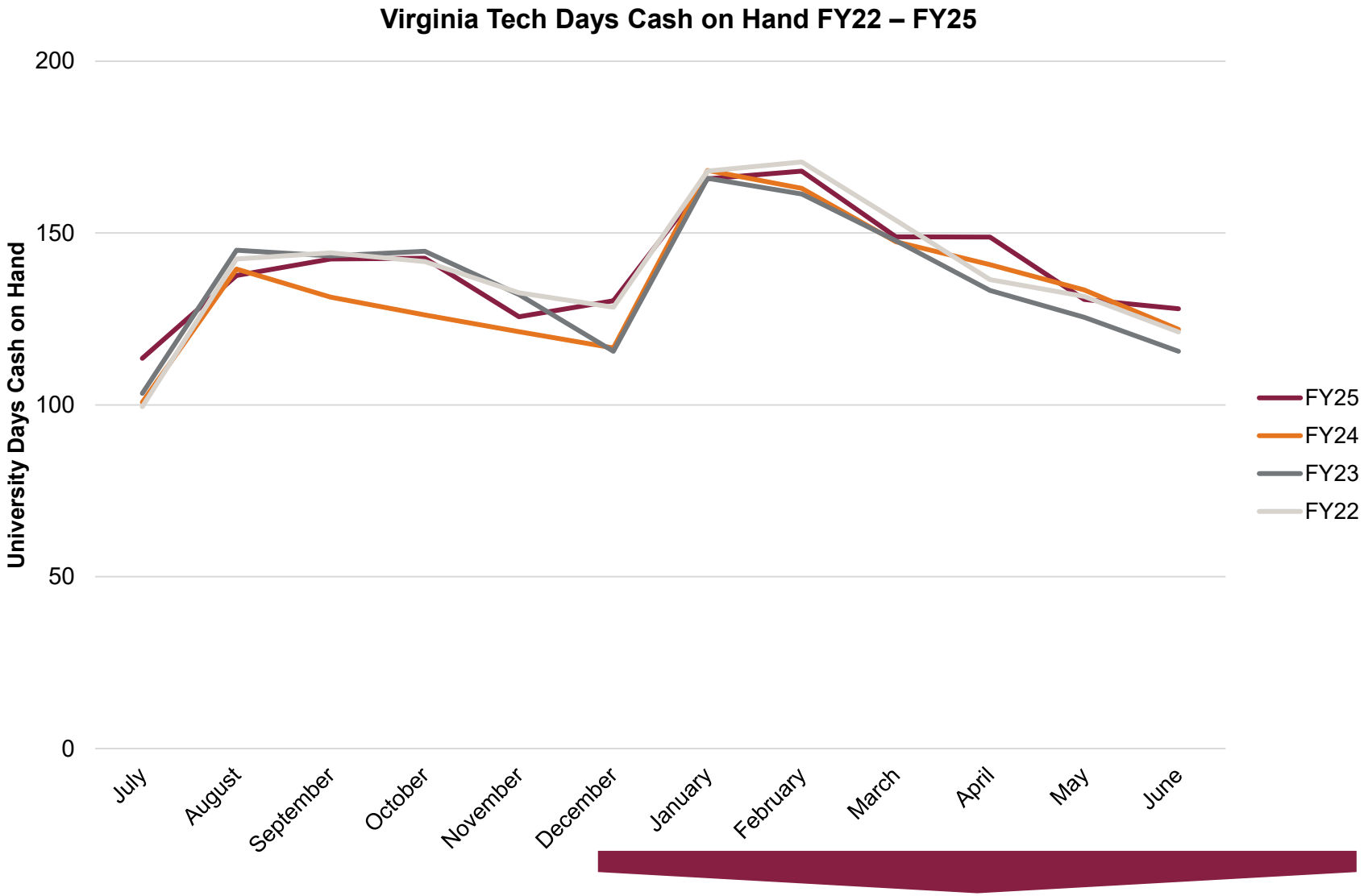
Accrual Basis of Accounting
($ in Millions)

	VIRGINIA TECH*				VIRGINIA TECH FOUNDATION**			
	2021	2022	2023	2024	2021	2022	2023	2024
Assets								
Cash and Cash Equivalents	$ 301	$ 321	$ 359	$ 365	$ 253	$ 134	$ 113	$ 148
Other Long-term Investments	223	270	334	352	1,740	1,761	1,938	2,102
University Investments in VTF Endowment Pool**	496	508	576	606	-	-	-	-
Accounts Receivable & Other Assets	290	186	263	302	318	324	385	368
Capital Assets - Net	1,983	2,292	2,685	2,888	376	449	402	408
Total Assets	**$ 3,292**	**$ 3,578**	**$ 4,217**	**$ 4,513**	**$ 2,688**	**$ 2,668**	**$ 2,838**	**$ 3,026**
Liabilities								
Accrued Liabilities	(286)	(311)	(364)	(334)	(33)	(52)	(46)	(41)
Long-Term Debt, Leases, & Subscriptions	(601)	(607)	(834)	(787)	(328)	(302)	(286)	(276)
Pension and Other Postemployment Benefits	(647)	(381)	(428)	(459)	-	-	-	-
Custodial Deposits & Liabilities in Trust**	-	-	-	-	(596)	(598)	(669)	(714)
Total Liabilities	**$ (1,533)**	**$ (1,299)**	**$ (1,626)**	**$ (1,580)**	**$ (958)**	**$ (953)**	**$ (1,001)**	**$ (1,030)**
Deferred outflows (inflows)	57	(154)	(36)	39	-	-	-	-
Net Position	**$ 1,815**	**$ 2,125**	**$ 2,555**	**$ 2,972**	**$ 1,730**	**$ 1,715**	**$ 1,837**	**$ 1,996**

*Fiscal years 2021, 2022, and 2023 have been restated due to implementations of new GASB standards and implementation guidance.
**Transactions between the university and the foundation have not been eliminated in the financial statements.

The Foundation's 'Balance Sheet' is a component unit in VT's audited financials

Deep Dive: Working Capital



Fiscal Year Ending 6/30	Days Cash on Hand
2025	128
2024	122
2023	116
2022	121

Working capital is highly seasonal, but remains robust and trending higher

Deep Dive: Credit Rating

Moody's Key Comments:

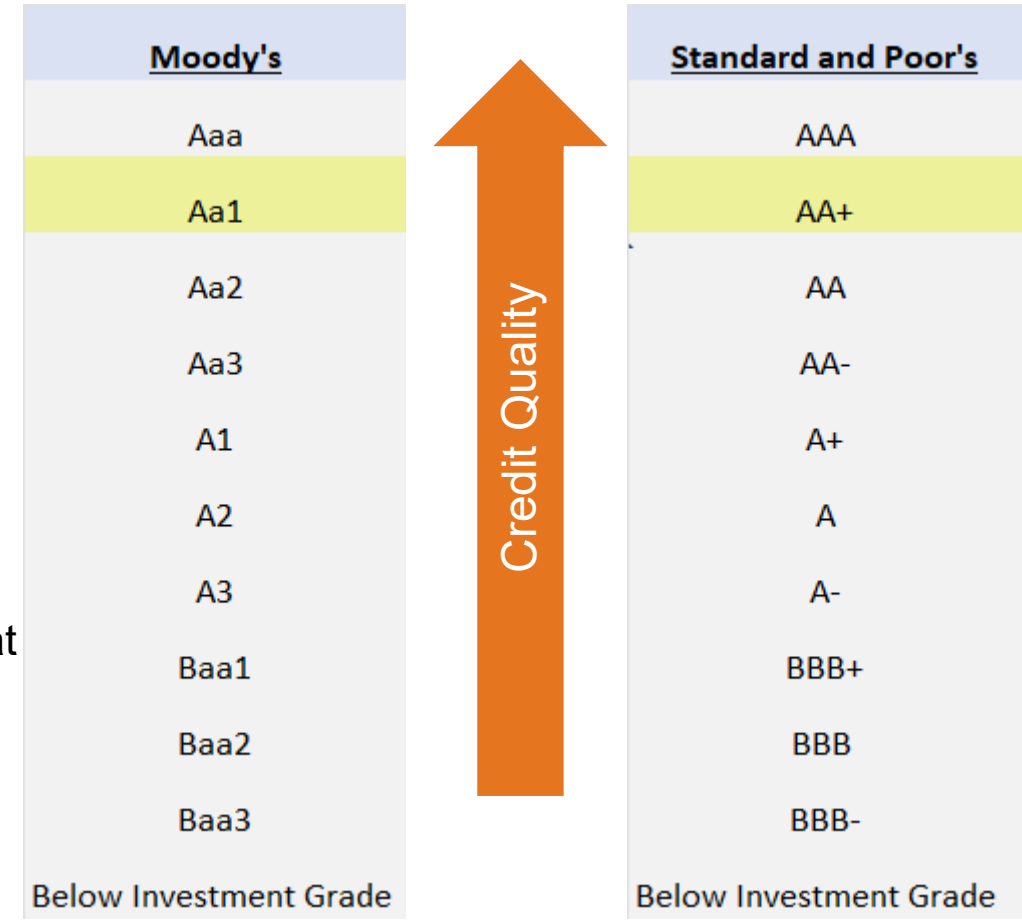
- February 2025– affirmed Aa1 and "stable" outlook
- Credit Strengths – excellent brand and strategic positioning and steady operating and capital support from the Commonwealth of Virginia.
- Credit Challenges – Inability to execute on strategic initiatives leading to higher than planned borrowing or use of reserves.

S&P Key Comments:

- February 2025- upgraded to AA+ and "stable" outlook
- Credit Strengths – experienced, capable, and long-tenured senior management team
- Credit Challenges – additional debt and capital plans in the future that may result in a higher debt burden or weaker financial resources relative to debt

Importance of Ratings

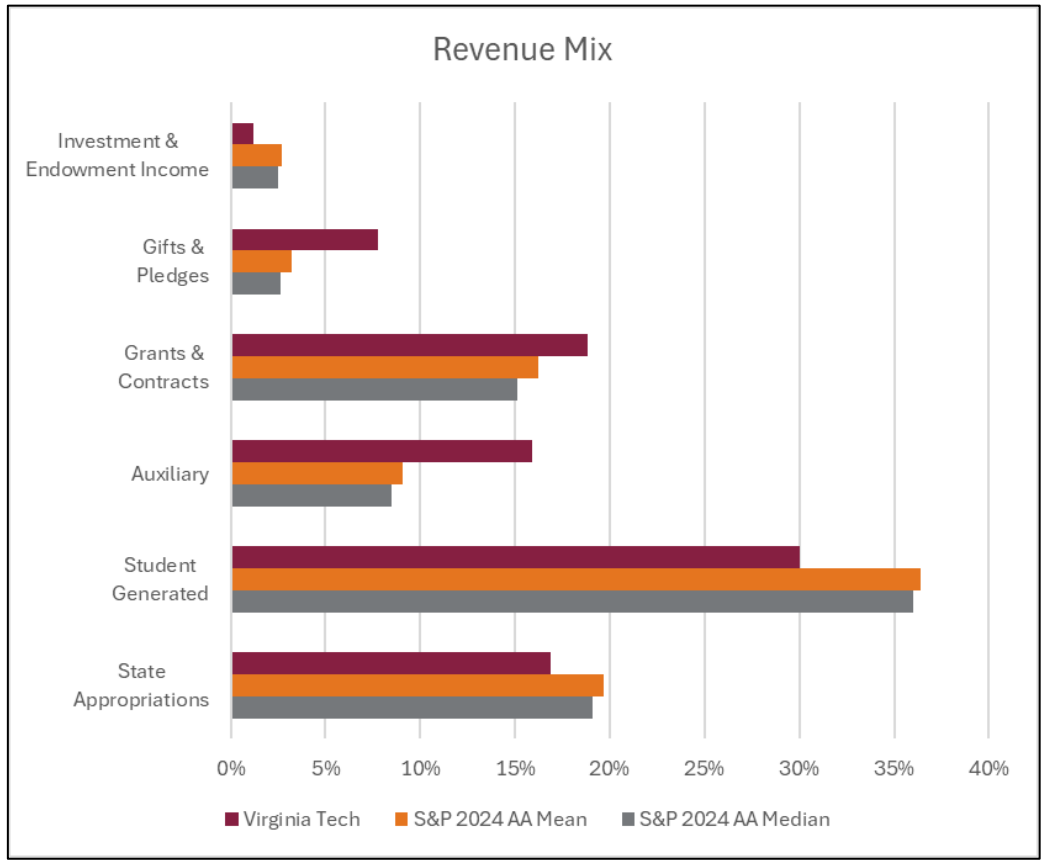
- Impacts borrowing costs
  - The difference between Aa1 and Aa2 is typically 10 bps
- Alumni and donors pay attention; viewed as a measurement of ability to manage university



Relative Financial Comparison

Fiscal Year 2024	Virginia Tech	S&P: AA Mean*
Full-Time Equivalent Enrollment (persons)	38,398	55,290
Net Adjusted Operating Margin (%)	4.10	1.60
Tutition Discount Rate	23.9	29.0
Endowment Market Value ($000)	1,950,220	2,242,349
Cash and Investments ($000)	2,961,293	4,954,803
Outstanding Debt ($000)	914,716	2,252,499

*S&P Global: U.S. Not-For-Profit Public College and University Fiscal Medians 2024 Report'



The financial position of the university is relatively strong, with diverse revenue sources

Virginia Tech - Affiliated Entities

Virginia Tech Foundation, Inc.

Virginia Tech Athletic Fund, Inc.

Virginia Tech Applied Research Corporation

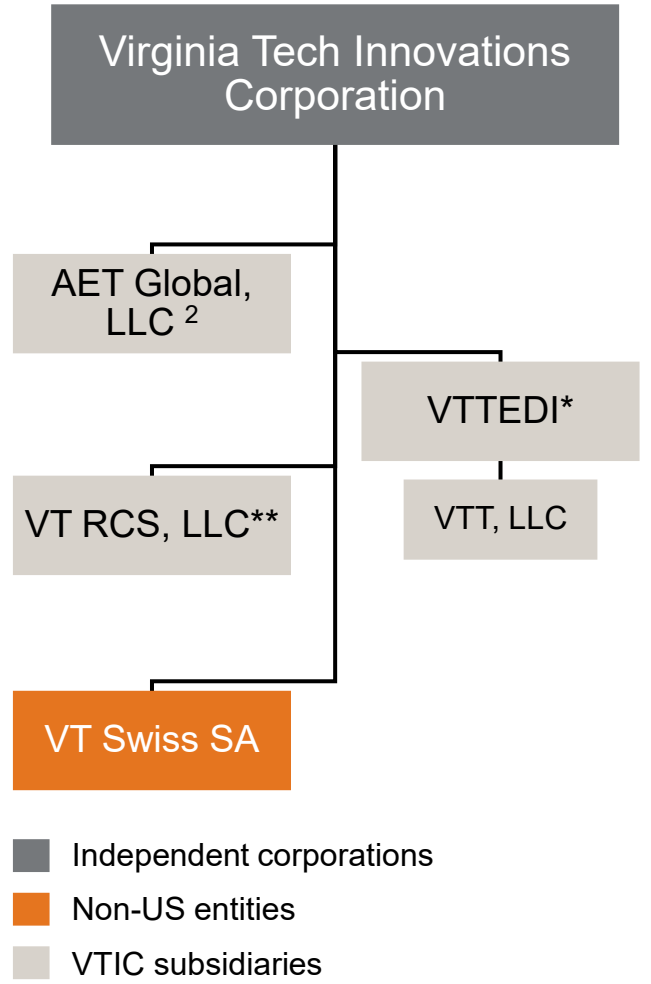
Virginia Tech Alumni Association

Virginia Tech Intellectual Properties, Inc.

Virginia Tech Corps of Cadets Alumni, Inc.

Virginia Tech India Research and Education Forum

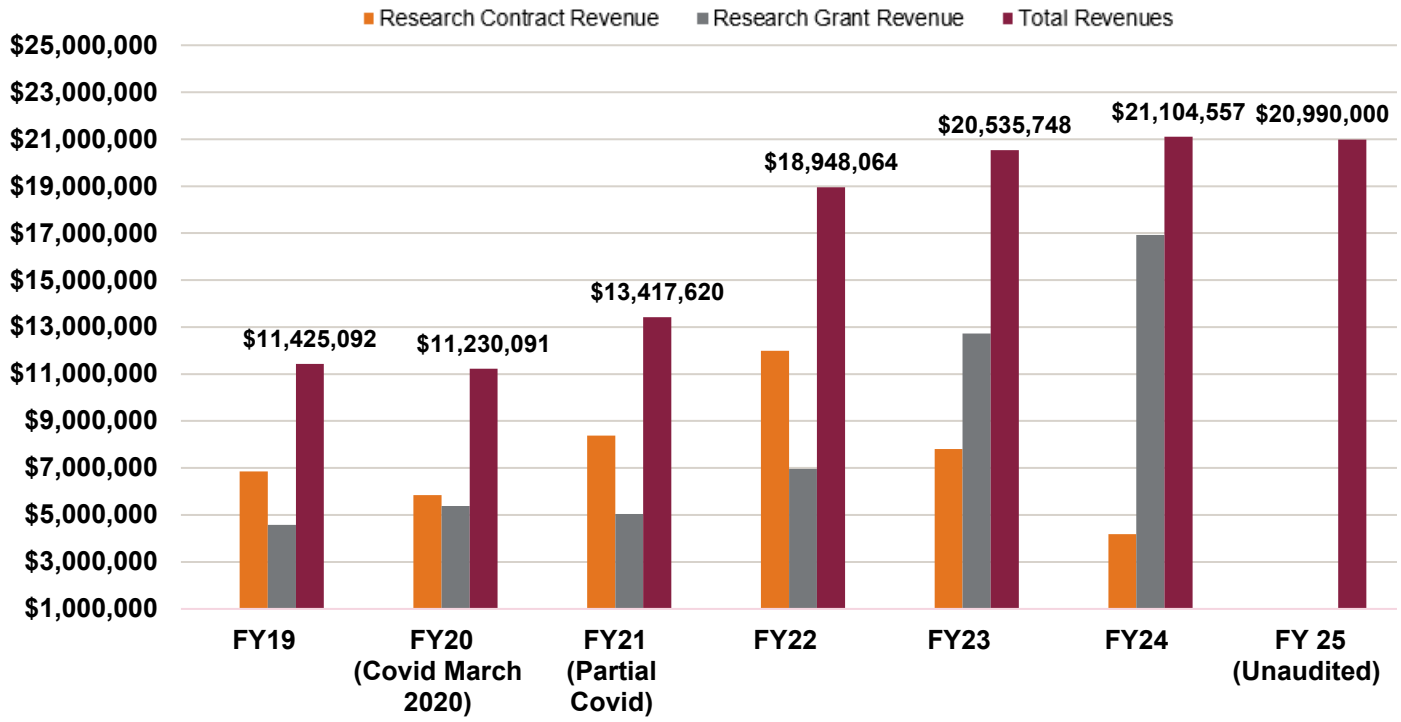
Virginia Tech Services, Inc.[1]



* Virginia Tech Transportation Economic Development, Inc.
** VT Research Contracting Services, LLC
[1] In June 2024, the Board for Virginia Tech Services, Inc. approved dissolving the entity and transferring all assets and operations to the University by December 31, 2025.
[2] In May 2025, the Board of Virginia Tech Innovations Corporation approved dissolving AET Global, LLC upon completion of winding up their affairs and distributing all their assets.

VT-ARC

- **Purpose:**
  - To extend the impact of VT Research and Innovation enterprise, delivering analytical and technology solutions to government and non-government customers including applied R&D, translational R&D, technical services, and commercialization as an extension of VT's fundamental research
- **Challenges:**
  - Federal government changes to research funding
  - Delays in collecting government receivables
  - Potential future government contract changes to 'fee for service' versus 'cost reimbursable'
  - Cash flow challenges due to slow payments from gov't contracts– no ability to access additional line of credit for temporary cash
- **Opportunities:**
  - Funding from big private foundations for research work
  - Strong reputation of VT-ARC's quality of work

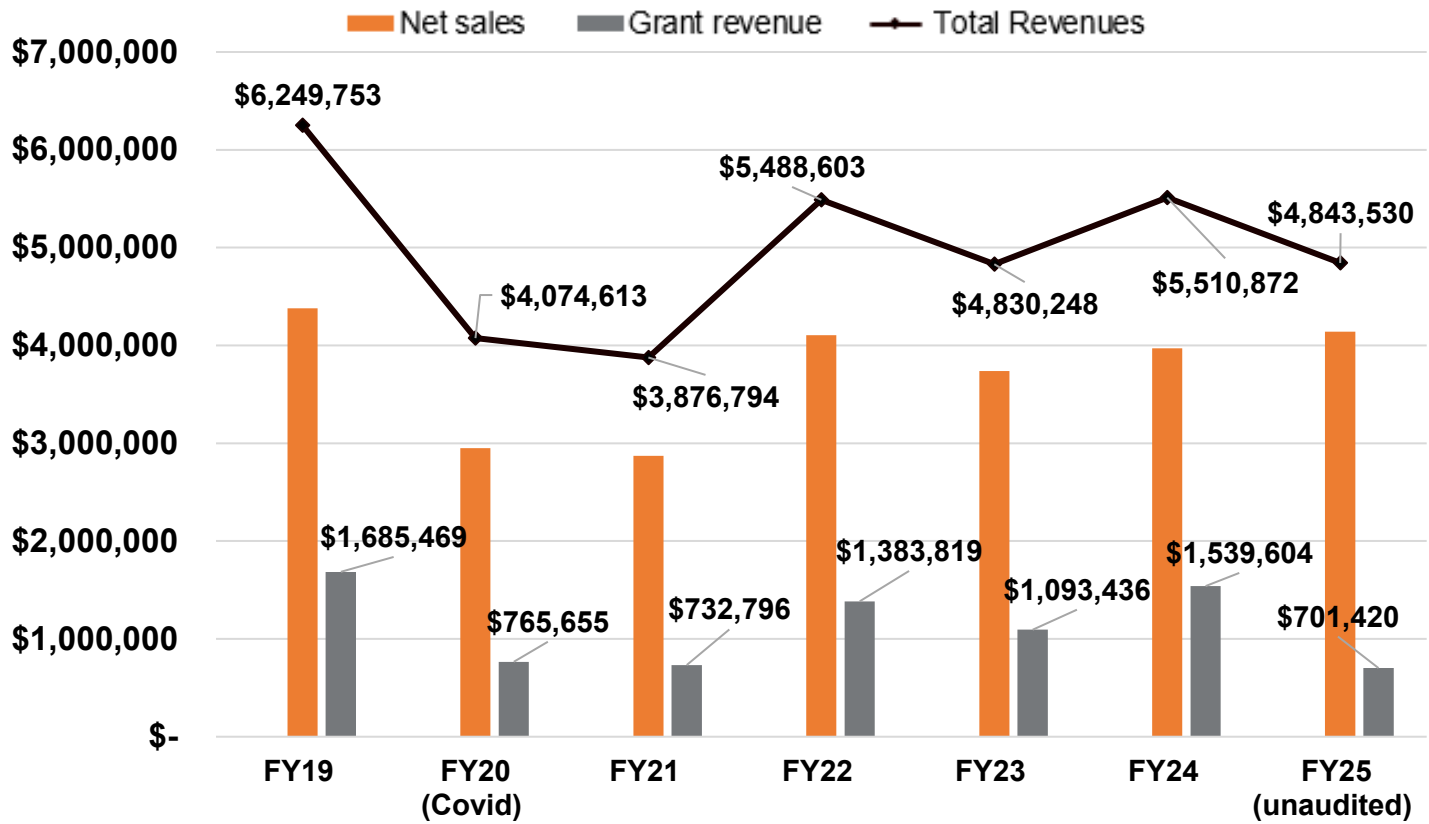


Financial Position

Projected change in net assets for FY25:	**($23,000)**
Amount owed to Virginia Tech at 6.30.25:	**$2,561,160**
Amount owed to VT Foundation at 6.30.25:	**$480,000**

VTT, LLC.

- **Purpose:**
  - Serves as an advanced tire research center and test facility in Alton, VA adjacent to the Virginia International Raceway, which offers specialization in independent testing, research, and assessments to complement and supplement activities performed by global tire and vehicle manufacturers
- **Challenges:**
  - Potential tariff impacts – decrease in tire testing revenue
  - Federal government impacts – decrease in grant revenue
  - Tire testing machine - $15M historic cost – equipment reliability due to age
  - Cash flow challenges projected through Jan. 2026
  - Inability to pay back loan to VT (currently $165,827 past due) and loan to VTF due by 6/30/26
  - Ability to diversify & evolve revenue
- **Opportunities:**
  - Software licensing revenue with low-cost outlay
  - Potential efficiencies gained by optimizing legal structure and set-up



Financial Position

Projected change in net assets for FY25:	($**284,300**)
Amount owed to Virginia Tech at 6.30.25:	**$4,337,248**
Amount owed to VT Foundation at 6.30.25:	**$775,000**

Preparing for Financial Uncertainty

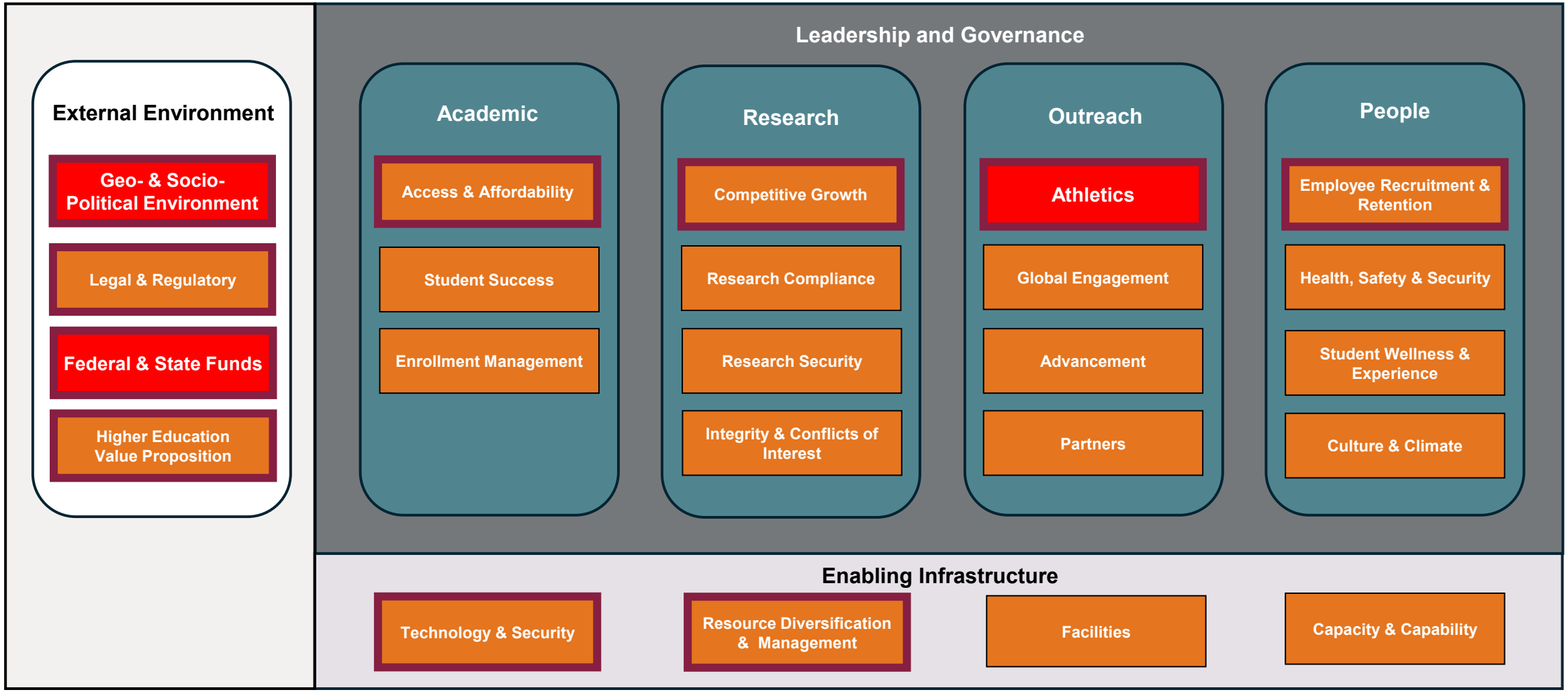
Simon Allen,

Vice President for Finance and Chief Financial Officer

August 19, 2025

Enterprise Risk Landscape

June 2025



Maroon border = Top 10 Risk

Background – VT Starts From a Robust Position

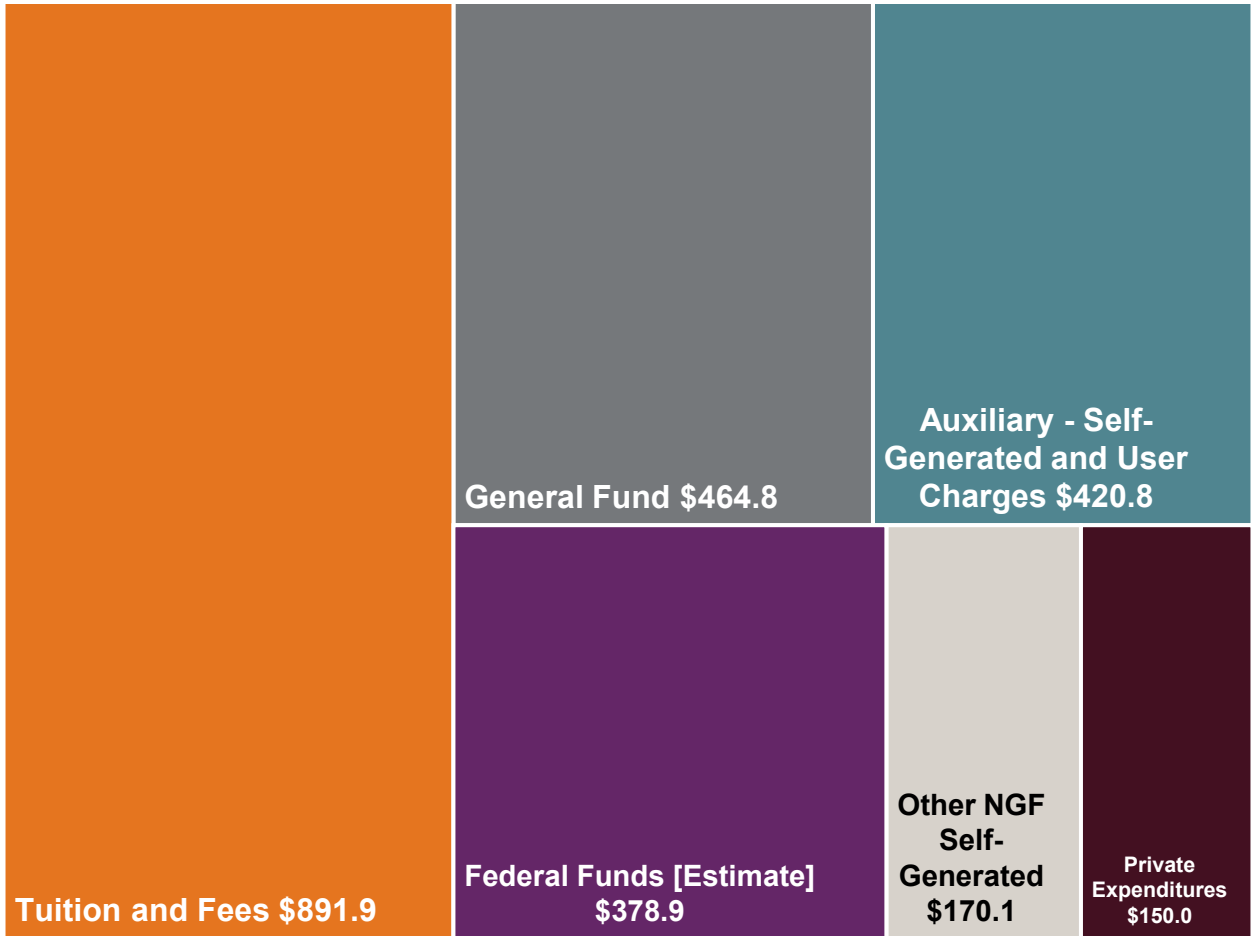
- VT has a structurally balanced budget
- VT has strong student demand
- VT has sufficient working capital and lines of credit
- VT is growing philanthropy
- Our credit rating was recently (re)affirmed at AA+/Aa1
- State of Virginia outperformed FY25 revenue budget

Context – VT Sources and Uses

Dollars in Millions

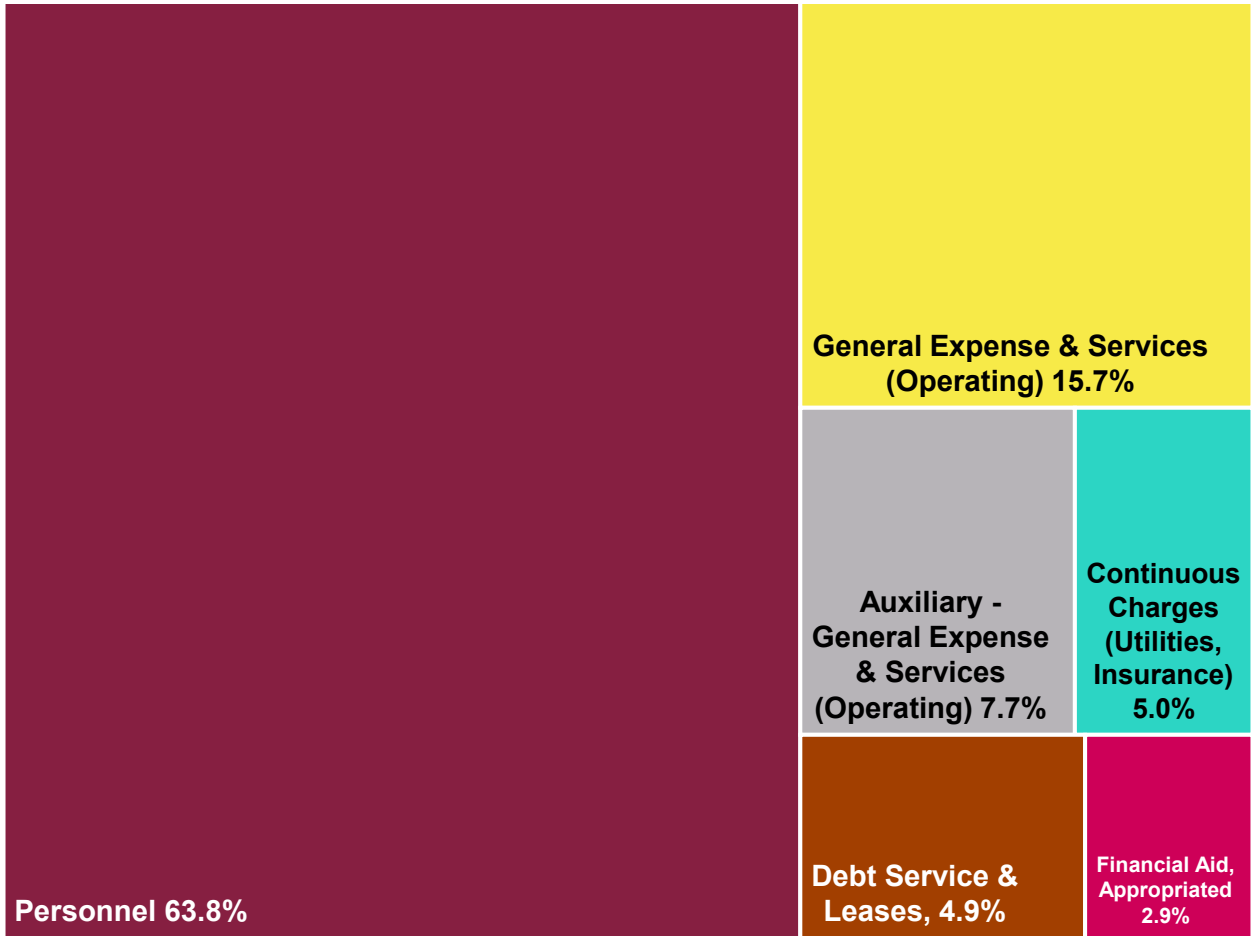
Sources

FY26 BOV Approved Revenue Budget ($2.5B Budget)



Uses

Expenditures by Category



Impacts Already Experienced by VT

Federal

Research: Full stop work, partial stop work, & terminations as of 7/7/25

	Number	Maximum Value	Already Expended
Full stop work	8	$8.0M	$3.0M
Partial stop work	2	$1.2M	$0.9M
Terminated	65	$54.6M	$20.4M

State

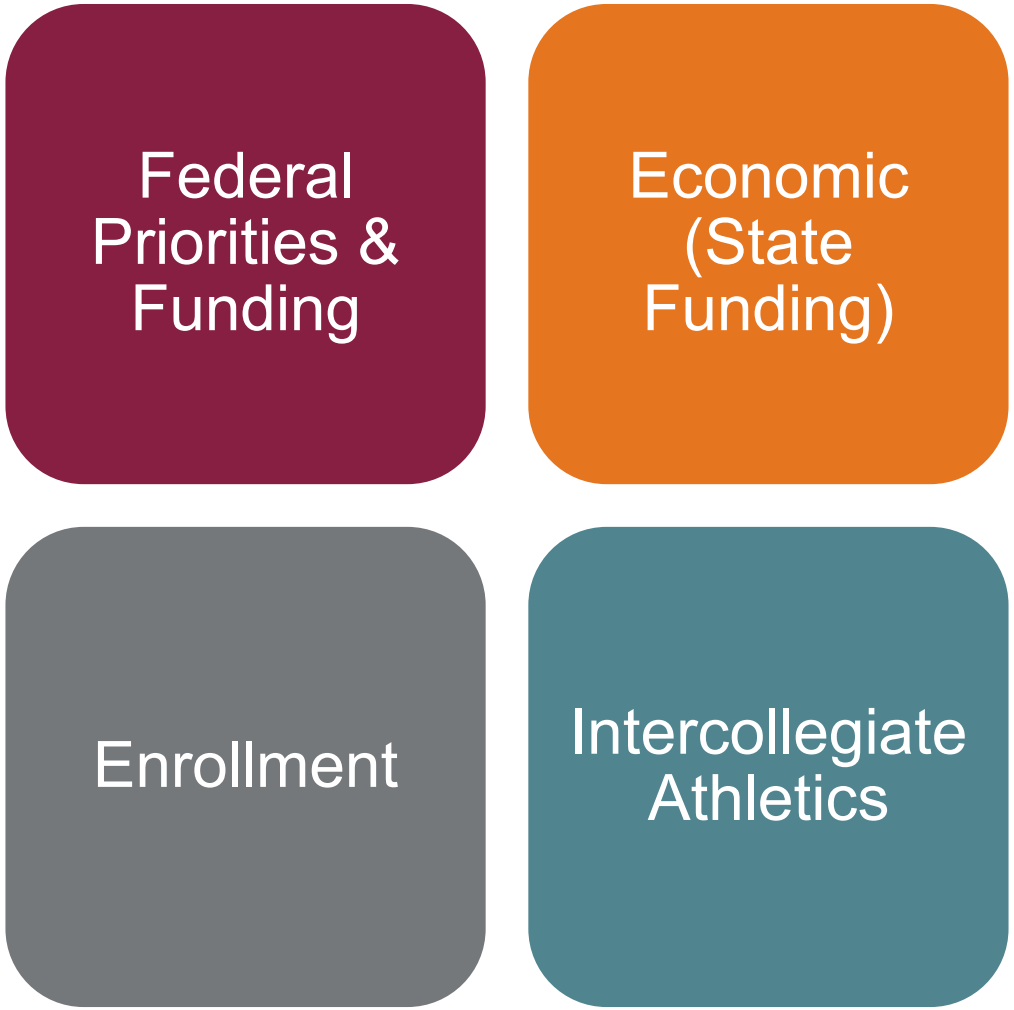
Operating budget: Provided as one-time support, not ongoing

$15M Affordable access, VTCSOM, SFA, UMA, Agency 229

$26M Patient Research Center did not receive ongoing support

Capital budget: Delayed the VTCSOM & FBRI Project -$138M

Key Financial Uncertainties Faced by VT

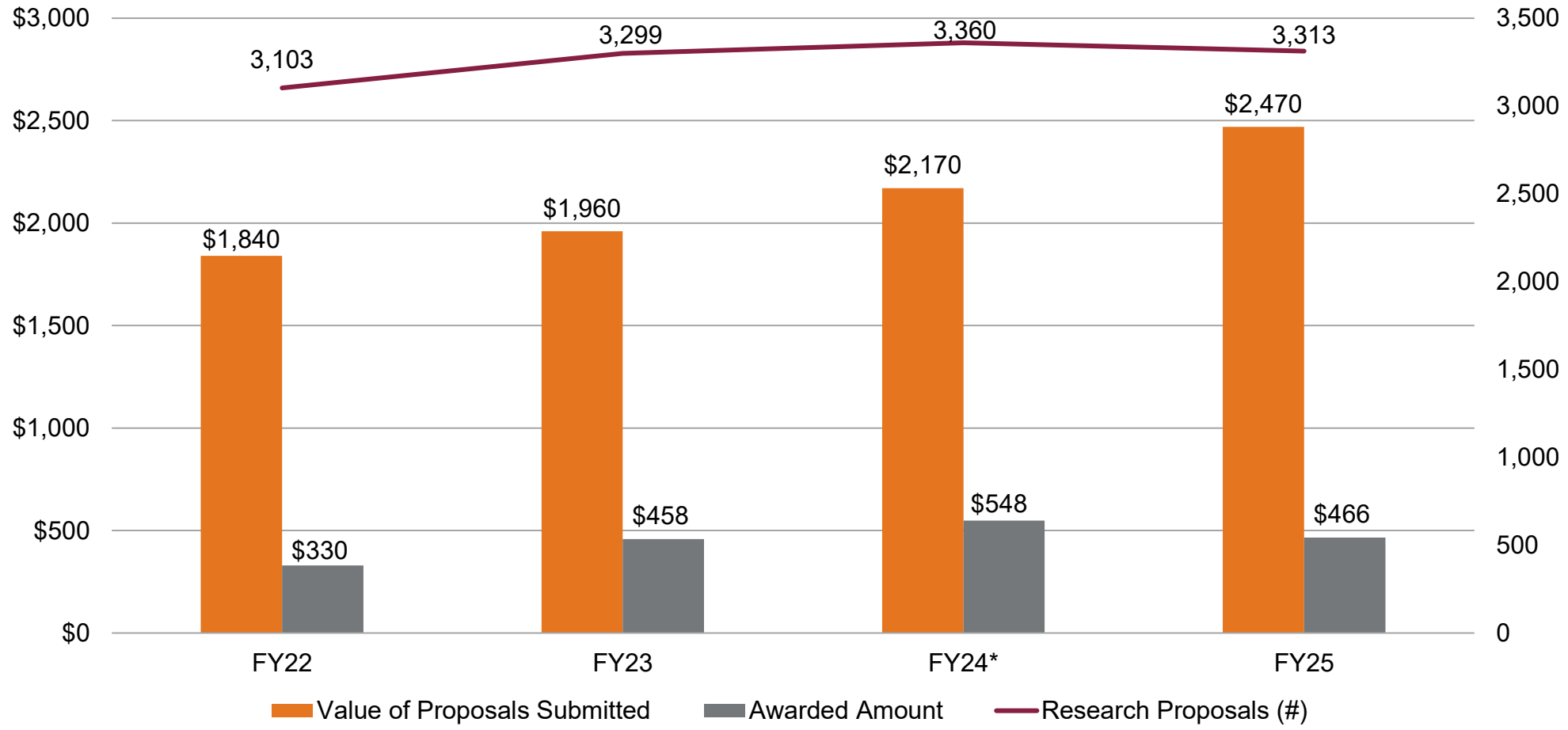


Summary of Federal Funding at VT

Dollars in Millions

	FY25
Sponsored Research	
Direct	$277.6
Facilities & Administrative (F&A)	$85.7
Student Aid	
Pell Grants, SEOG	$34.6
Federal Work Study	$2.3
Direct loans	$168.0
Agency 229 – Cooperative Extension Agriculture Experiment Station Division	$16.9
Total	**$585.0**

Trend of Research Proposals & Awards



*note - $80M USDA Project included in FY24

Federal Priorities & Funding

Direct Research Risk

Dollars in Millions

	Direct Costs	Facilities & Administrative (F&A)	Total
FY25 Federal Research	$277.6	$85.7	$363.2
Reduction Scenarios			
10%	($27.8)	($8.6)	($36.3)
30%	($83.3)	($25.7)	($109.0)

Federal Priorities & Funding

Indirect Rate Risk

Dollars in Millions

	Facilities & Administrative (F&A)
FY25 Federal Research	$85.7
Reduction Scenarios	
61% Negotiated Rate to 30%	($42.8)
61% Negotiated Rate to 15%	($64.2)

Agency 229 Federal Funding

- Planning scenarios for shortfall in Agency 229 linked to potential reductions in USDA National Institute of Food and Agriculture (NIFA)

CE/AES Division (229 E&G) Revenues			
	FY26	Reduction in Federal NIFA Support*	
Dollars in Millions	BOV Budget	10%	30%
General Fund	$95.7		
Federal Resouces	$15.6	($1.3)	($3.7)
All Other Income	$1.6		
Total Revenues	$113.0	$111.7	$109.3
% Change	-	-1%	-3%

*Reduction scenarios based on FY25 appropriations for Hatch and Smith-Lever Funds

Federal Priorities & Funding

Student Financial Aid Risk

- Grad PLUS loans eliminated, however, legacy provision for students in the “same program of study”
- Parent PLUS borrowing limited to $20k per year, $65k in aggregate per dependent
- New lifetime borrowing limits for graduate students, exclusive of undergraduate borrowing:
  - $100k for graduate students (previously $138k including UG borrowing)
  - $200k for health professional students (DVM and MD)
- Pell Grants
  - Potential budget shortfall addressed
  - Students who receive grants/scholarships covering entire Cost of Attendance are no longer eligible for a federal Pell Grant, even if otherwise eligible for the program.

Economic (State Funding)

General Funds Determined by State Economy

State Costs Could be Impacted by Federal Changes
Dollars in Millions

- While Virginia's economy outperformed forecasts in FY25, General Funding remains vulnerable should state revenues weaken or policy priorities shift.
- The commonwealth positioned the state's FY26 budget for economic uncertainty.

	208 E&G	229 E&G	Student Financial Aid	Other	**Total**
FY26 GF Budget	$ 304.5	$ 95.7	$ 40.6	$ 24.0	**$ 464.8**
Reduction Scenario					
3%	(9.1)	(2.9)	(1.2)	(0.7)	**(13.9)**
9%	(27.4)	(8.6)	(3.7)	(2.2)	**(41.8)**

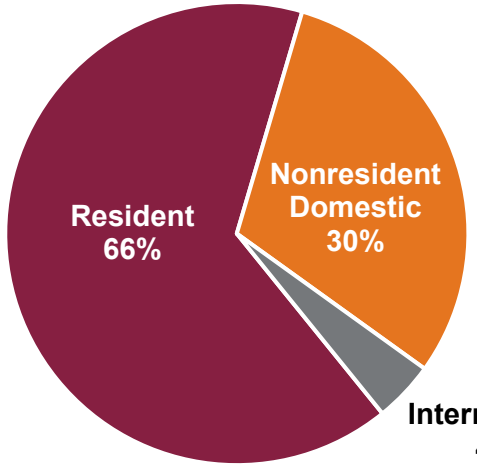
Enrollment Risks

Dollars in Millions

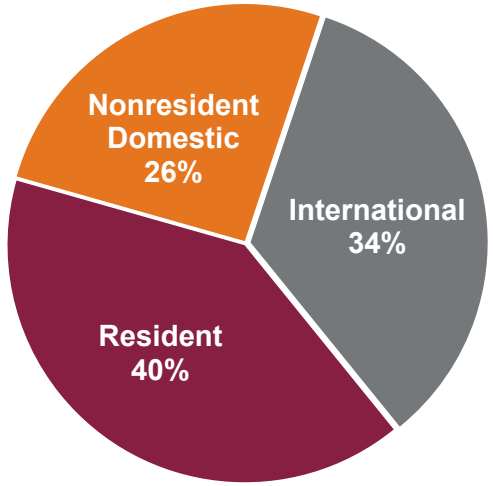
- Key enrollment milestones met or exceeded for FY26
- Remaining risks:
  - International uncertainty
  - Reliance on Spring transfer

University Division (208 E&G) Revenues			
	FY26	Enrollment Shortfall Scenarios	
	BOV Budget	1%	3%
Tuition and Fees - Resident	$307.0		
Tuition and Fees - Nonesident	$456.6	($4.6)	($13.7)
General Fund	$304.5		
All Other Income	$58.1		
Total Revenues	$1,126.2	$1,121.6	$1,112.5
% Change	0.0%	-0.4%	-1.2%

Undergraduate Enrollment



Graduate and Professional Enrollment



(FY25 Enrollments)

Intercollegiate Athletic Risks



Competitive position of the university in an evolving and uncertain future

National changes for revenue sharing & legal settlements have increased costs significantly >$20M

ACC Settlement with Clemson & FSU has potential to reduce VT's ACC Conference athletic revenues $6M+/-

Compliance with relatively strict state rules in the commonwealth

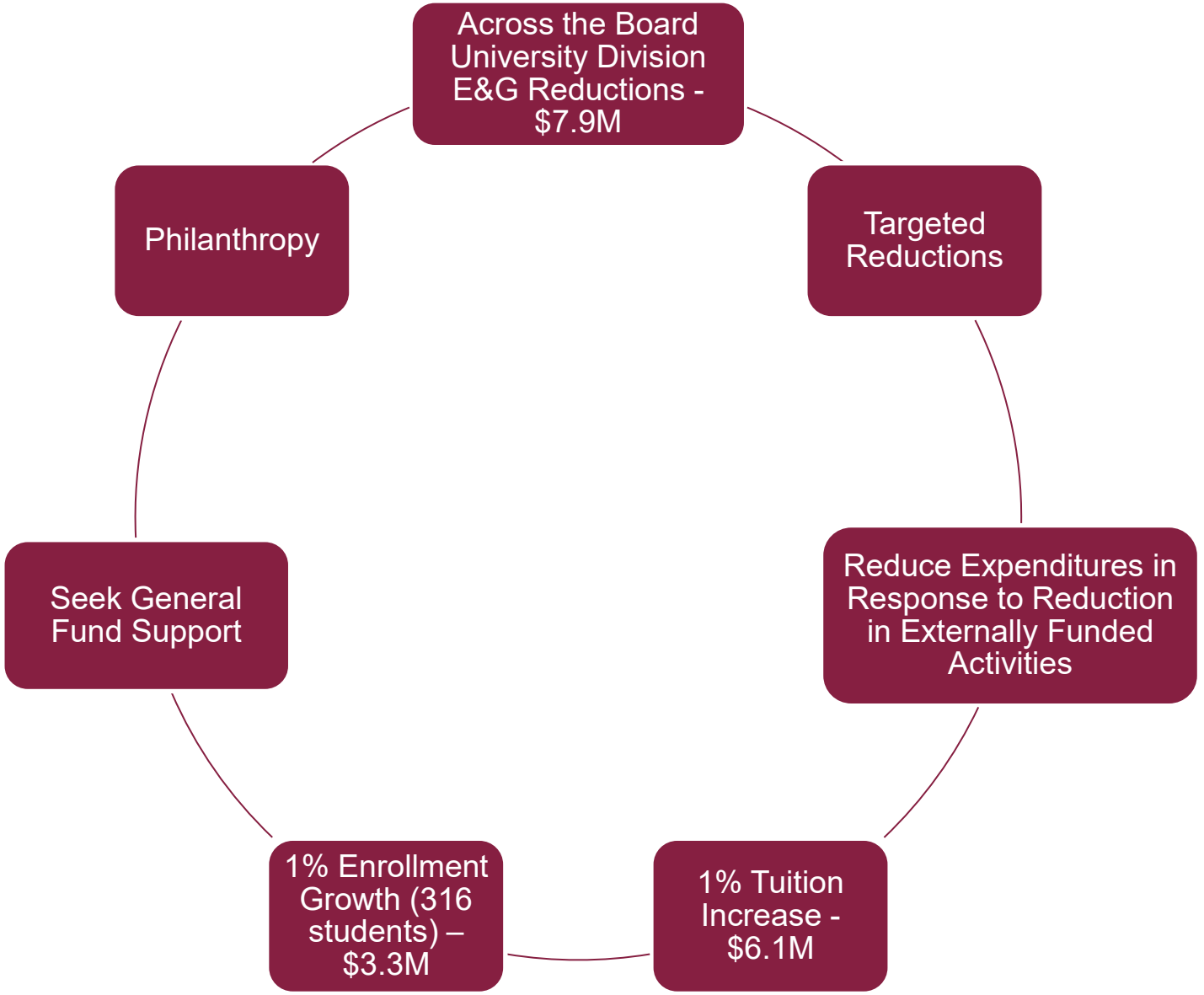
Management Strategies

Managing Reductions in Governmental Support

Actions Taken

- Active monitoring & contingency planning
- Engaged campus in scenario planning (50% 'Overhead' reduction)
- The FY26 budget was built with a more conservative overhead budget stance
- Reviewed capital program – delayed Vivarium capital project
- For certain federal grants with certain claw-back liabilities, a modified overhead policy was implemented to support campus
- Localized reducing of expenditures as externally funded activities are reduced
- Conservative fiscal approach, emphasizing slow-to-spend behavior

'Levers' for Managing Reductions in Governmental Support



Managing reductions in governmental support will need to be balanced with minimizing disruption to Global Distinction ambitions

Managing Reductions in Governmental Support

One-Time Management Strategies:

- College/Institute reserves and carryover
- Internal operating loans to units
- One-time central bridge funding
- Philanthropy: current-use gifts

Recurring Management Strategies:

Philanthropy

- Endowment funds

Enrollment Management

- Replace international undergraduate shortfall with domestic nonresident
- If short in Fall, Spring can backfill
- Shortfall in graduate students on assistantship would still leave a workforce issue to manage

Intercollegiate Athletics Management Strategies

1. Philanthropy
2. Athletic Fee +$100 = $3.8M
3. Prioritize ‘flagship’ sports
4. Enrollment growth will help
5. ?



Discussion of Future Agenda Topics and Closing Remarks

Jim Miller, Committee Chair

Finance and Resource Management Committee

Timing of FRM Committee Agenda Items

AUGUST / SEPTEMBER

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- Report on Higher Ed Institutional Performance Measures (even years)
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- Update on Development of Six-Year Plan +
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* Requires full Board approval
\# Discusses Enterprise Risk Management topic
\+ Discusses Strategic Investment Priorities topic
° Acceptance item
^ Closed Session item

Open Joint Session Agenda

FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

Latham Ballroom A/B, the Inn at Virginia Tech

2:30 p.m.

August 19, 2025

		Agenda Item	Reporting Responsibility
*#+	1.	Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032	Simon Allen Dwyn Taylor Rob Mann
*	2.	Approval of Resolution for Planning the Academic Building One – Sixth Floor Upfit	Simon Allen Dwyn Taylor Rob Mann
*	3.	Approval of Resolution for Planning the Campbell Hall Renovation	Simon Allen Dwyn Taylor Rob Mann
*	4.	Approval of Resolution for Planning a New Residence Hall	Simon Allen Dwyn Taylor Rob Mann

*** Requires full Board approval**
 # Discusses Enterprise Risk Management topic(s)
+ Discusses Strategic Investment Priorities topic(s)

Briefing Report

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

August 19, 2025

Joint Open Session

*#+ 1. **Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032:** The Committees will review for approval the Nongeneral projects for the 2026-2032 Capital Outlay Plan. The university prepares an updated Six-Year Capital Outlay Plan every two years as part of its normal planning and budgeting cycle. The Plan is a critical component of positioning the university for state support of major Educational and General projects and for advancing high priority projects that may be funded entirely with nongeneral fund resources. The Board of Visitors reviewed and approved the list of General Fund projects for inclusion in the 2026-2032 Capital Outlay Plan at the March 2025 meeting. The Nongeneral fund projects cover the auxiliary enterprise system projects and other projects requesting some combination of private support, returned overhead dollars, external construction grants, and/or nongeneral fund debt to fund the total costs, including long-term leases.

   Under the university's Management Agreement with the commonwealth, for Capital Projects, the Board of Visitors has the authority to approve and implement projects supported 100 percent by nongeneral funds. Each project follows a multi-step approval process by the Board: 1) inclusion in the approved Six-Year Capital Outlay Plan, 2) authorization for planning to produce design documents to validate the project's feasibility, 3) authorization for construction when funding is available and sufficient, and 4) approval of external debt required for any capital project prior to issuance if needed.

* 2. **Approval of Resolution for Planning the Academic Building One – Sixth Floor Upfit:** The Committees will review for approval a resolution to plan the Academic Building One – Sixth Floor Upfit capital project. The existing facility includes 300,000 GSF over eleven floors with nine floors fully programmed, and the sixth and seventh floors were reserved for future needs. The approximately 35,500 GSF floor upfit will support the relocation and expansion of the Pamplin College of Business and other academic programs located in the building. This is a $1.5 million planning authorization to complete designs through working drawings for this capital upfit project.

* 3. **Approval of Resolution for Planning the Campbell Hall Renovation:** The Committees will review for approval a resolution to plan the Campbell Hall renovation capital project. The project will renovate Campbell Hall, a historic 329 bed residence hall located on the Drillfield. The 67,000 GSF building is split into two wings: the main wing was built in 1930, and the east wing was built in 1940. The facility has received few improvements since its original construction, and this renovation will address the mechanical, electrical, and plumbing systems and it will update the interior rooms and bathrooms. This is a $4 million planning authorization to complete designs through working drawings for the Campbell Hall renovation capital project.

* 4. **Approval of Resolution for Planning a New Residence Hall:** The Committees will review for approval a resolution to plan a new residence hall. The project envisions a new residential facility, targeting up to 600 modern beds which would increase residential capacity to allow for campus residential renovations to occur without significantly impacting the current residential and dining programs. The new residence hall will allow the university to continue to sustain moderate growth over time and to facilitate the renovation of existing residential assets. This is a $10 million planning authorization to complete designs through working drawings for the new residence hall capital project.

Nongeneral Fund Capital Outlay Plan for 2026-2032

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

July 16, 2025

Background:

As a continuation of the March 2025 Board of Visitors item approving the General Fund portion of the Six-Year Capital Outlay Plan (Plan), the Nongeneral fund portion of the plan is proposed in this report.

The university sets a six-year planning period, identifying two lists of projects: i) a list of General Fund projects for submission in the state budget process and ii) a list of projects the university anticipates funding entirely through nongeneral funds.

A brief description of each project, including the nongeneral fund projects, is shown in an updated Appendix 1.

Approval of the Plan by the Board of Visitors does not approve funding or action for any of the projects listed in the Plan. The Board of Visitors must approve separate requests to initiate design and construction for a project listed on the Plan. To the extent the university determines that issuing debt is necessary to support the cash flow requirements of a capital project, the Board of Visitors must also approve the debt issuance.

Both the process to identify and select projects for the plan as well as the strategic priorities for the planning period remain unchanged from the March 2025 General Fund Capital Outlay Plan update that was approved by the Board.

The university's established four strategic priorities to guide the needs identification for the planning period include:

- Global Distinction,
- Student Experience and Success,
- Facility Asset Management and Renewal, and
- Alignment with state capital funding priorities.

Planning Constraints:

Estimated financial resources for any planning period are finite and constrain the size of a plan and the likely pace of progress to implement projects on the plan. The key financial constraints for the planning period for nongeneral projects are described below:

1. Nongeneral Fund Cash for Projects:

   Educational and General operating dollars, including General Fund appropriations and tuition, are not used to support capital outlays.

   Nongeneral fund revenues for capital outlays include auxiliary enterprise rates for residential and dining, auxiliary enterprise sales and services, comprehensive fees, overhead generated from indirect cost recoveries from grants and contracts, and private gifts.

   In general, the scale of these revenue sources is efficient relative to the costs they are designated to support; thus, the university does not generally accumulate large cash reserves that may be used to support capital projects.

   The cash that does accumulate is normally the result of cash flows that are positioned to service debt. To the extent these stores are available, the university uses them as a source in a capital project budget to reduce the amount of debt that would otherwise be required.

   The exception is private gifts designated for capital outlays. The university strives for private gift payments to be structured over a five-year payment schedule to closely align with the cash outflows of a capital project; thus, any amount of debt required to carry pledge payments should be minimal.

2. Nongeneral Fund Revenues for Debt Service:

   The nongeneral fund sources described above may also be used to support debt service.

   The use of the university's debt capacity for a project is first determined by the strength of revenues to support debt service obligations. The university's budget and planning processes include extensive due diligence and business planning work to ensure a high level of confidence that future revenues with be available and sufficient to service and retire any planned debt issuances, including long term leases.

   Conversely, without the assurance that a revenue source will be available and sufficient for the entire repayment term of an issuance, debt is not allocated to a project.

3. Debt Financing:

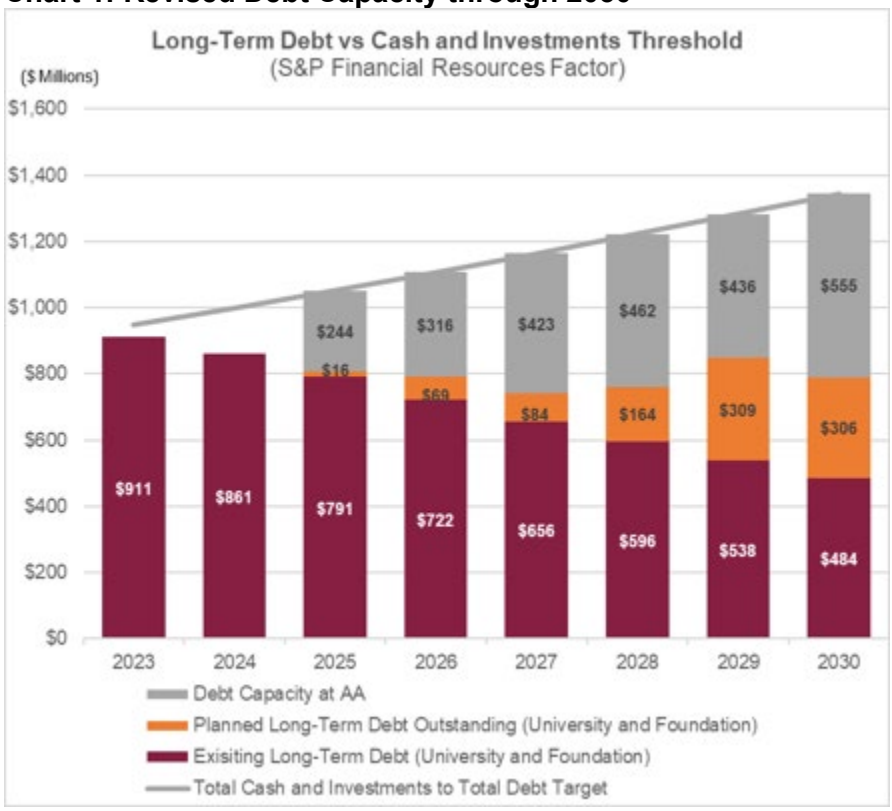
Projects with nongeneral fund support, including portions of some gift campaigns, may use external debt to finance a portion of the project. Each potential debt financing undergoes an internal financial feasibility assessment to ensure resources are sufficient to cover the full debt service term without unnecessary financial risk to the unit's operations.

The positioning of debt is further analyzed to ensure the university does not exceed the parameters of the university debt policy or debt management practices, which sets a maximum limit of a six percent ratio of total annual debt service to total operating expenses. This evaluation is projected six-years out and includes anticipated issuances for projects in the Plan.

The Board of Visitors reviews and approves an annual report of debt capacity and debt ratio and authorizes individual debt packages prior to an issuance. These practices provide an important set of controls to ensure the institution's debt obligations do not become a point of inflexibility in reaching the operational goals of the institution, to ensure the university is holding sufficient debt capacity for its highest priorities, and to ensure compliance with restructuring requirements for credit ratings and debt ratios.

4. Debt Capacity:

Chart 1: Revised Debt Capacity through 2030



The chart above illustrates the university's revised debt capacity that is based on current capital project and debt issuance assumptions. It also assumes Cash and Investments are expected to grow $70 million annually for the university and between two to six percent for the Virginia Tech Foundation during the planning period. The controlling ratio in our debt capacity analysis is Total Cash and Investments to Total Debt. The Student Life Village Phase I had planned $330 million of debt in fiscal years 2026-28, this has been removed; but the analysis assumes $100 million for two replacement residential projects that are included in the revised Nongeneral Fund Capital Plan (see Attachment B) starting in fiscal year 2028. The ratio suggests unused debt capacity is currently $244 million, peaking at $555 million in 2030.

Refer to Appendix 2, which contains the university's revised Illustration of Debt Allocations chart (within a six percent ratio), which has been updated as of July 8, 2025, with current capital outlay project assumptions.

General Fund Project List, Attachment A

Attachment A lists the highest priority projects requesting General Fund resources. Projects are listed under each division of Virginia Tech in their priority order, which reflects the strategic priorities of the university and state priorities as understood at this time. This portion of the Capital Outlay Plan remains unchanged from the March 2025 Board of Visitors meeting.

On June 30, 2025, the state issued instructions for the preparation and submission of Capital Budget Requests for the 2026-28 Biennial Budget. The deadline for submission of the Capital Budget Requests to the state was July 28, 2025, and the university prepared and submitted its highest priority General Fund capital requests by the due date.

Nongeneral Fund Project List, Attachment B

Attachment B lists the highest priority projects that call for entirely nongeneral fund resources in their budget and that are reasonably expected to be implemented by 2032. This section covers the auxiliary enterprise system projects and other projects requesting some combination of private support, returned overhead dollars, external construction grants, and/or nongeneral fund debt to fund the total costs, including long-term leases.

Under the university's Management Agreement with the commonwealth for capital projects, the Board of Visitors has the authority to approve and implement projects supported 100 percent by nongeneral funds. Each project follows a three-step budgetary approval process by the Board of Visitors and those that require external debt require a fourth approval step. The steps include 1) inclusion in the approved Six-Year Capital Outlay Plan, 2) authorization for planning to produce design documents to validate the project's feasibility, 3) authorization for construction when funding is available and sufficient, and 4) approval of external debt required for any capital project prior to issuance.

Auxiliary enterprise projects with a financing plan that calls for an increase in student fees depend on Board of Visitors' approval of the rates as part of the annual tuition and fee actions. Projects with a financing plan that calls for private gifts depend on the successful completion of donation commitments and cash receipts.

Project Costs:

The university uses two parametric-based cost estimating methods for each project which are then compared and reconciled to inform the cost amounts used in the Plan.

The first method is the Commonwealth's July 2025 Department of General Services (DGS) Construction Cost Database plus a 1.3 regional market premium factor with a 1.13 escalation rate to reach a July 2028 midpoint of construction. [Note: escalation rates for this planning period are aligned with historical norms of approximately 1.12 to 1.14.]

The second method is based on historical data reflecting actual project costs for similar projects escalated to a date that matches the “as of date” of the DGS cost database and then escalated to the same July 2028 midpoint of construction.

These cost estimates provide a reasonable order of magnitude for planning purposes. Actual project budgets and costs may stray from the amounts used in the plan when escalation runs at a pace significantly different from the rates used in these estimates and/or the approved project scope is modified when design is authorized to proceed.

Summary:

The university’s updated Nongeneral Fund Plan for the 2026-2032 period, as shown in Attachment B, moves forward projects that address facility asset management and renewal to ensure the continuity of ongoing programs and services as well as strengthens student experience and success.

Combined with the General Fund Plan for the 2026-2032 period, approved by the Board of Visitors in March of 2025, the university is requesting approval of the Nongeneral fund component of the plan, to complete the Capital Outlay Plan for the 2026-2032 planning period.

RECOMMENDATION:

That the Nongeneral Fund portion of the Capital Outlay Plan for the 2026-2032 planning period be approved.

August 20, 2025

ATTACHMENT A - General Fund

Six-Year Capital Outlay Plan for 2026-2032

as of February 18, 2025

			Dollars in Thousands Escalated to July 2028			
			General Fund	Nongeneral Fund	Debt	Total
University Division						
Academic Construction and Renovation						
1	Virginia Tech Carilion School of Medicine and Fralin Biomedical Research Institute Expansion	(1)	$ 138,300	$ -	$ 26,200	$ 164,500
2	Chemistry/Physics Facilities Renovation & Expansion (Hahn)		101,000	-	35,000	136,000
3	Renovate and Renew Academic Buildings Phase II (RRAB II)				-	
	Robeson Hall		30,525	6,475	-	37,000
	Price Hall		34,200	3,800	-	38,000
	Architecture Annex		8,000	-	-	8,000
	RRAB II Subtotal		72,725	10,275	-	83,000
4	Derring Hall Renovation		115,625	-	9,375	125,000
5	Newman Library Renovation		82,000	-	-	82,000
6	Burruss Hall Renovation		140,000	-	-	140,000
7	Classroom Renovations		25,000	-	-	25,000
Infrastructure and Safety						
1	Derring Hall Envelope Repair	(1)	23,000	-		23,000
2	Utilities Infrastructure Renewal (Chiller Phase III)		48,000		12,000	60,000
3	Life, Health, Safety, Code Compliance Package		8,000	-	-	8,000
	Total University Division Projects		$ 753,650	$ 10,275	$ 82,575	$ 846,500
Cooperative Extension / Agriculture Experiment Station Division (CE/AES)						
1	Agricultural Research and Extension Centers Improvements	(2)	$ 64,000	-	$ -	$ 64,000
2	Relocate Plant-Based Facilities from Glade Road		14,000	-	-	14,000
3	Plant and Zoonotic Disease Research Facility (HABB-II)		83,000	-	-	83,000
4	Renew Animal and Livestock Facilities		31,000	-	-	31,000
5	Brooks Center: Sustainable Packaging Laboratory Addition		13,000	-	-	13,000
	Total CE/AES Division Projects		$ 205,000	$ -	$ -	$ 205,000
Total General Fund Capital Plan for 2026-2032			**$ 958,650**	**$ 10,275**	**$ 82,575**	**$ 1,051,500**

Notes:

(1) Project has State Planning Authorization

(2) AREC Improvements include the Eastern Shore AREC (with current State Planning Authorization), Southern Piedmont AREC and Tidewater AREC

ATTACHMENT B - Nongeneral Fund

Six-Year Capital Outlay Plan for 2026-2032

as of July 14, 2025

		Dollars in Thousands Escalated to July 2028			
		General Fund	Nongeneral Fund	Debt	Total
Blacksburg and Roanoke Academic					
Creativity and Innovation District					
Renovate Henderson Hall		$ -	$ 15,500	$ -	$ 15,500
Renovate Media Building		-	8,900	-	8,900
Renovate Squires Performance Spaces		-	4,400	-	4,400
Expand Vivarium Spaces	(1)	-	-	45,000	45,000
G. Burke Johnston Student Center Renovation		-	-	6,000	6,000
Library Storage Facility addition		-	7,000	-	7,000
Pamplin Hall Renovation		-	8,000	-	8,000
Renovate On-campus University Bookstore		-	4,450	13,350	17,800
Veterinary Teaching Hospital Expansion	(2)	-	23,000	20,000	43,000
		$ -	**$ 71,250**	**$ 84,350**	**$ 155,600**
Blacksburg Auxiliaries and Campus Services					
Campus Services: Mail, Surplus & Storage Facility		$ -	$ 3,000	$ 11,000	$ 14,000
Dining Services Center and Warehouse		-	5,000	20,000	25,000
Parking Garage		-	12,500	30,000	42,500
Rescue Squad Facility	(2)	-	4,500	11,500	16,000
Residential Programs					
Campbell Hall Renovation		-	20,000	20,000	40,000
New Residence Hall Swing Space		-	20,000	80,000	100,000
		$ -	**$ 65,000**	**$ 172,500**	**$ 237,500**
Greater Washington D.C., Metro Area					
Upfit Sixth Floor of Academic Building I		$ -	$ 11,500	$ -	$ 11,500
Total NGF Capital Plan for 2026-2032		**$ -**	**$ 147,750**	**$ 256,850**	**$ 404,600**
GRAND TOTAL SIX-YEAR CAPITAL OUTLAY PLAN		**$ 958,650**	**$ 158,025**	**$ 339,425**	**$ 1,456,100**

Notes:

(1) Project targeted for BOV authorization for long-term lease between the university and Foundation upon completion.

(2) Project has obtained a BOV Planning Authorization

Appendix 1

Project Descriptions for the 2026-2032 Capital Outlay Plan

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

July 15, 2025

General Fund Projects – Listed in Attachment A:

University Division: Academic Construction and Renovation

1. Virginia Tech-Carilion School of Medicine and Fralin Biomedical Research Institute Expansion

This project envisions 125,000 gross square feet (GSF) of new construction including parking, to double the enrollment of the School of Medicine, and a backfill renovation of 51,000 GSF of the vacated space to expand the Fralin Biomedical Research Institute.

2. Chemistry/Physics Facilities Renovation and Expansion (Hahn Hall South)

Hahn Hall was constructed in 1988 with an addition in 2002, and no major renovations since construction was completed. The proposed project includes renovating the entire 71,100 GSF existing building for modern research laboratory and classroom space for the chemistry program and expanding with an addition to provide needed space for instructional classrooms, laboratory space, and support space for the physics program.

3. Renovate and Renew Academic Buildings Phase II (RRAB II)

The Renovate and Renew Academic Buildings Phase II project is a package of three academic buildings with renovation needs, which includes:

- Robeson Hall: Originally constructed in 1960, the proposed project includes a 66,200 GSF renovation for academic classroom, laboratory and support spaces for the College of Science,
- Price Hall: Originally built in 1907, the project would entail a 56,000 GSF academic renovation for the College of Agriculture and Life Sciences, and
- Architecture Annex: Originally built in 1916, the project envisions a 15,800 GSF classroom and office renovation for the College of Architecture, Art, and Design.

4. Derring Hall Renovation

Derring Hall was constructed in 1969 with only one major improvement via renovation since the original construction was completed. This request is to renovate and modernize approximately 168,000 GSF of high demand instructional space for the physical sciences programs.

5. Newman Library Renovation

Newman Library was constructed in 1955 with an addition in 1980, with no major renovations since construction was completed. This project envisions constructing a new high-density library storage facility off-campus to hold volumes that need to be retained followed by a renovation of Newman Library to address outdated and undersized restroom and plumbing facilities, electrical systems, HVAC systems, and egress points to meet student demand for modern academic collaboration and interactive learning formats. The proposed project totals 242,000 GSF and includes the storage needs.

6. Burruss Hall Renovation

The proposed project includes renovating 158,000 GSF of academic and administration space. Burruss Hall was built in 1936 with additions in 1968 and 1970, and a renovation in 2007 to convert a portion of the north elevation to academic use. This project replaces and updates the major building systems within the historic building.

7. Classroom Renovations

This project will renovate 65,000 GSF of outdated and underutilized general assignment classroom space to modernize instructional spaces to meet the existing space demand for interactive learning and uphold the quality of education.

University Division: Infrastructure and Safety

1. Derring Hall Envelope Repair

Derring Hall was built in 1969, is 208,000 GSF, has a Facility Condition Index score of 55 percent, and is the university's largest undergraduate science laboratory instruction building. This project will address the significant spalling, delamination, and cracking of the exterior concrete walls, columns, parapets, and window sealants.

2. Utilities Infrastructure Renewal (Chiller Phase III)

The Utilities Infrastructure Renewal project has two main components. The first component includes a chiller water utility renewal, increasing capacity for existing facilities, and connecting the chilled water plants to the central chilled water loop. The second component is thermal distribution utility renewal, replacing a large portion of the centralized thermal heating distribution system network, a fifty-year old system serving 70 percent of the main Virginia Tech campus.

3. Life, Health, Safety, Code Compliance Package

The university's health, safety, and accessibility initiative for the campus is an ongoing effort, and the university includes a request for this program in each capital plan. This project continues progress on needed campus improvements including accessibility improvements and life safety repairs that are beyond the scope of the Maintenance Reserve program.

Cooperative Extension / Agricultural Experiment Station Division

1. Agricultural Research and Extension Centers Improvements

This project will address the top priority infrastructure and renovation needs for three Agricultural Research and Extension Center sites: Eastern Shore (39,000 GSF), Tidewater (39,800 GSF), and Southern Piedmont (26,600 GSF). This project will make improvements for the research and extension programmatic needs at these locations via a combination of renovation and expansion.

2. Relocate Plant-Based Facilities from Glade Road

This project relocates plant and agricultural-based assets from the Glade Road area to more suitable permanent location near existing College of Agriculture and Life Sciences facilities on campus. The project includes the construction of multiple new buildings of approximately 34,000 GSF and the demolition of outdated assets.

3. Plant and Zoonotic Disease Research Facility (HABB-II)

This project is to provide a 94,000 GSF modern research laboratory space that will focus on infectious disease research and will include the laboratories, laboratory support spaces, faculty offices, and graduate student research space.

4. Renew Animal and Livestock Facilities

This project includes replacing approximately 100,000 GSF of outdated facilities primarily serving beef cattle, equine, sheep, and poultry. The replacement facilities consolidate functions and operational efficiencies.

5. Brooks Center: Sustainable Packaging Laboratory Addition

This project includes construction of a 17,000 GSF addition laboratory to the Brooks Forest Products Center, including fiber-based packaging materials and distribution packaging laboratories, offices and a loading dock. The laboratory will be equipped with cutting-edge technology to test and validate the performance of innovative sustainable packaging materials, accelerating their adoption to tackle pressing industry challenges.

Nongeneral Fund Projects – Listed in Attachment B:

Blacksburg and Roanoke Academic

Creativity and Innovation District Renovations
The proposed Creativity and Innovation District package includes renovating the 40,540 gross square foot (GSF) Henderson Hall, the Media Building (13,200 GSF) and Squires Performance Spaces (11,300 GSF). These renovations are needed to update and modernize spaces for the visual arts and performing arts programs.

Expand Vivarium Spaces
This project proposes a new Vivarium facility constructed in the Corporate Research Center with an estimated size of approximately 68,000 GSF.

G. Burke Johnston Student Center Renovation
This project will renovate the approximately 24,500 GSF of the G. Burke Johnson Student Center for future academic use including library space, academic advising and student success.

Library Storage Facility Addition
The project includes constructing an addition of 16,500 GSF of library storage space. The current library storage facility is of similar size and located on Energy Drive adjacent to the Virginia Tech Electric Service.

Pamplin Hall Renovation
The Pamplin Hall renovation project includes a light renovation of the 105,000 GSF building. The College of Business, once moved into the New Business School Building, will vacate Pamplin Hall; which provides the opportunity to backfill the space with other academic programs.

Renovate On-campus University Bookstore
The University Bookstore project is a renovation of the existing 40,600 GSF to be used for academic purposes.

Veterinary Teaching Hospital Expansion
The project includes approximately 25,000 GSF renovation and 32,000 GSF expansion totaling 57,000 GSF at the veterinary hospital to meet the demand for client services and clinical instruction. The funding plan for this project includes private gifts.

Blacksburg Auxiliaries and Campus Services

Campus Services: Mail, Surplus and Storage Facility
This project will replace the current lease for university surplus property, mail services, the sign shop, and departmental storage.

Dining Services Center and Warehouse (Food Processing and Storage)
This project is for a new food processing center to provide Dining Services with modern space for central food preparation, bakeshop, and cold storage to meet the demands of campus dining centers.

Parking Garage
This project provides additional parking capacity to address unmet demand in the North Academic area of campus.

Rescue Squad Facility
The Virginia Tech Rescue Squad new and expanded facility at 12,500 GSF will support its operations. The envisioned facility aims to address critical elements including temperature-controlled garage, office, bunk, lounge, storage, and locker spaces.

Residential Programs

Campbell Hall Renovation
The project will renovate Campbell Hall, a historic 329 bed residence hall located on the Drillfield. The 67,000 GSF building is split into two wings. The main wing was built in 1930 and the east wing was built in 1940.

New Residence Hall Swing Space
This project is envisioned residence hall space for up to 600 beds located off West Campus and Duck Pond Drive near the Virginia Tech Inn and Alumni Center to serve as residential swing space for renovations of existing on-campus residence halls.

Greater Washington D.C., Metro Area

Upfit Sixth Floor of Academic Building One in Alexandria, VA
This project is for an approximately 35,500 GSF upfit to create additional space for academic programs at Academic Building One in Alexandria, VA, including the relocation and expansion of the Pamplin College of Business programs.

Illustration of Debt Allocations Within a Six Percent Ratio
FINANCE AND RESOURCE MANAGEMENT COMMITTEE
As of July 8, 2025
(Dollars in Thousands)

	Planning Projections						Trailing Period					
	2025-26	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**2035-36**	**Total**
Authorized Projects												
Debt Issuances												
Building Envelope Repairs	$15,250	$15,250										$30,500
Pamplin College of Business	$37,500											37,500
BOV Approved Leases												
Children's National Lease Expansion, Phase II (Lease)						$11,300						11,300
Children's National Lease Expansion, Phase II (Upfits)						8,700						8,700
	52,750	15,250	-	-	-	20,000	-	-	-	-	-	88,000
Placeholder Allocations for Six-Year Capital Outlay Plan												
Debt Issuances												
Rescue Squad			$11,500									11,500
Veterinary Teaching Hospital Expansion			20,000									20,000
VTC-School of Medicine & FBRI Expansion			30,000									30,000
Hahn Hall South Renovation and Expansion				$35,000								35,000
Campbell Hall Rennovation					$20,000							20,000
New Residence Hall					80,000							80,000
G. Burke Johnston Renovation						$6,000						6,000
Parking Structure at Blacksburg Campus						26,300						26,300
BOV Approved Leases												
Dining Services Center and Warehouse			20,000									20,000
Campus Services: Mail, Surplus, & Storage					$11,000							11,000
Expand Vivarium Spaces						45,000						45,000
	-	-	81,500	35,000	111,000	77,300	-	-	-	-	-	304,800
Total Authorized and Placeholder Issuances	$52,750	$15,250	$81,500	$35,000	$ 111,000	$ 97,300	$ -	$ -	$ -	$ -	$ -	$392,800
Net Debt Capacity (20-Year Present Value)	$440,804	$484,888	$550,746	$576,911	$641,651	$624,978	$757,578	$885,433	$1,009,451	$1,103,264	$1,373,221	
Debt Ratio	4.42%	4.31%	4.15%	4.12%	3.97%	4.09%	3.76%	3.46%	3.20%	3.03%	2.75%	



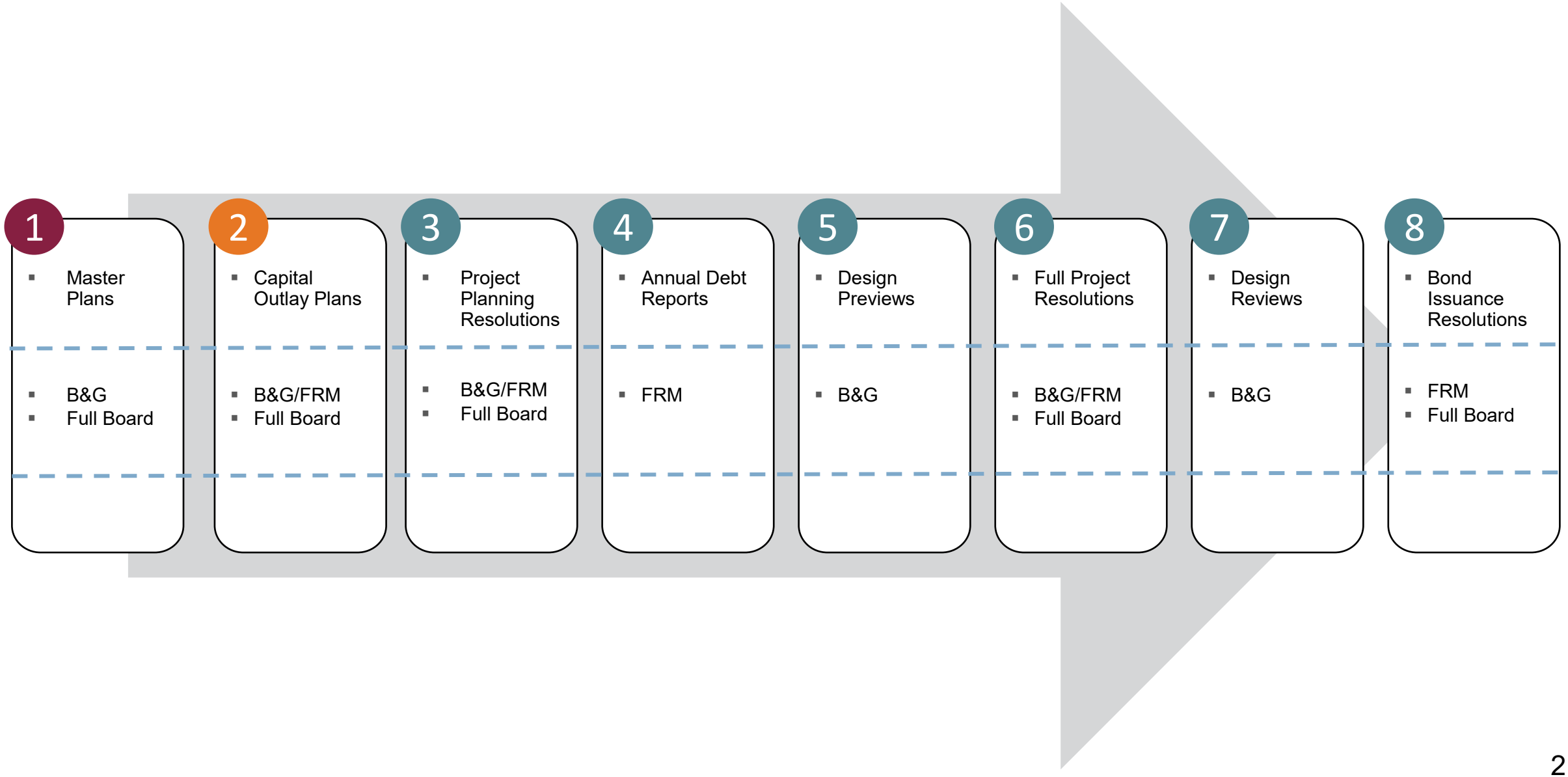
Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032

Rob Mann
Assistant Vice President for Capital Budgeting and Financing

AUGUST 19, 2025

VIRGINIA TECH

Capital Outlay Program & Project Authorization Steps



General Fund List for 2026-2032

As of February 18, 2025

			Dollars in Thousands Escalated to July 2028			
			General Fund	Nongeneral Fund	Debt	Total
University Division						
Academic Construction and Renovation						
1	Virginia Tech Carilion School of Medicine and Fralin Biomedical Research Institute Expansion	(1)	$ 138,300	$ -	$ 26,200	$ 164,500
2	Chemistry/Physics Facilities Renovation & Expansion (Hahn)		101,000	-	35,000	136,000
3	Renovate and Renew Academic Buildings Phase II (RRAB II)					
	Robeson Hall		30,525	6,475	-	37,000
	Price Hall		34,200	3,800	-	38,000
	Architecture Annex		8,000	-	-	8,000
	RRAB II Subtotal		72,725	10,275	-	83,000
4	Derring Hall Renovation		115,625	-	9,375	125,000
5	Newman Library Renovation		82,000	-	-	82,000
6	Burruss Hall Renovation		140,000	-	-	140,000
7	Classroom Renovations		25,000	-	-	25,000
Infrastructure and Safety						
1	Derring Hall Envelope Repair	(1)	23,000	-	-	23,000
2	Utilities Infrastructure Renewal (Chiller Phase III)		48,000		12,000	60,000
3	Life, Health, Safety, Code Compliance Package		8,000	-	-	8,000
	Total University Division Projects		$ 753,650	$ 10,275	$ 82,575	$ 846,500
Cooperative Extension / Agriculture Experiment Station Division (CE/AES)						
1	Agricultural Research and Extension Centers Improvements	(2)	$ 64,000	$ -	$ -	$ 64,000
2	Relocate Plant-Based Facilities from Glade Road		14,000	-	-	14,000
3	Plant and Zoonotic Disease Research Facility (HABB-II)		83,000	-	-	83,000
4	Renew Animal and Livestock Facilities		31,000	-	-	31,000
5	Brooks Center: Sustainable Packaging Laboratory Addition		13,000	-	-	13,000
	Total CE/AES Division Projects		$ 205,000	$ -	$ -	$ 205,000
Total General Fund Capital Plan for 2026-2032			**$ 958,650**	**$ 10,275**	**$ 82,575**	**$ 1,051,500**

Notes

(1) Project has State Planning Authorization

(2) AREC Improvements include the Eastern Shore AREC (with current State Planning Authorization), Southern Piedmont AREC and Tidewater AREC.

Nongeneral Fund List for 2026-2032

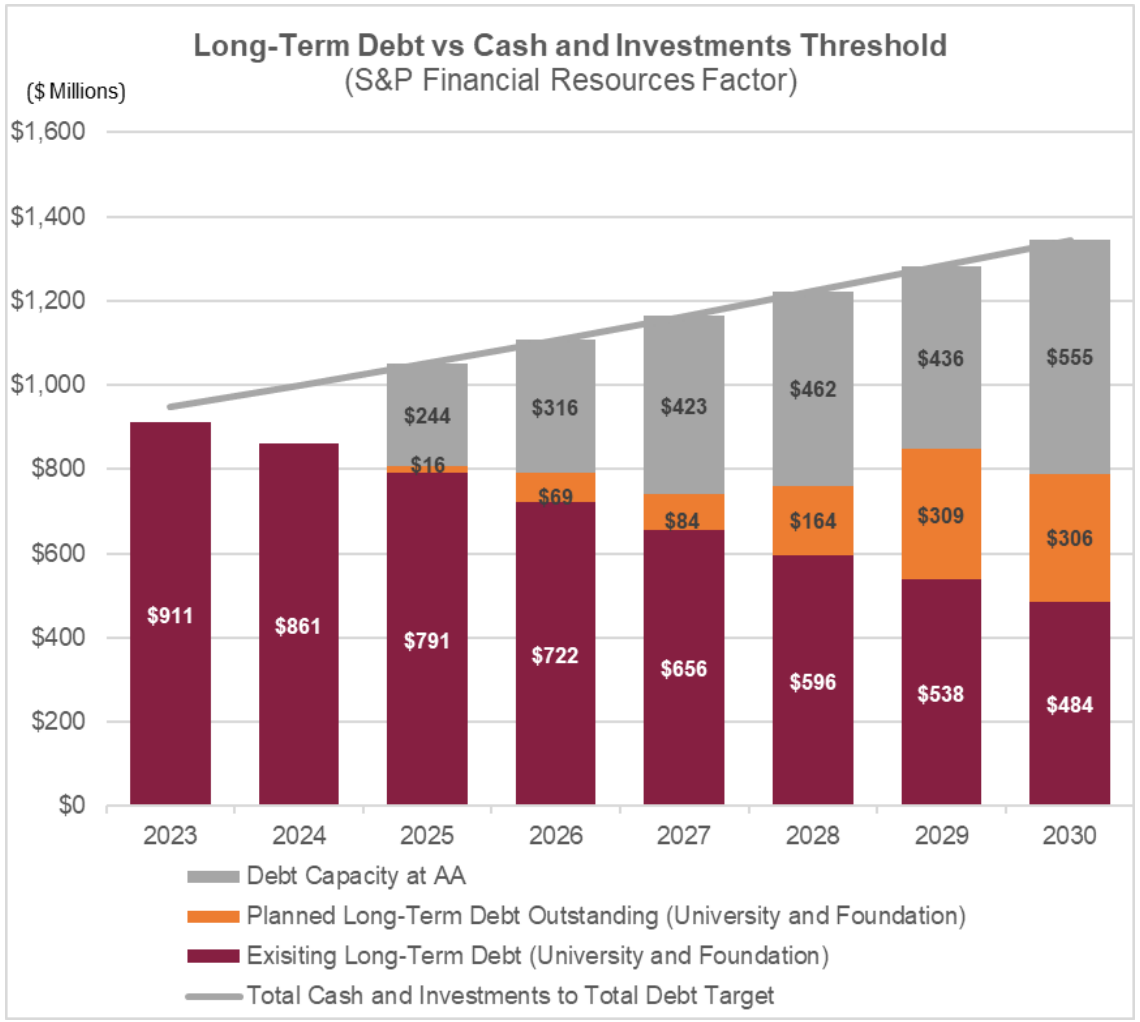
		Dollars in Thousands Escalated to July 2028			
		General Fund	Nongeneral Fund	Debt	Total
Blacksburg & Roanoke Academic					
Creativity and Innovation District					
Renovate Henderson Hall		$ -	$ 15,500	$ -	$ 15,500
Renovate Media Building		-	8,900	-	8,900
Renovate Squires Performance Spaces		-	4,400	-	4,400
Expand Vivarium Spaces	(1)	-	-	45,000	45,000
G. Burke Johnston Student Center Renovation		-	-	6,000	6,000
Library Storage Facility addition		-	7,000	-	7,000
Pamplin Hall Renovation		-	8,000	-	8,000
Renovate On-campus University Bookstore		-	4,450	13,350	17,800
Veterinary Teaching Hospital Expansion	(2)	-	23,000	20,000	43,000
		$ -	**$ 71,250**	**$ 84,350**	**$ 155,600**
Blacksburg Auxiliaries & Campus Services					
Campus Services: Mail, Surplus & Storage Facility		$ -	$ 3,000	$ 11,000	$ 14,000
Dining Services Center and Warehouse		-	5,000	20,000	25,000
Parking Garage		-	12,500	30,000	42,500
Rescue Squad Facility	(2)	-	4,500	11,500	16,000
Residential Programs					
Campbell Hall Renovation		-	20,000	20,000	40,000
New Residence Hall Swing Space		-	20,000	80,000	100,000
		$ -	**$ 65,000**	**$ 172,500**	**$ 237,500**
Greater Washington D.C., Metro Area					
Upfit Sixth Floor of Academic Building I		$ -	$ 11,500	$ -	$ 11,500
Total NGF Capital Plan for 2026-2032		**$ -**	**$ 147,750**	**$ 256,850**	**$ 404,600**

Notes

(1) Project targeted for BOV authorization for long-term lease between the university and Foundation upon completion.

(2) Project has obtained a BOV Planning Authorization

Updated Debt Capacity



The controlling ratio in our debt capacity analysis is Total Cash and Investments to Total Debt.

The ratio suggests unused debt capacity is currently $244 million, peaking at $555 million in 2030, absent any change in VT's financial trajectory.[1]

Note:

[1] Assumes Cash and Investments is expected to grow $70 million annually for the university and between 2 – 6% for the Foundation during the planning period. The Board of Visitors' accepted debt ratio guideline is 6% and it is reaffirmed each year.

Approval of the 2026-2032 Capital Plan

Recommendation:

That the Nongeneral Fund portion of the Capital Outlay Plan for 2026-2032 be approved.

Capital Planning Project for the Upfit of the Sixth Floor of Academic Building One

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE AND BUILDINGS AND GROUNDS COMMITTEE

July 11, 2025

Academic Building One, located adjacent to the nation's capital in Alexandria, Virginia, unites industry, government, and academia in dynamic project-based learning and research to shape the way knowledge and emerging technologies influence society, driving a new era for the greater Washington D.C., metro area's innovation economy. Academic Building One in Alexandria is open and operational as of January 2025. The existing facility includes over 300,000 gross square feet (GSF) over eleven floors. The Six-Year Capital Outlay Plan includes the upfit of the sixth floor of Academic Building One to meet specific needs of the academic programs located in the building.

The scope of upfits envisioned for the sixth floor include academic classrooms, administrative, collaborative and office spaces similar to the rest of the building. The proposed upfit to the approximately shelled 35,500 GSF sixth floor includes accommodations for Pamplin College of Business programs, currently located throughout the completed floors of Academic Building One. The relocation and consolidation of this program allows for room for the College of Engineering, the Institute for Advanced Computing and other academic and administrative programs to fully establish physical space configurations on the completed floors.

The desired schedule for completion of the sixth floor upfit is Spring of 2028. The envisioned work will be completed under a traditional design-bid-build delivery method.

The total target upfit project budget is $11.5 million, and the funding plan calls for entirely nongeneral fund support. As with all self-supporting projects, the university has developed a funding plan that will use university overhead and other nongeneral fund resources earmarked for the project. Sufficient cash reserves are available to cover the $1.5 million costs to complete planning through working drawings. Thus, the university is ready to request a planning authorization and begin design work.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, and funding of nongeneral fund capital outlay projects. This request is for a $1.5 million planning authorization to complete working drawings for the Academic Building One Sixth Floor Upfit project. A subsequent request for full project funding may be submitted after designs are underway and a firm scope, cost, funding, and schedule for the entire project are determined.

RESOLUTION OF CAPITAL PLANNING PROJECT FOR THE UPFIT OF THE SIXTH FLOOR OF ACADEMIC BUILDING ONE

WHEREAS, the Academic Building One in Alexandria, VA is a growing enterprise that is attracting world class faculty, students, and staff; and,

WHEREAS, the existing facility includes 300,000 gross square feet over eleven floors with nine floors fully programmed and the sixth and seventh floor reserved as shell space for future upfits to meet specific program and faculty needs; and,

WHEREAS, the Six-Year Capital Outlay Plan includes the sixth floor to be upfitted to accommodate the relocation and consolidation of the Pamplin College of Business programs and other academic programs within the building; and,

WHEREAS, the proposed scope to upfit the shelled 35,500 GSF sixth floor includes accommodations for academic teaching, research, and administrative spaces similar and compatible with the rest of the building; and,

WHEREAS, the university is requesting a $1.5 million planning authorization to design all elements of the upfit to the sixth floor of Academic Building One through working drawings; and,

WHEREAS, a funding plan of entirely nongeneral funds has been identified and is available and sufficient to support the authorization; and,

WHEREAS, the university may submit a subsequent request for full project funding after designs are underway and a firm scope, cost, funding plan, and schedule for the entire project are determined; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has authority to approve the budget, size, scope, and funding of nongeneral funded major capital outlay projects.

NOW, THEREFORE BE IT RESOLVED, that the university be authorized to move forward with a $1.5 million planning authorization to complete working drawings for the Academic Building One Sixth Floor Upfit project.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the Upfit of the Sixth Floor of Academic Building One be approved.

August 20, 2025



Resolution for a Capital Planning Project for the Upfit of the Sixth Floor of Academic Building One

Rob Mann
Assistant Vice President for Capital Budgeting and Financing

AUGUST 19, 2025

VIRGINIA TECH

Resolution for a Capital Planning Project for the Upfit of the Sixth Floor of Academic Building One

- Project Scope: approximately 35,500 GSF upfit to utilize additional space for academic programs at Academic Building One in Alexandria, VA
  - Includes consolidating the Pamplin College of Business programs within the building
  - Also providing addition spaces for the Research Institute
- Total planning project budget: $1.5 million*
- Funding: 100% nongeneral funds



Academic Building One in Alexandria, VA

** to complete designs through working drawings*

Resolution for a Capital Planning Project for the Upfit of the Sixth Floor of Academic Building One

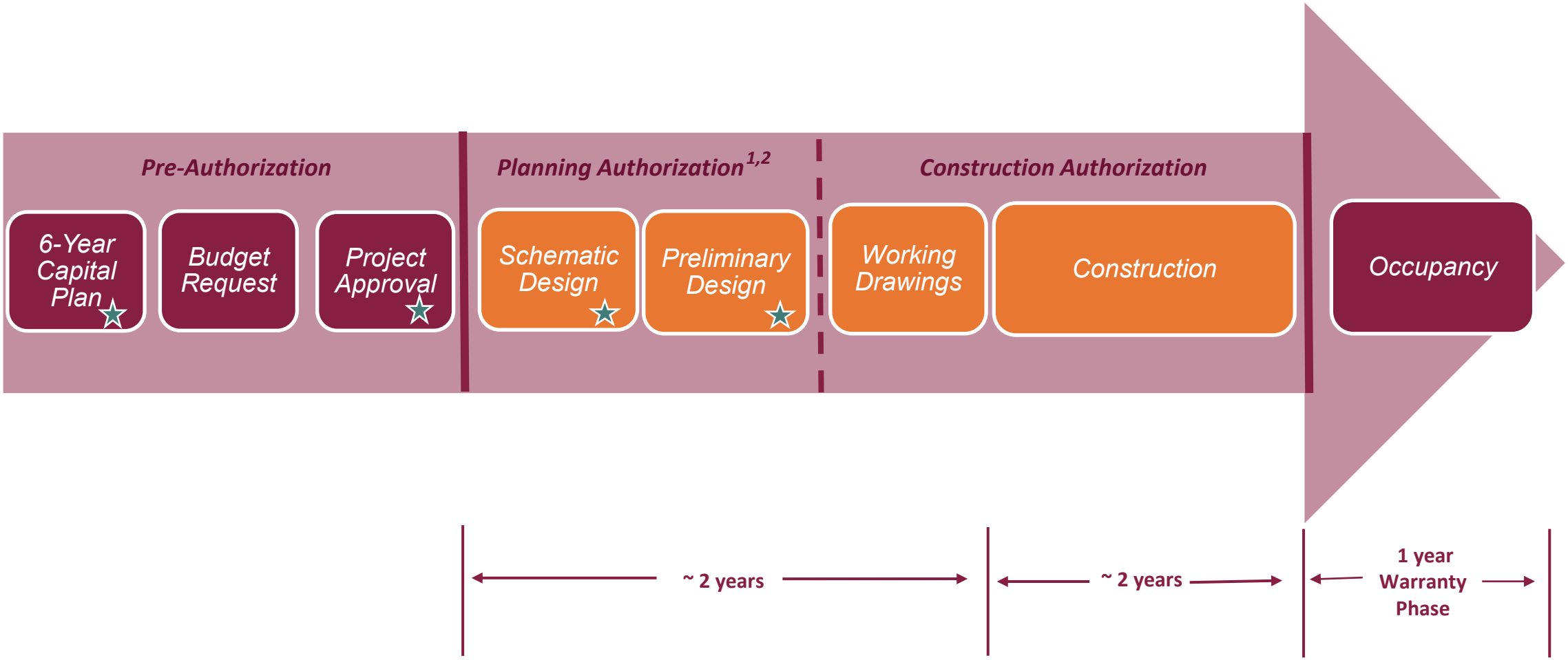
NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $1.5 million planning authorization to complete designs through working drawings for the Academic Building One Sixth Floor Upfit project.

Recommendation:

That the resolution authorizing Virginia Tech to plan the Upfit of the Sixth Floor of Academic Building One project be approved.

August 20, 2025

OVERALL PROCESS



★ - BOV review & approval

1 Planning Authorization covers full A/E design costs for Schematic Design, Preliminary Design, site investigation/analysis, and project management.

2 State (General Fund) process limits Planning Authorization to the end of Preliminary Design; VT (Non-General Fund) frequently includes Working Drawings in Planning Authorization.

Capital Planning Project for the Campbell Hall Renovation

JOINT FINANCE AND RESOURCE MANAGEMENT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

July 11, 2025

The overall instructional mission of Virginia Tech is the “education of the whole person” which recognizes that a significant and important part of student education happens outside of the classroom. Campbell’s Main Wing was built in 1930 and is approximately 35,000 gross square feet while Campbell Hall’s East Wing was built in 1940 and is approximately 32,000 gross square feet. Both wings are home to 329 first year students, with Main Campbell Hall housing 171 students and East Campbell Hall housing 158 female students, all from a variety of academic backgrounds. The facility has received few improvements since its original construction, does not meet current building codes or student expectations, and carries a significant deferred maintenance backlog. Attracting high quality students in higher education is competitive, and the Housing program is often a critical factor for students because of its link to quality of life and academic support.

The University’s 2026-2032 Nongeneral Fund Capital Outlay Plan includes a capital project to renovate Campbell Hall. The renovation of Campbell Hall will include comprehensive updates to the building’s interior, including residential rooms and bathrooms. The project will repair and modernize the building envelope, mechanical, electrical, and plumbing systems, as well as the installation of elevators and air conditioning. The renovation will also ensure compliance with ADA standards.

At this time, the university is requesting a planning authorization to prepare design documents for the project. The target total project cost is $40 million; and the budget to complete planning work through the working drawing phase is $4 million. As with all self-supporting projects, the university has developed a funding plan to provide assurance regarding the financial feasibility of this planning project. This funding plan calls for the use of internal cash resources derived from residential programs auxiliary revenues.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for a $4 million planning authorization to complete working drawing documents for the Campbell Hall Renovation project. A subsequent request for construction funding may be submitted after designs are underway and a firm scope, cost, funding plan, and schedule are determined.

RESOLUTION ON CAPITAL PLANNING PROJECT FOR THE CAMPBELL HALL RENOVATION PROJECT

WHEREAS, Campbell Hall Main Wing, built in 1930, and Campbell Hall East Wing, built in 1940, with a scope of approximately 67,000 gross square feet and housing capacity for approximately 329 students; and,

WHEREAS, the facility has received few improvements since its original construction, does not meet current building codes or student expectations, and carries a significant deferred maintenance backlog; and,

WHEREAS, renovating Campbell Hall will repair and update the building's envelope, interior, residential rooms, bathrooms; mechanical, electrical, and plumbing systems; install elevators and air conditioning; and,

WHEREAS, the university is requesting a $4 million planning authorization to complete working drawing design documents and to fund the planning project with 100 percent nongeneral fund resources derived from residential programs auxiliary revenues; and,

WHEREAS, the university may submit a subsequent request for construction funding after designs are underway and a firm scope and cost are determined; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and Virginia Tech, the Board of Visitors has authority to approve the budget, size, scope, and overall funding of nongeneral funded major capital outlay projects.

NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $4 million planning authorization to complete designs through working drawings for the Campbell Hall renovation project.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the Campbell Hall renovation project be approved.

August 20, 2025



Resolution for a Capital Planning Project for the Campbell Hall Renovation

Rob Mann
Assistant Vice President for Capital Budgeting and Financing

AUGUST 19, 2025

VIRGINIA TECH

Resolution for a Capital Planning Project for the Campbell Hall Renovation

- Project Scope: renovate 67,000 GSF total project
  - Includes both Main and East wings
  - Impacts 329 beds
- Target Total Renovation cost:

  $40 million (parametric estimate)
- Planning project budget:

  $4 million*
- Funding: Residential auxiliary revenues (nongeneral funds)



Campbell Hall Residence Hall

** to complete designs through working drawings*

Resolution for a Capital Planning Project for the Campbell Hall Renovation

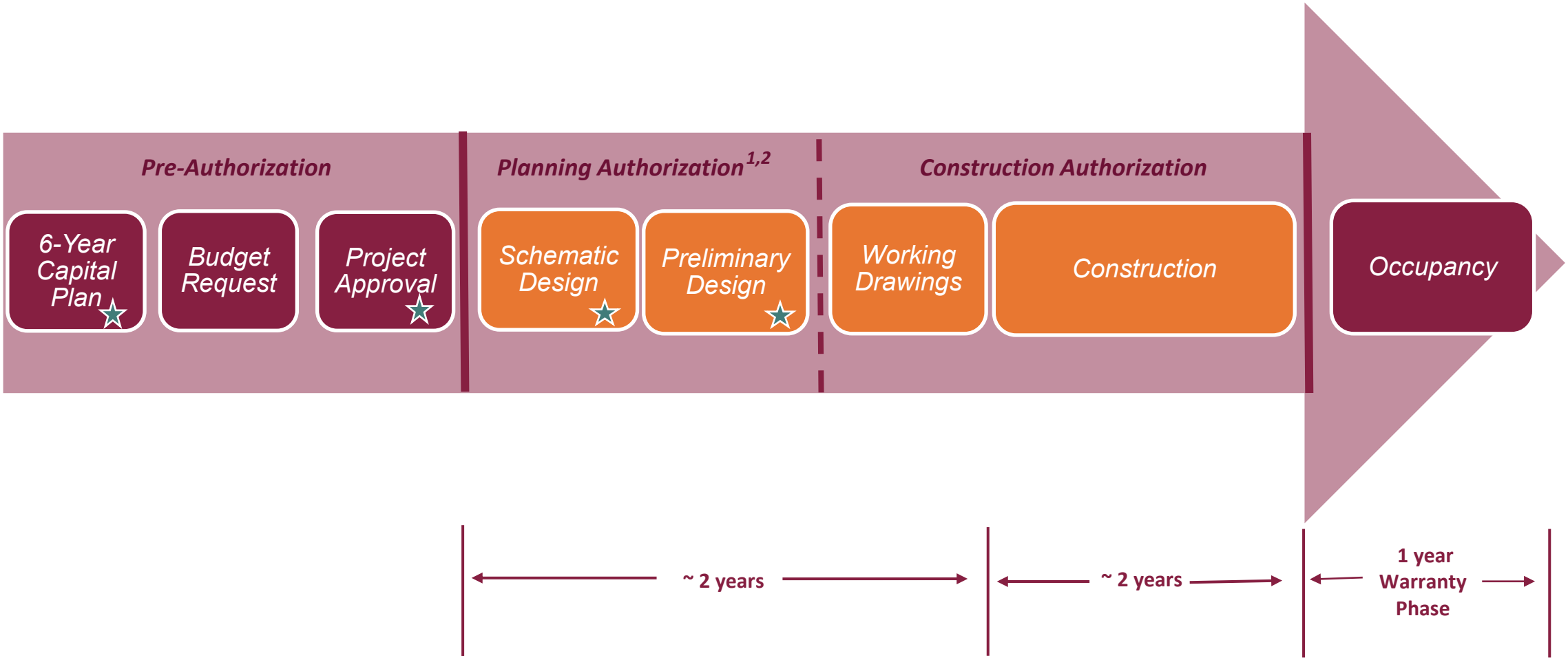
NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $4 million planning authorization to complete designs through working drawings for the Renovate Campbell Hall project.

Recommendation

That the resolution authorizing Virginia Tech to plan the Renovate Campbell Hall project be approved.

AUGUST 20, 2025

OVERALL PROCESS



★ - BOV review & approval

1 Planning Authorization covers full A/E design costs for Schematic Design, Preliminary Design, site investigation/analysis, and project management.

2 State (General Fund) process limits Planning Authorization to the end of Preliminary Design; VT (Non-General Fund) frequently includes Working Drawings in Planning Authorization.

Capital Project for Planning a New Residence Hall

JOINT FINANCE AND AUDIT COMMITTEE
AND BUILDINGS AND GROUNDS COMMITTEE

July 15, 2025

The Campus Master Plan as well as the 2026-2032 Nongeneral Fund Capital Outlay Plan include a New Residence Hall project, located in the northwest corner of campus near the Virginia Tech Inn and Alumni Center. The project envisions a new residential facility, targeting up to 600 modern beds which would increase residential capacity to allow for campus residential renovations to occur without significantly impacting the current residential and dining programs.

The new residence hall will allow the university to continue to sustain moderate growth over time, provide increased residential capacity as high priority residential renovation projects are completed and allow for first year students to fully immerse themselves in the Virginia Tech experience. This is consistent with the university's goal of "the holistic education of the entire person" that recognizes that a significant and important part of student education takes place outside of the classroom.

As with all self-supporting projects, the university has developed a funding plan to support this planning project. The university worked conjointly with the residential program to develop a long-range financial model to support new debt service on this project and other residential program costs within the university's six-year operating plan. This total project funding plan calls for the use of debt which may be serviced from residential program's auxiliary revenue. The target total project budget is $100 million, and the plan is sufficient to cover this amount, including the use of internal cash resources generated by the residential auxiliary.

At this time, the university is requesting a planning authorization to prepare design documents for the project. The costs to complete planning work through the working drawing phase is $10 million. The funding plan for this planning project calls for the use of internal cash resources derived from the residential auxiliary program revenues.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral fund capital outlay projects. This request is for a $10 million planning authorization to complete working drawing documents for the New Residence Hall project. A subsequent request for construction funding may be submitted after designs are underway and a firm scope, cost, funding plan, and schedule for the entire project are determined.

RESOLUTION FOR A CAPITAL PLANNING PROJECT FOR A NEW RESIDENCE HALL

WHEREAS, the Campus Master Plan and the 2026-2032 Six-Year Capital Outlay Plan include a New Residence Hall; and,

WHEREAS, the 2018 Campus Master Plan envisioned a residential system with the flexibility to adjust capacity incrementally through a series of actions including: replacing Slusher Hall, constructing new facilities for the 21st Century Living Learning District, and the renovation and expansion of Oak Lane facilities to address residential system goals; and,

WHEREAS, subsequent to the board's November 2018 approval of the 2018 Campus Master Plan, the costs to implement these three actions proved to be prohibitive; and,

WHEREAS, the university is planning to sustain moderate undergraduate growth as well as renovate existing residential assets; and,

WHEREAS, the residential components include a residential facility targeting up to 600 total beds which would increase residential capacity to allow for campus renovations to occur without significantly impacting the current residential programs; and,

WHEREAS, the new residence hall request shall render all prior unexecuted residential planning or construction authorizations for a new building(s) null; and,

WHEREAS, the university is requesting a $10 million planning authorization to complete working drawings and to fund the planning project with an entirely nongeneral fund resource plan including resources generated from the residential auxiliary program sufficient to support the entire project; and,

WHEREAS, the university may submit a subsequent request for full project funding after designs are underway and a firm scope, cost, funding plan, and schedule for the entire project are determined; and,

WHEREAS, the Finance and Resource Management Committee will further review and approve a financing resolution prior to securing permanent financing for the debt component of the project plus amounts needed to fund issuance costs, reserve funds, and other financing expenses; and,

WHEREAS, under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has authority to approve the budget, size, scope, debt issuance, and overall funding of nongeneral funded capital outlay projects.

NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $10 million planning authorization to complete designs through working drawings for the New Residence Hall project.

RECOMMENDATION:

That the resolution authorizing Virginia Tech to plan the New Residence Hall project be approved.

August 20, 2025



Resolution for a Capital Planning Project for a New Residence Hall

Rob Mann
Assistant Vice President for Capital Budgeting and Financing

AUGUST 19, 2025

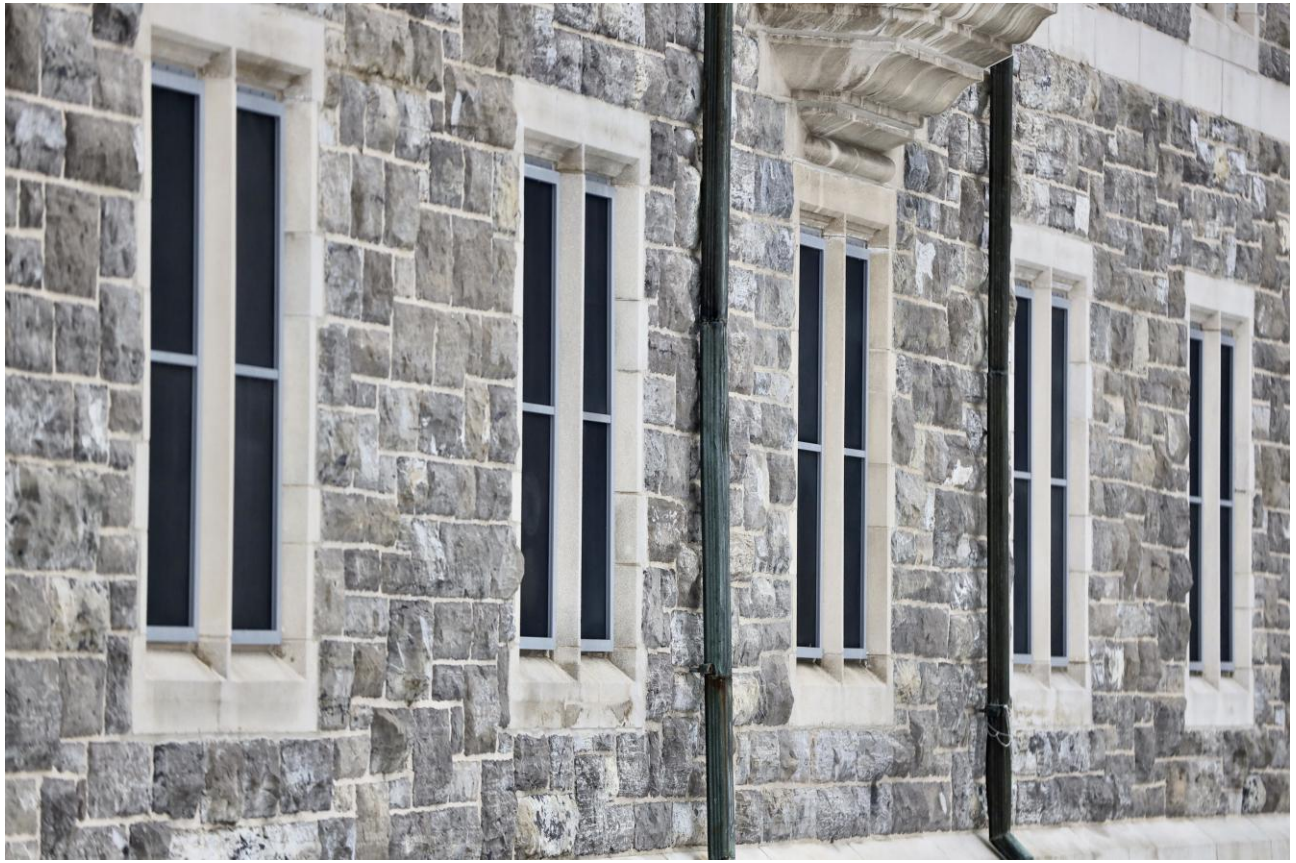
VIRGINIA TECH

Resolution for a Capital Planning Project for New Residence Hall

- Project Scope: new residence hall to house up to 600 students for increased residential capacity
- Target Total Project cost:

  $100 million (parametric estimate)
- Planning project budget:

  $10 million *
- Funding: Residential auxiliary revenues (nongeneral funds)



*complete designs through working drawings

Resolution for a Capital Planning Project for New Residence Hall

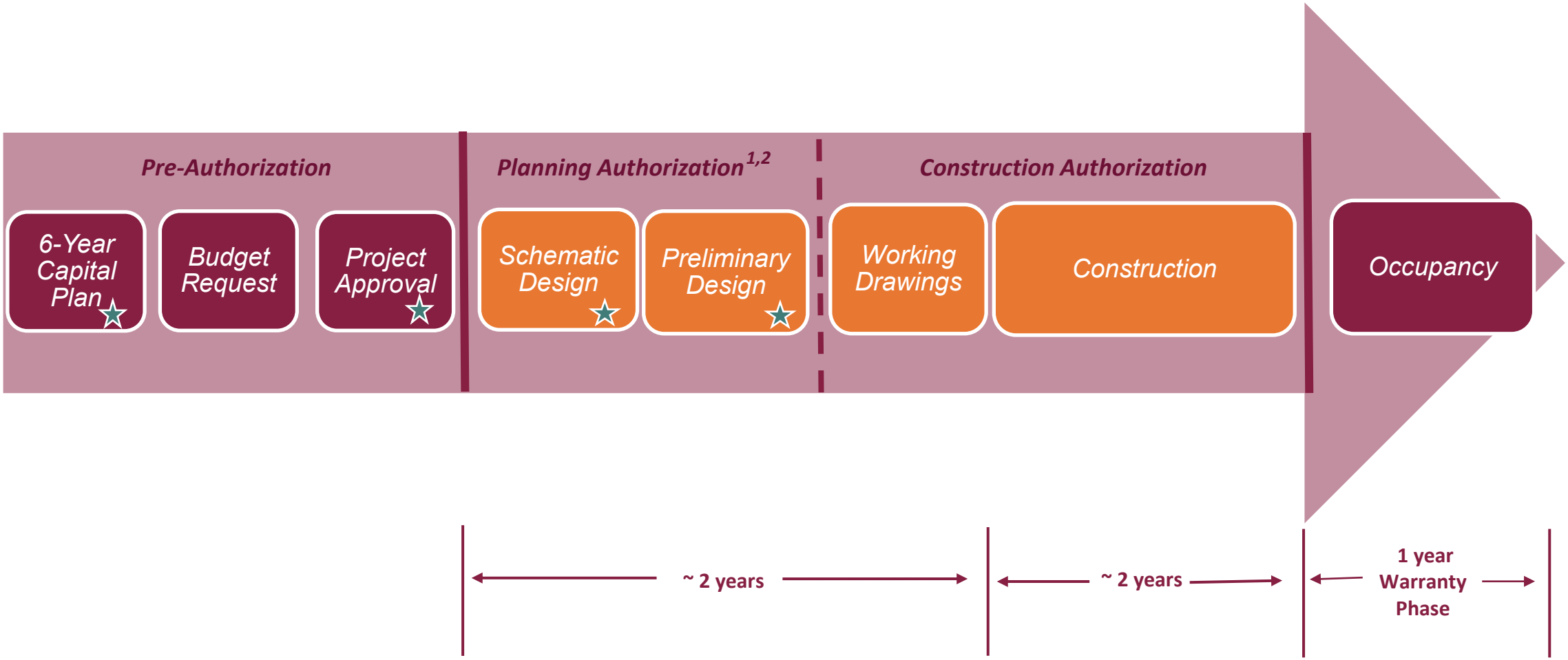
NOW, THEREFORE, BE IT RESOLVED, that the university be authorized to move forward with a $10 million planning authorization to complete designs through working drawings for the New Residence Hall project.

Recommendation

That the resolution authorizing Virginia Tech to plan the New Residence Hall project be approved.

AUGUST 20, 2025

OVERALL PROCESS



★ - BOV review & approval

1 Planning Authorization covers full A/E design costs for Schematic Design, Preliminary Design, site investigation/analysis, and project management.

2 State (General Fund) process limits Planning Authorization to the end of Preliminary Design; VT (Non-General Fund) frequently includes Working Drawings in Planning Authorization.

Update on the University's Response to Prior Board Action Regarding On-Campus Housing

FINANCE AND RESOURCE MANAGEMENT COMMITTEE
BUILDINGS AND GROUNDS COMMITTEE

Tuesday, August 19, 2025

Executive Summary

At its March 2025 meeting, the Virginia Tech Board of Visitors (Board) rescinded its November 2022 approval of the Student Life Village Amendment to the Beyond Boundaries 2047 Campus Master Plan. The Board directed the university to immediately stop all planning and spending on the Student Life Village capital project, remove all references to the project from university documents, and revise both the Six-Year Capital Outlay Plan and the university's debt strategy to exclude Phase I of the Student Life Village.

In response, the university has taken the following actions:

- All planning and expenditures related to the Student Life Village have been halted, including funds previously approved for Phase I in June 2023. Existing contracts are being closed out per legal and financial obligations.
- References to the Student Life Village have been removed from all planning, budget, and capital outlay documents.
- A revised Six-Year Capital Outlay Plan and updated university debt deployment strategy, both excluding the Student Life Village, are being presented to the Board at its August 2025 meeting.

At its June 2025 meeting, the Board received a presentation from Amy Sebring, Executive Vice President and Chief Operating Officer, regarding on-campus housing planning assumptions during the joint meeting of the Finance and Resource Management and Buildings and Grounds Committees. This overview included the current allocation of on-campus housing inventory, the need for a systematic long-term renovation program, and the opportunity to build additional residential capacity to serve modest continued enrollment growth. A comprehensive tour of on-campus residential facilities was also conducted by the Board.

Consistent with the Board-affirmed planning assumptions the university has:

- Proposed a dual-path strategy to address critical near-term needs while laying the foundation for long-term residential capacity. This approach includes two complementary capital projects: the renovation of Campbell Hall (~329 beds) and the construction of a new 500 to 600 bed residence hall.
- Undertaken a comprehensive housing planning process. Supported by a third-party consultant, this effort will produce a long-term On-Campus Housing Framework that will serve as a guide for future on-campus residential capital investment. The On-Campus Housing Framework will also be integrated into a future update of the Beyond Boundaries 2047 Campus Master Plan and will inform enrollment strategy, financial planning, and student experience goals.

Proposed August 2025 Actions to Meet Requirements of March 2025 Resolution
The university offers separate action items for Board consideration to meet the specific requirements set forth by the March 2025 resolution.

March 2025 BOV Resolution Directive	August 2025 University Recommended Action
Revise the nongeneral fund component of the Six-Year Capital Outlay Plan to reflect updated housing strategy and estimated debt impact.	*Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032*
Provide an updated strategy for university debt deployment that excludes Phase I of the Student Life Village.	*Approval of the Nongeneral Fund Capital Outlay Plan for 2026-2032*

Dual-path Strategy to Address Critical Near-term Needs
As an immediate next step, the university is proposing a dual-path strategy for on-campus housing that simultaneously makes progress on deferred maintenance needs while positioning Virginia Tech for long-term enrollment goals. This proposal includes the renovation of Campbell Hall (**~**329 beds) and the construction of a new 500 to 600 bed residence hall, each serving complementary and essential roles.

As the first residential renovation project, the university requests Board authorization for planning the renovation of Campbell Hall. The selection of Campbell Hall was driven by the following key considerations:

- Campbell Hall ranks among the university's most outdated residential facilities, second only to Hoge Hall. Campbell Hall was originally constructed in 1930. Despite its prime location overlooking the Drillfield, its aging infrastructure, lack of modernization, and deferred maintenance backlog make it a clear and priority candidate for renovation.
- Compared to Hoge Hall (with ~800 beds), Campbell Hall offers a more manageable scope, similar to the 2017 renovation of O'Shaughnessy Hall. Its smaller scale and clearer path to renovation reduce complexity, timeline risk, and campus disruption.
- Campbell Hall's lower bed count (~329 beds), and the severability between its East and Main sections, allows for phased renovation (if phasing is necessary) without significantly impacting the overall housing inventory. If construction sequencing and schedule were to be unavoidably delayed beyond a fall semester reopening, only having 329 beds (or a subset thereof) offline for a subsequent impacted academic year is preferred over a larger quantity of beds stemming from renovations of a larger residence hall as a first effort. This strategy enables the university to maintain critical service levels while modernizing its residential stock.
- This project is proposed to deliver substantial upgrades to ADA/life safety systems plus HVAC, etc. – investments that (while driving a higher per-bed cost) are critical to the long-term viability of the on-campus housing system.
- The total project budget is targeted to remain within a $40M total project cost and would be funded through residential auxiliary (nongeneral fund) resources. The anticipated operating loss during the renovation period due to reduced revenue will be $4.4 million over 2-year renovation period.

Simultaneously, the university requests Board authorization for planning the construction of a new 500 to 600 bed residence hall. The selection of this project was driven by the following key considerations:

- To renovate major residence halls like Hoge, Pritchard, and Slusher Halls, Virginia Tech must maintain sufficient on-campus, system-wide bed capacity and corresponding housing revenue in support of our maintenance reserve. A new residence hall provides the necessary flexibility to provide swing space beds to temporarily absorb displaced demand and maintain the viability of the residential and dining auxiliary.
- The addition of new beds directly supports FTIC (first-time-in-college) enrollment goals.
- The proposed new construction site aligns with the Beyond Boundaries 2047 Campus Master Plan and is consistent with the scope of the incremental housing envisioned as part of the expansion of the Global Business Analytics Complex.
- Total cost of the new facility will be dependent on preliminary planning. Assuming the Board approves the requested planning authorization, additional Board approval, including the total project budget, prior to construction being undertaken. Both planning and construction will be funded through the residential auxiliary (nongeneral fund) resources.

Comprehensive On-Campus Housing Planning Process

The On-Campus Housing Framework supplement currently underway will provide a data-informed, flexible, and sustainable strategy for maintaining and improving the on-campus residential experience that will be integrated into the Campus Master Plan . Following the Board's recension of the Student Life Village, this On-Campus Housing Framework is intended to recommend a distributed model that combines phased renovations of existing residential assets, limited new construction, and selective facility repurposing grounded in the context of the Campus Master Plan.

The On-Campus Housing Framework addresses several core objectives, notably:

- Support the projected enrollment plan
- Align residential offerings with student life goals and well-being
- Address deferred maintenance within an aging infrastructure
- Maintain affordability for students and families
- Manage debt capacity and the use of debt responsibly

The On-Campus Housing Framework is designed to meet current and future needs while preserving flexibility to maintain alignment with Virginia Tech's broader strategic vision.

Planning Assumptions and Strategic Commitments

The On-Campus Housing Framework will be grounded in planning assumptions reviewed and affirmed by the Finance and Resource Management and Buildings and Grounds Committees in June 2025. These assumptions shape demand modeling, capacity planning, and financial projections. A summary of the assumptions include:

- Execute long-term renovation plan to sustain existing inventory
- Ensure on-campus housing provides sufficient capacity for key populations
- Construct new inventory to support the university's enrollment plan
- Leverage existing facilities to support the Hokie experience

These parameters support a scalable and realistic on-campus housing strategy that can respond to changes in student demographics and institutional priorities.

Preliminary Facilities Assessment and Immediate Next Steps
To inform both immediate and future renovation priorities, the On-Campus Housing Framework consultant (in conjunction with university staff) has recently performed an initial comprehensive physical assessment of three representative residence halls: Campbell, Hoge, and Whitehurst Halls (these facilities were selected based on their age, construction type, and renovation history).

Consistent with university predictions, preliminary assessments by the On-Campus Housing Framework consultant indicate all three buildings will require full interior renovations, including:

- Replacement of mechanical, electrical, and plumbing systems
- Installation of modern life safety systems and ADA accessibility features
- Compliance with updated building codes
- Reconfiguration of interior spaces to meet current student housing expectations
- Resolution of deferred maintenance issues

Given the age, construction type and renovation history of our housing inventory, it is expected that these findings will be consistent throughout the broader legacy residence hall inventory requirements and reinforce the need for a systematic capital reinvestment plan.

Strategic and Financial Implications
Once completed, the On-Campus Housing Framework will include:

- Development of a long-term renovation program that prioritizes buildings with the most urgent facility needs
- Planning limited new construction to create swing space, accommodate enrollment needs, and enable sequential renovations without compromising housing availability
- Evaluation of opportunities to repurpose existing university facilities as a strategy to reduce the need to construct new support space that is not revenue generating.

To minimize costs, any new construction will seek to leverage existing dining, student life, and co-curricular infrastructure. Design standards will prioritize operational efficiency and ensure overall occupancy costs remain accessible to students.

The revised Six-Year Capital Plan will include updates to the nongeneral fund (NGF) component and estimated debt implications, consistent with the Board’s March 2025 resolution. These updates will be informed by phased implementation models and financial capacity constraints.

Integration with Campus Master Planning
The On-Campus Housing Framework is intended to replace the Campus Life Framework Housing sub-chapter of the current Beyond Boundaries 2047 Campus Master Plan. Using an efficiency based "living document" approach, the On-Campus Housing Framework will be retained and inform other aspects of the next update to the Beyond Boundaries 2047 Campus Master Plan.

Timeline and Key Milestones
The following timeline prescribes upcoming activities and deliverables to the Board on this topic:

- *August 2025*
  - Revise the nongeneral fund component of the Six-Year Capital Plan to reflect updated housing strategy and estimated debt impact
  - Reprojected strategy for university debt deployment that excludes Phase I of the Student Life Village
  - Present for Board consideration immediate dual-path strategy to address critical near-term on-campus housing priorities
- *November 2025*
  - Submit the annual university Debt Capacity Report, inclusive of updated housing projections and planning assumptions
  - Provide an update on the ongoing On-Campus Housing Framework effort
- *December 2025*
  - Finalize the On-Campus Housing Framework and planning assessment, including cost estimates and site recommendations
- *April 2026*
  - Provide a finalized and comprehensive report on the On-Campus Housing Framework effort, including any implementation plan updates, key milestones, and integration with other long-range university planning instruments

This phased approach ensures alignment between planning, capital, and financial decisions and maintains continuous Board oversight throughout development.

Conclusion
The university has taken action in response to the March 2025 direction from the Board of Visitors. All planning and expenditures related to the Student Life Village have been halted, including funds previously approved for Phase I in June 2023. Existing contracts are being closed out in accordance with legal and financial obligations. References to the Student Life Village have been removed from all planning, budget, and capital outlay documents. A revised Six-Year Capital Outlay Plan and updated university debt deployment strategy, both excluding the Student Life Village, will be presented to the Board at its August 2025 meeting.

In line with the planning assumptions previously reviewed with the Board, the university is pursuing a dual-path strategy that addresses immediate renovation needs in the short term while establishing a foundation for long-term residential capacity. This approach includes two complementary capital projects recommended to the Board for consideration: a full renovation of Campbell Hall and construction of a new residence hall. These investments represent the first phase of a reoriented capital strategy designed to stabilize and expand the housing system in a financially responsible and operationally resilient manner.

Subsequently, the university has launched a comprehensive housing planning process to guide future investments in on-campus residential infrastructure. Supported by a third-party consultant, this effort will produce a long-term On-Campus Housing Framework. A status update will be provided to the Board in November 2025 with delivery of the final plan anticipated in late 2025 or early 2026. The Board will receive a full briefing at its Spring 2026 meeting. The Framework

will align housing strategies with enrollment goals, financial modeling, and student experience goals, and will inform the forthcoming update to the Campus Master Plan.

The On-Campus Housing Framework reflects a strategic shift from the scale and singularity of the former Student Life Village toward a more adaptive, sustainable model. It envisions a balanced portfolio of capital projects that prioritize affordability, facility quality, and student success. Alongside ongoing planning efforts (i.e., Utilities Framework and Mobility Framework), the On-Campus Housing Framework will be leveraged within the integrated update to the Campus Master Plan in the coming years.

By aligning immediate actions with long-term goals, Virginia Tech is accelerating planning while enabling timely decisions on high-priority facility needs. This integrated approach ensures the university remains positioned to make strategic, forward-looking investments in campus infrastructure.

Virginia Tech Board of Visitors Retreat Agenda

Monday, August 18, 2025
8:45 a.m. – 5:00 p.m.

Pete Dye River Course
8400 River Course Drive, Radford, VA 24141

Welcome and Opening Remarks **8:45-9:00**

- John Rocovich – Rector
- Tim Sands - President

Board Basics: Legal and Regulatory Responsibilities of the Board **9:00-9:30**

- Kay Heidbreder – University Legal Counsel

Topic 1: Enrollment Strategy **9:45 – 11:00**

Topic Leader: Cyril Clarke, Executive Vice President and Provost
Contributors:

- Tim Sands – President
- Juan Espinoza – Vice Provost for Enrollment Management

a. Undergraduate Enrollment: The Case for Growth –
    i. Capacity for growth – are there enough qualified students applying for admission?
    ii. Enrollment mix (in-state, out-of-state, international)
    iii. Balancing the tension between areas of emphasis and disciplinary scope of the land-grant university of the future
b. Graduate Enrollment: Laying the Foundation for Global Distinction
    i. Professional graduate programs (PGP) versus research-based (R-B) – contributions to Global Distinction, E&G income, workforce development
    ii. Challenges and opportunities

Topic 2: Virginia Tech Global Distinction **11:15 – 12:30**

Topic Leader: Tim Sands - President
Contributors:

- Cyril Clarke - Executive Vice President and Provost
- Dan Sui - Senior Vice President for Research and Innovation

a. Importance of Seeking Global Distinction
b. Progress in Research Expenditures
c. Peer Comparisons and Gap Analysis
d. Threats to Achieving Global Distinction
e. Virginia Tech's Emerging Innovation Network

Lunch – Guest Speakers 12:30 – 1:30

- Jeff Kimbell –President, Jeffrey J. Kimbell & Associates
- Mat Lapinski – CEO, Crossroads Strategies, LLC
- Wally Burnett – Principal, Crossroads Strategies, LLC

Topic 3: Future of Athletics 1:45 – 3:15

Topic Leader: Whit Babcock

Contributors:

- Tim Sands – President
- Cyril Clarke – Executive Vice President and Provost
- Amy Sebring – Executive Vice President and Chief Operating Officer

a. The Economics and Changing Elements of College Sports
b. New ACC Revenue Distribution Model Resulting from the Settlement with Florida State and Clemson
c. Athletics Budget and Resources: Peer Analysis
d. Strategic Investment Opportunities; Investments to Win

Topic 4: Resourcing Our Strategic Priorities 3:30 – 5:00

Topic Leader: Amy Sebring – Executive Vice President and Chief Operating Officer

Contributors:

- Cyril Clarke – Executive Vice President and Provost
- Simon Allen – Vice President for Finance and Chief Financial Officer
- Elizabeth McClanahan – Chief Executive Officer, Virginia Tech Foundation

a. Investing in Global Distinction
b. Funding Athletics as an Emerging Focus
c. Overview of VT and VTF Real Estate Purpose and Approach
d. Competing for Resources – Balancing Strategic Priorities (Global Distinction and VT Advantage, Enabling Infrastructure, and Athletics) in an Uncertain Environment

Board Basics

KAY HEIDBREDER
UNIVERSITY LEGAL COUNSEL

VIRGINIA TECH

Legal Framework for Public Institutions

- Article VII of the Virginia Constitution
- Enabling legislation (Va. Code § 23.1-2600 et seq.)
- Title 23.1 of the Code of Virginia
  - Statutorily assigned powers and duties
  - Coordination by State Council of Higher Education (SCHEV)
- Restructuring Act/ Management Agreement

External Regulation

- Federal Government
  - U.S. DOE laws and regulations (Title IX, Clery, FERPA)
  - Financial Aid Participation Agreement
  - Grants Administrations (NSF, NEA)
- Accreditation by SACSCOC

Board Directives

The Board exercises its authority through collective action:

- Majority vote
- Open Session- Freedom of Information Act requirement
- Quorum Present

Freedom of Information Act

Government in the Sunshine

Board Meetings

FOIA Requirements:

- All meetings open to the public
- 3 members discussing institutional business constitutes a meeting
- Do not hit reply all on emails
- 3 day public notice must be provided
- Minutes must be taken and provided to the public
- Closed sessions allowed under very limited circumstances
- Public streaming of official meeting of full board

Board Records

- Default is that all records created by Board members in the transaction of public business are accessible under FOIA
- Application of exemptions determined at the institutional level
- Members are not required to create records, except board minutes, but once created, records must be maintained according to the Public Records Act
- Caution smartphone, texts, meeting notes, etc. are board records

Conflict of Interests Act

- Prevent accrual of personal financial interest of
  $ 5,000 or more
  - Members are prohibited from contracting with Virginia Tech
- Avoid appearance of impropriety
- Opportunity for opinion from Ethics Advisory Council or Attorney General

Conflict of Interests Act

Compliance Requirements

- Training to be completed within 2 months of assuming office and every 2 years thereafter
- Filing of disclosure forms upon assuming office and every February 1 thereafter

Relationship with the Virginia Tech Foundation

- VTF is an independent 501C Foundation
- Mission of VTF is to support the University, but no University control
- VTF is governed by an independent Board of Directors
- While Virginia Tech has ex officio members on the Board of Directors, no other Virginia Tech control
- *Transparent GMU v. George Mason University* Virginia Supreme Court upheld the ability of George Mason University Foundation to operate outside the bounds of FOIA

Attorney-Client Relationship

- The primary role is to advise the Board and University President on legal issues and the management of legal risks
- Reports provided under privilege in conjunction with regular meetings



Enrollment Strategy

Board of Visitors Retreat

August 2025

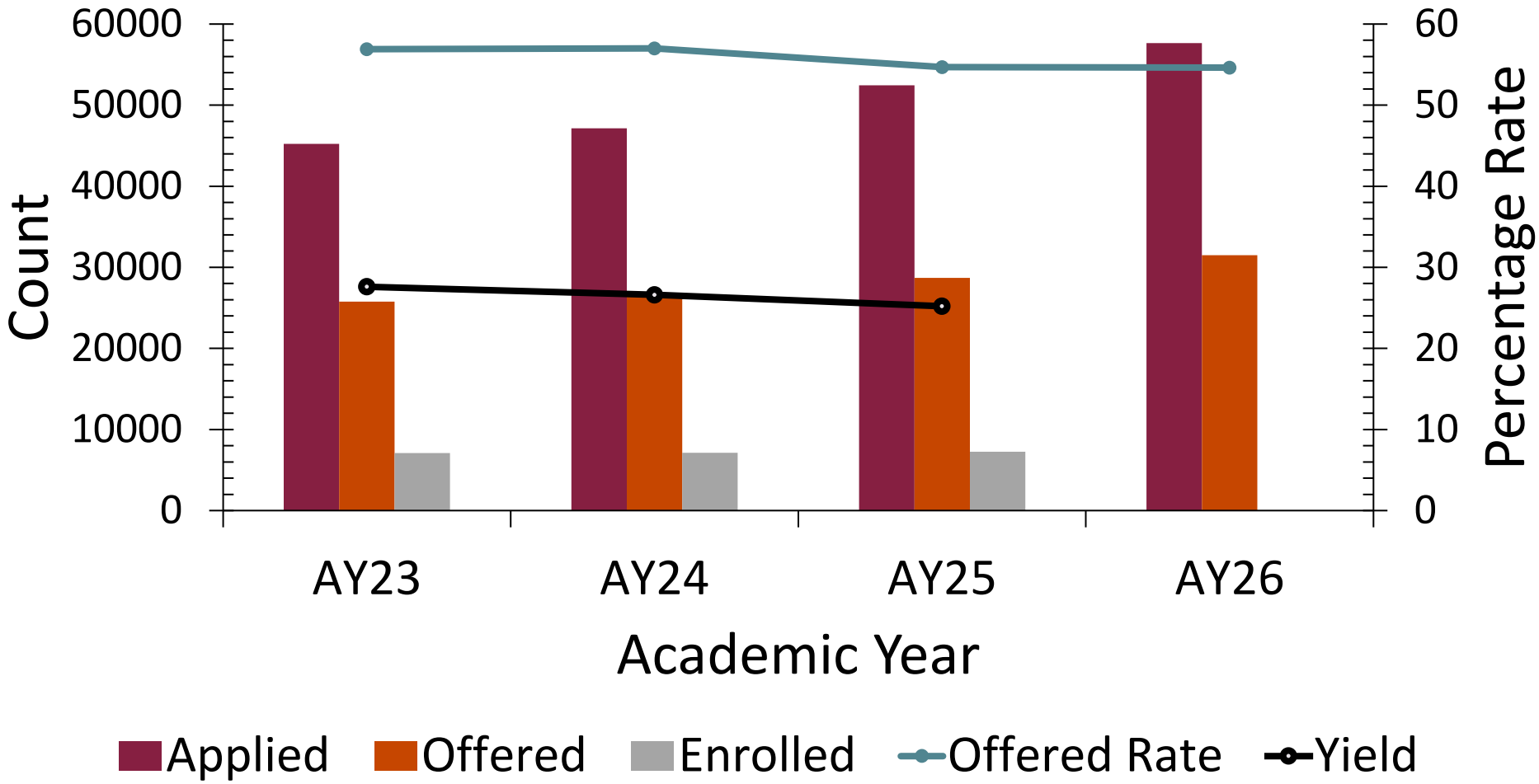
What is the Case for and Impact of Growth?

- Accessibility central to the Land Grant mission
- Economic impact of a well-educated workforce
- Financial sustainability – tuition and E&G fees account for over two-thirds of E&G income to fund delivery of education and drive Global Distinction
- Recognize internal and external capacity limitations, including student housing

Undergraduate Enrollment:

- What is the capacity for growth – are there enough qualified students applying for admission?
- What is the optimal enrollment mix (in-state vs. domestic out-of-state vs. international out-of-state)?
- What is the appropriate balance between areas of emphasis/distinction and disciplinary scope of the land grant university of the future?

Admissions Capacity for Growth



Growth Potential varies by Discipline

	Applied	Offered	Enrolled	Offered Rate	Yield	4-Yr Graduation Rate	6-Yr Graduation Rate
Animal Sciences	743	471	176	63.4%	37.4%	65.5%	84.9%
Sociology	125	63	12	50.4%	19.0%	56.3%	70.0%
Architecture	2041	584	127	28.6%	21.7%		93.5%
Mechanical Engineering	4060	2384	458	59.0%	19.0%	65.3%	93.3%

A Modest Growth Plan: ±1% net overall growth over baseline

	2025	2026	2027	2028	2029
Projected Fall Enrollment	31,661	32,135	32,519	32,845	33,211
Additional students		474	384	326	366
Growth Rate Over Prior Fall	2.0%	1.5%	1.2%	1.0%	1.1%
FTIC Cohort	7,085	7,251	7,290	7,388	7,431
Transfer Cohort	1,025	1,175	1,175	1,175	1,175
Incremental Net Revenue after Educational Expenses [Assuming 65% Residents]		$4.2M	$3.4M	$2.9M	$3.2M
Additional Housing Demand Compared to Baseline (FTIC Cohort – 7,085)		+166	+205	+303	+346

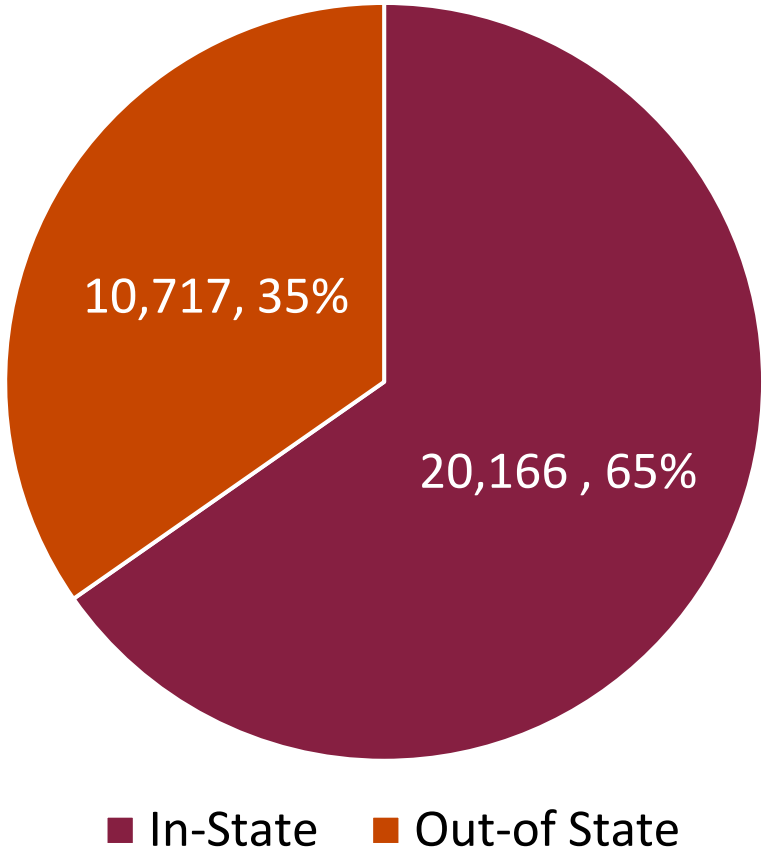


- Plan represents a balance between the benefits of enrollment growth and capacity limitations predicted by sensitivity analyses and assessments of future risk relating to admissions capacity.
- Note: Additional housing demand requires limiting number of continuing students on campus. Over the longer term, housing is rate-limiting.

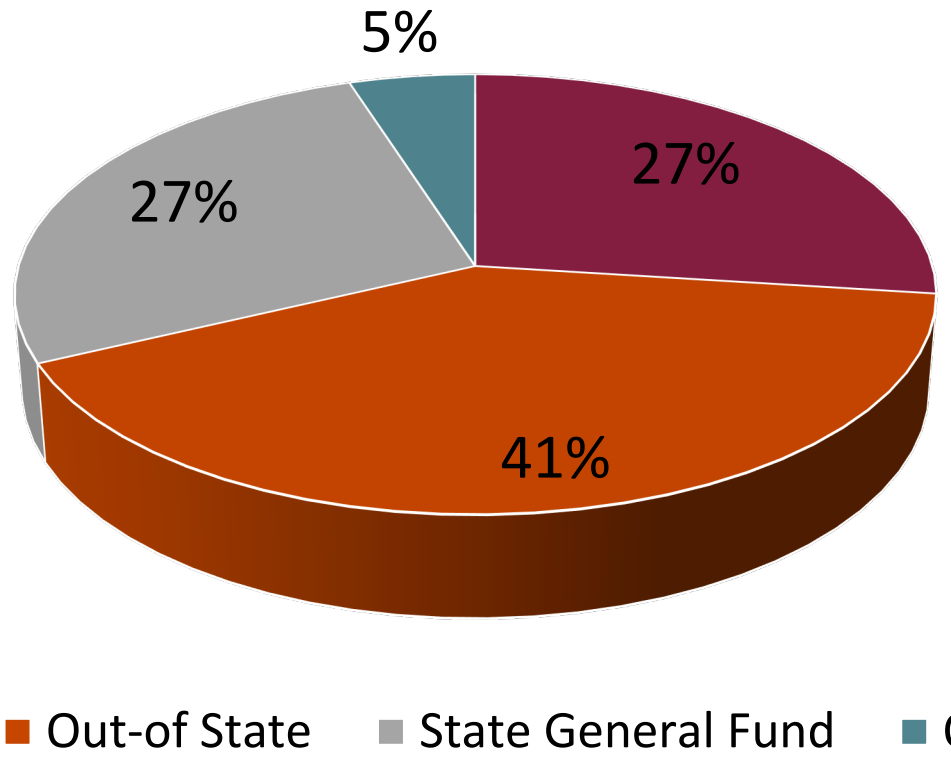
Enrollment Mix

Current OOS cap: 35%

Fall 2024
Total Enrollment 30,833



FY26 E&G Revenue by Major Source



Areas of Emphasis versus Disciplinary Scope – STEM-H Degree Production

Academic Year	STEM-H	All Other	Total	STEM-H Percentage of Total
2021-22	3,964	3,154	7,118	55.70%
2022-23	4,466	3,428	7,894	56.60%
2023-24	4,331	3,227	7,558	57.30%

During 2022-23, Georgia Tech awarded 4,227 undergraduate degrees of which 3,502 (83%) were in STEM fields. At Purdue, 64% of undergraduate degrees were in STEM fields.

Rank	University	% STEM
1	Georgia Tech	85%
2	UC San Diego	68%
3	UC Davis	67%
4	Purdue*	64%
5	UC Berkeley*	57%
6	UC Santa Barbara	56%
7	Illinois*	54%
8	North Carolina State*	54%
9	Virginia Tech*	52%
10	Michigan	52%

* Land grant universities

2018-19 data for universities with at least 2,000 students (Source: IPEDS)

Questions for the Board's Consideration:

- Should Virginia Tech grow undergraduate enrollment and, if so,:
  - at what rate;
  - how should the balance between in-state, out-of-state domestic; out-of-state international be managed; and
  - in what disciplinary areas?

Graduate Enrollment:

- Professional (MS) Graduate Programs versus research-based (PhDs) – contributions to Global Distinction, E&G income, workforce development
- Does Virginia Tech have the appropriate balance between undergraduate and graduate enrollment to fund and achieve global distinction?
- What are the challenges and opportunities?

Professional Graduate Programs (PGP) versus Research-Based (R-B) Programs

	Degree duration	Credit hours	Funding sources	Net tuition revenue (approx.)
PGP	1-3 years	30 credits	Self-funded, tuition generating	$24M
R-B	4-6 years	90 credits (min 27 graded, the remainder research)	57% E&G, 43% non E&G	($59.5M)



Undergraduate (UG) and graduate (PGP, R-B, Professional) programs are both essential for providing a skilled workforce. In regard to Global Distinction, UG and PGP generate necessary funding and R-B advances the outcomes.

Undergraduate vs. Graduate Enrollment

University	Full-time UG: Full-time GR
Cornell University	1.7
University of Florida	2.5
University of Illinois Urbana-Champaign	2.7
University of California-Berkeley	3.1
University of Minnesota-Twin Cities	3.1
University of Wisconsin-Madison	3.2
University of Maryland-College Park	3.6
North Carolina State University at Raleigh	3.6
Rutgers University-New Brunswick	4.1
Ohio State University-Main Campus	4.2
Texas A & M University-College Station	4.2
Michigan State University	4.5
University of Arizona	4.7
Virginia Tech	**5.1**
Pennsylvania State University-Main Campus	5.3
Purdue University-Main Campus	5.5

Challenges and Opportunities:

- Challenges:
  - Extramural funding of R-B (risk of reduced F&A rate, grant terminations, reduced federal appropriations)
  - Enrollment low relative to undergraduate
  - Reduction in federal financial aid (Grad PLUS, lifetime cap)
  - International student access
- Opportunities:
  - Flexible PGPs
  - Corporate sponsorship

Questions for the Board's Consideration:

- Should graduate enrollment be increased and, if so, how should growth in professional programs (masters) and research-based programs (doctoral) be managed to fund and advance Global Distinction?

Exercise: What would be the estimated cost of increasing graduate enrollment in support of Global Distinction?

- Goal: Achieve a ratio of 4.0 for FT UG:FT Grad – requires 2,320 additional graduate students:
  - 50% PGP (self funded): 1160
  - Extramurally funded PhDs: 580
  - University-funded: E&G PhDs: 580
- Cost:
  - Compensation (minimum step, 9 mo) + tuition remission = **$24.1M**

VIRGINIA TECH

Supplemental Information

APSC Major – Admissions & Academic Progress

APSC	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Applied	500	434	572	641	648	743
Offered	409	372	435	467	434	471
Enrolled	161	148	158	164	147	176
Offered Rate	81.80%	85.70%	76%	72.90%	67%	63.40%
Yield	39.40%	39.80%	36.30%	35.10%	33.90%	37.40%

APSC	Four-Year Graduation	Six-Year Graduation	First-Year to Second-Year Retention
Entering 2018	73.70%	84.90%	92.10%
Entering 2019	73.80%		93.80%
Entering 2020	65.50%		88.50%
Entering 2021			84.80%
Entering 2022			87.80%
Entering 2023			93.20%

SOC Major – Admissions & Academic Progress

SOC	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Applied	59	73	105	115	99	125
Offered	38	52	74	71	63	63
Enrolled	9	16	17	19	16	12
Offered Rate	64.40%	71.20%	70.50%	61.70%	63.60%	50.40%
Yield	23.70%	30.80%	23%	26.80%	25.40%	19%

SOC	Four-Year Graduation	Six-Year Graduation	First-Year to Second-Year Retention
Entering 2018	70%	70%	70%
Entering 2019	77.80%		100%
Entering 2020	56.30%		87.50%
Entering 2021			82.40%
Entering 2022			100%
Entering 2023			100%

ARCH Major – Admissions & Academic Progress

ARCH	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Applied	1021	1091	1559	1618	1701	2041
Offered	433	476	600	485	509	584
Enrolled	137	131	141	125	131	127
Offered Rate	42.40%	43.60%	38.50%	30%	29.90%	28.60%
Yield	31.60%	27.50%	23.50%	25.80%	25.70%	21.70%

ARCH	Four-Year Graduation	Six-Year Graduation	First-Year to Second-Year Retention
Entering 2018		93.50%	96%
Entering 2019			95.60%
Entering 2020			93.90%
Entering 2021			92.90%
Entering 2022			94.40%
Entering 2023			97.70%

ME Major – Admissions & Academic Progress

MECHE	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Applied		2099	2789	3193	3398	4060
Offered		1360	1557	1716	1869	2384
Enrolled		330	362	394	389	458
Offered Rate		65%	56%	54%	55%	59%
Yield		24%	23%	23%	21%	19%

MECHE	Four-Year Graduation	Six-Year Graduation	First-Year to Second-Year Retention
Entering 2018	63.42%	93.29%	98%
Entering 2019	56.22%		98.96%
Entering 2020	65.28%		98.96%
Entering 2021			99.34%
Entering 2022			100.00%
Entering 2023			99.69%

* 2019-20, General Engineering was not broken down to major level at application

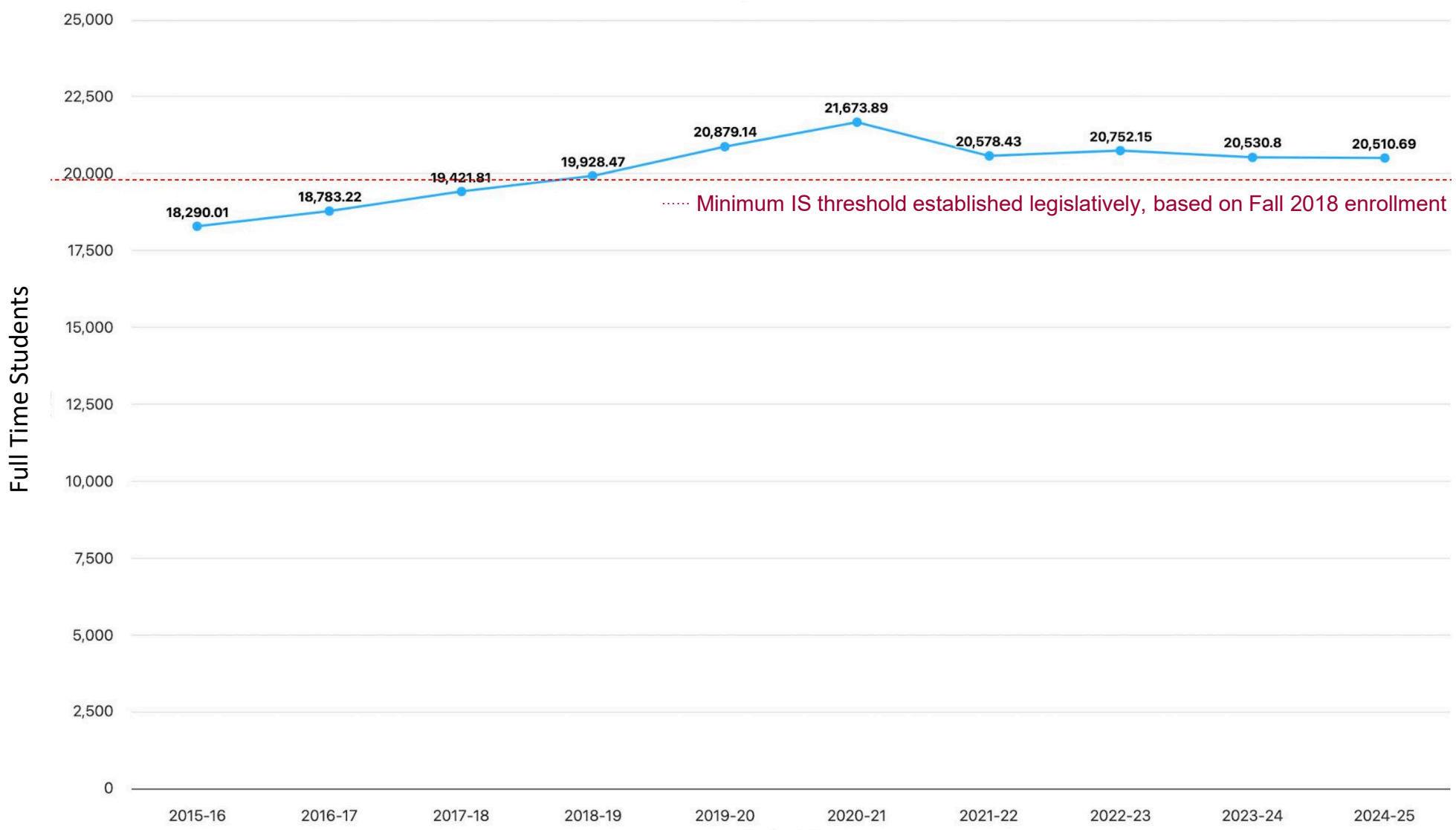
Top Institutions Competing for Virginia Tech Undergraduate Applicants

Students	Universities: In Virginia	Universities: In Other States
IS	• University of Virginia • James Madison University • William and Mary • George Mason University • Virginia Commonwealth University	• Purdue University • Georgia Tech • University of Maryland • NC State • University of South Carolina
OOS	• James Madison University • University of Virginia • George Mason University • William and Mary • University of Richmond	• University of Maryland • Purdue University • Penn State • NC State • Ohio State University

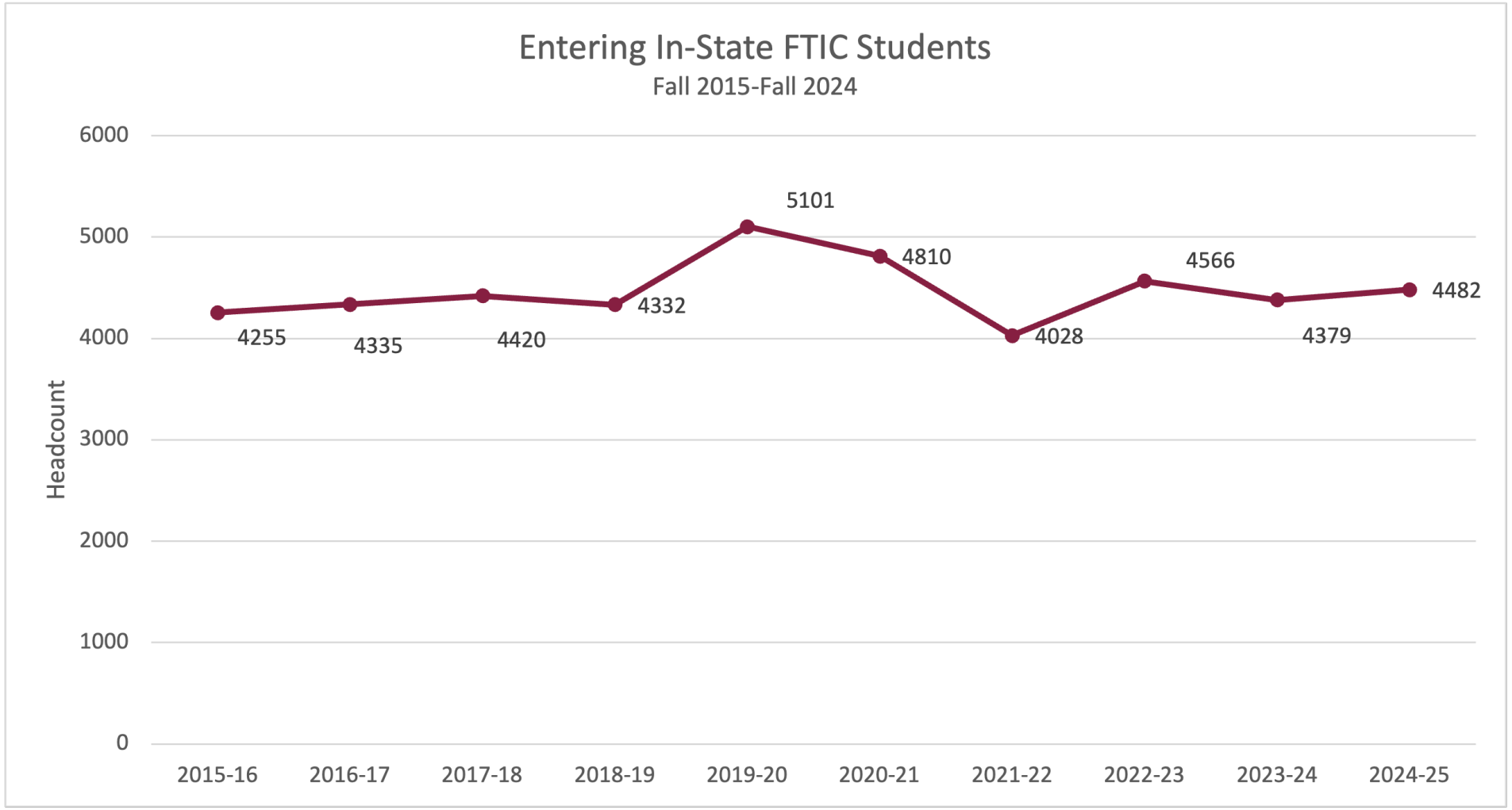
Summary of Enrollment Growth Plan (Fall Headcounts) Through Fall 2029

Student Level, Tuition Status, Campus	2024	Proj 25	Proj 26	Proj 27	Proj 28	Proj 29
In-State On-Campus Undergraduates						
First-Time Freshmen in Baccalaureate Degree Programs	4,481	4,365	4,576	4,575	4,638	4,650
Continuing	14,714	15,245	15,172	15,422	15,571	15,798
Entering Associate Degree Students	43	53	53	53	53	53
Entering Non-Degree-Seeking Students	8	10	10	10	10	10
New Transfer Students	920	921	921	921	921	921
Total In-State Undergraduates*	**20,166**	**20,594**	**20,732**	**20,981**	**21,193**	**21,432**
Out-of-State On-Campus Undergraduates						
First-Time Freshmen in Baccalaureate Degree Programs	2,763	2,720	2,675	2,715	2,750	2,781
Continuing	7,717	7,976	8,207	8,302	8,381	8,477
Entering Associate Degree Students	2	2	2	2	2	2
Entering Non-Degree-Seeking Students	92	92	92	92	92	92
New Transfer Students	143	104	254	254	254	254
Total Out-of-State Undergraduates	**10,717**	**10,894**	**11,230**	**11,365**	**11,479**	**11,606**
Total On-Campus Undergraduates	**30,883**	**31,488**	**31,962**	**32,346**	**32,672**	**33,038**
Percentage In-State On-Campus (Undergraduates)	**66.0%**	**65.4%**	**64.9%**	**64.9%**	**64.9%**	**64.9%**
Percentage Out-of-State On-Campus (Undergraduates)	**34.0%**	**34.6%**	**35.1%**	**35.1%**	**35.1%**	**35.1%**

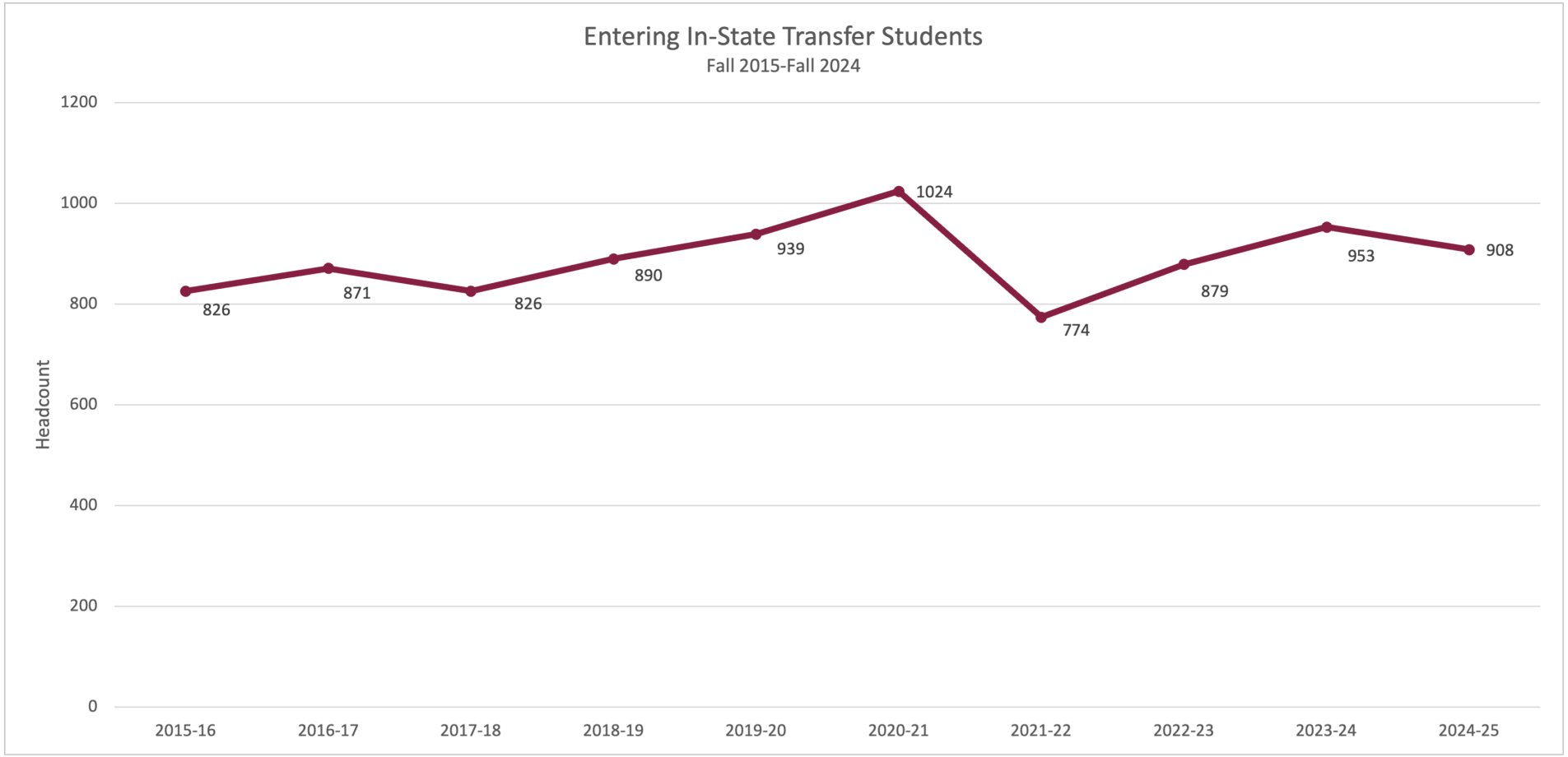
In-state Undergraduate Enrollment (2015-25)



In-State Entering FTIC Students (Fall 2015-24)



In-State Entering Transfer Students (Fall 2015-24)

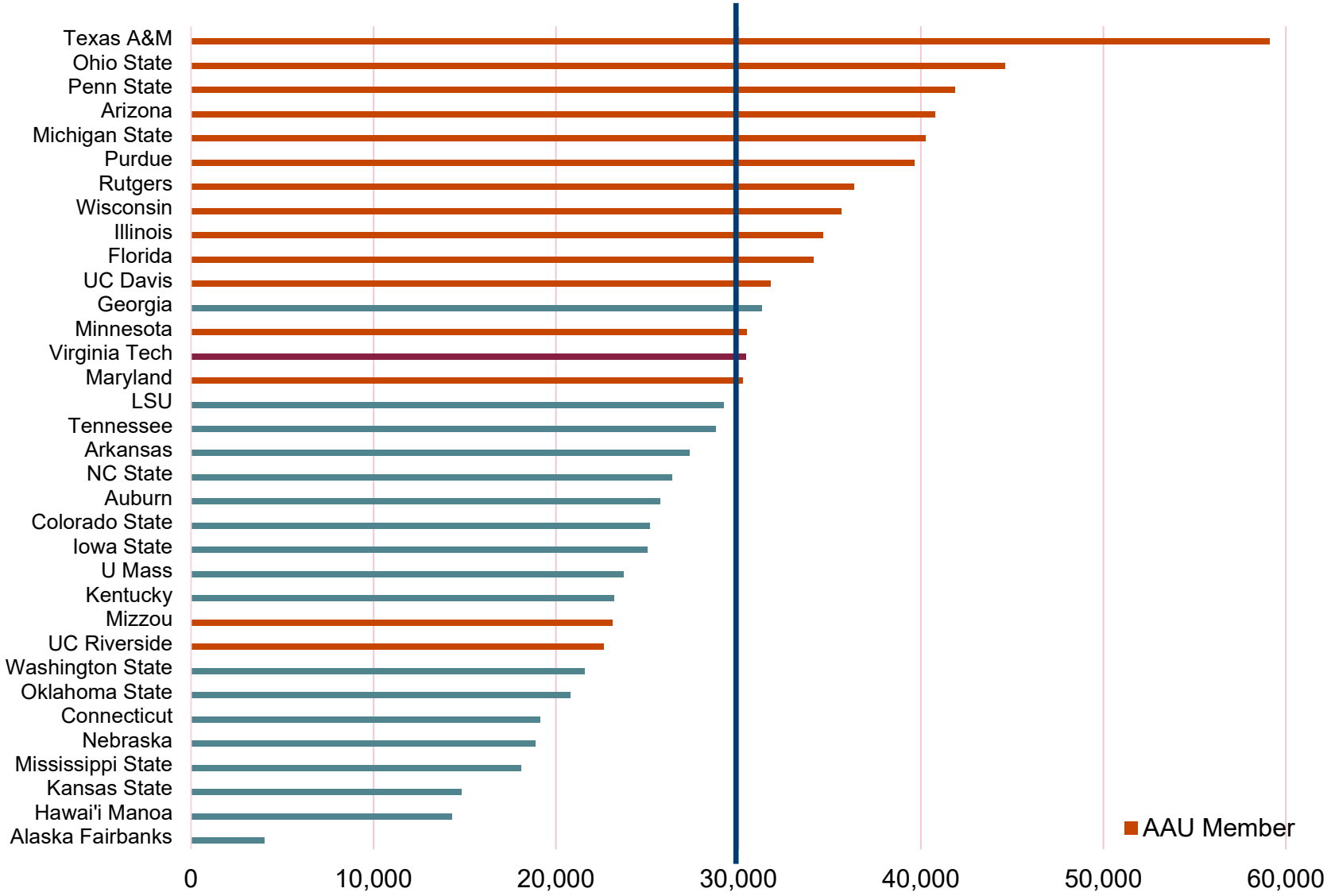


Scenario for Rapid Growth to achieve 40,000 Undergraduates by 2029

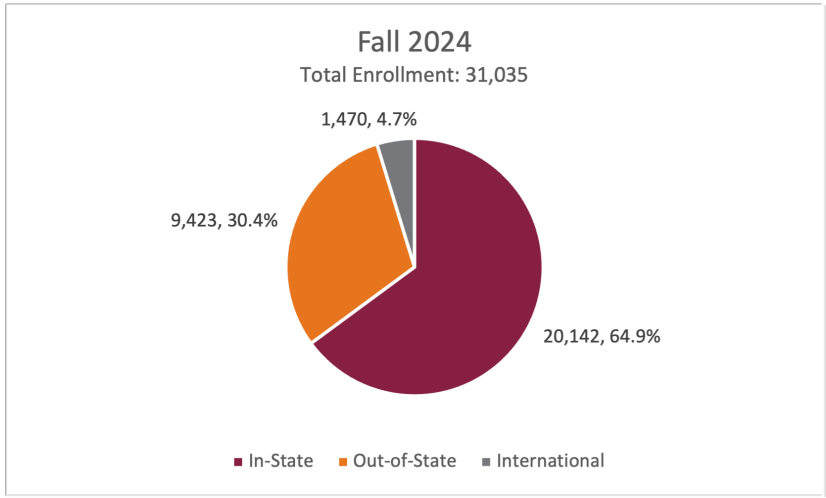
	2025	2026	2027	2028	2029
Projected Fall Enrollment	31,661	32,789	34,576	36,966	40,081
Additional students		1,128	1,787	2,390	3,115
Growth Rate Over Prior Fall	2.0%	3.6%	5.5%	6.9%	8.4%
FTIC Cohort	7,085	7,905	8,725	9,545	10,365
Transfer Cohort	1,025	1,175	1,175	1,175	1,175
Additional Housing Demand Compared to Baseline (FTIC Cohort – 7,085)		+820	+1,640	+2,460	+3,280

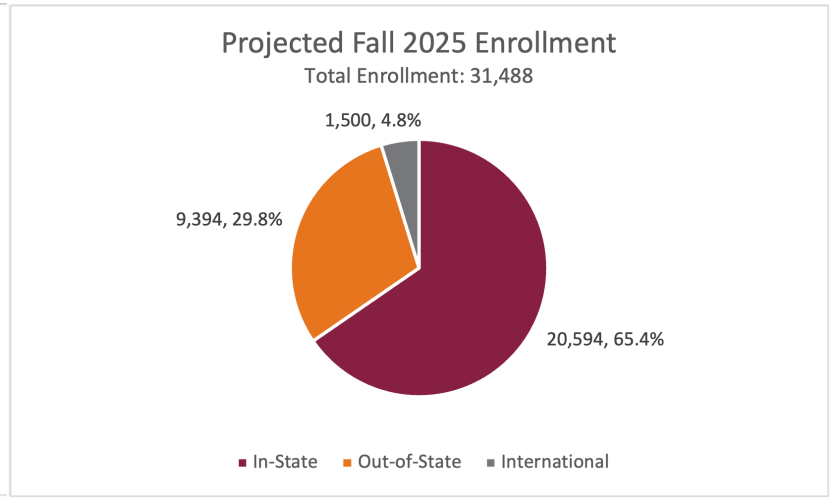
- Sensitivity analyses predict that such growth would encounter severe capacity limitations, both internal (principally housing and instructional) and external to the university, and involve risk regarding sufficiency of qualified student applicants.
- Note: Additional housing demand would rapidly eliminate on-campus space for continuing students and necessitate off-campus accommodation of first-year students.

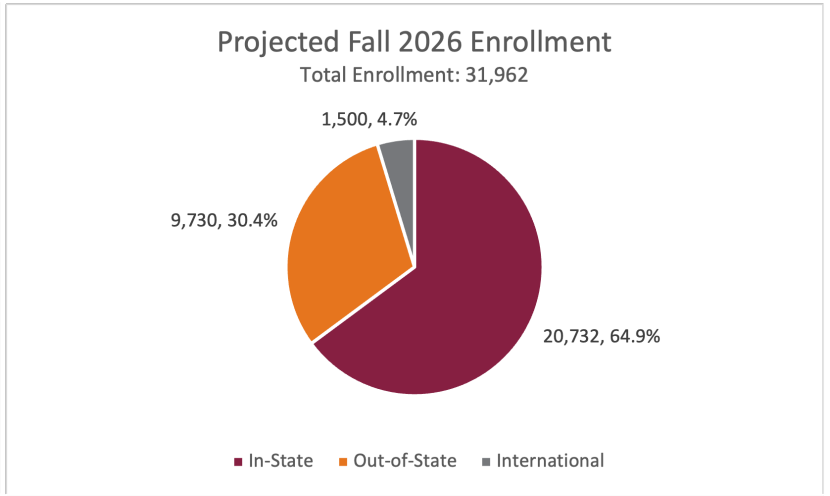
Relationship between UG Enrollment and AAU Membership for Top-34 THE WUR Land Grants

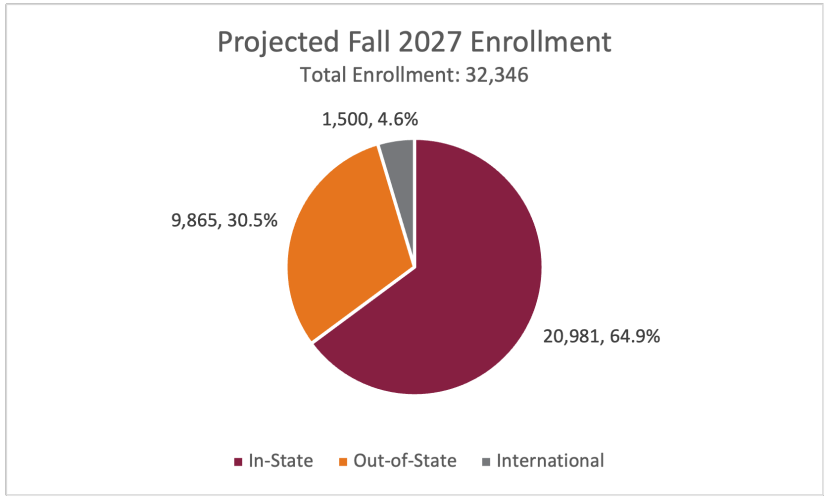


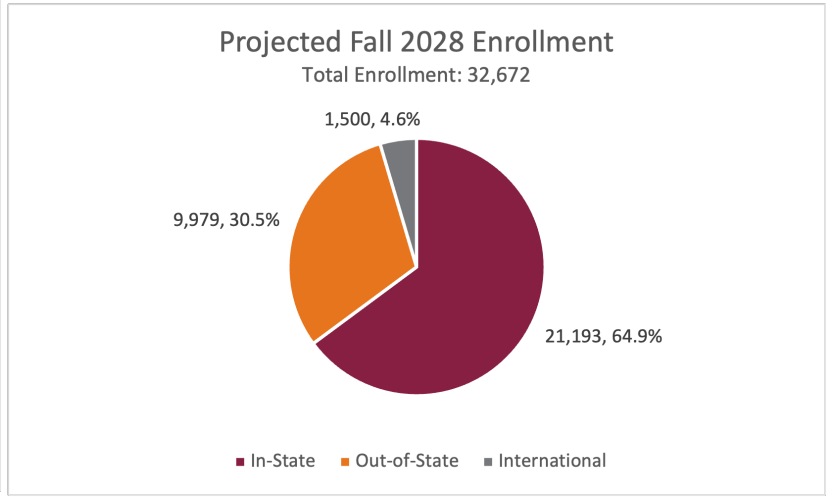
Enrollment Mix – Current and Projected

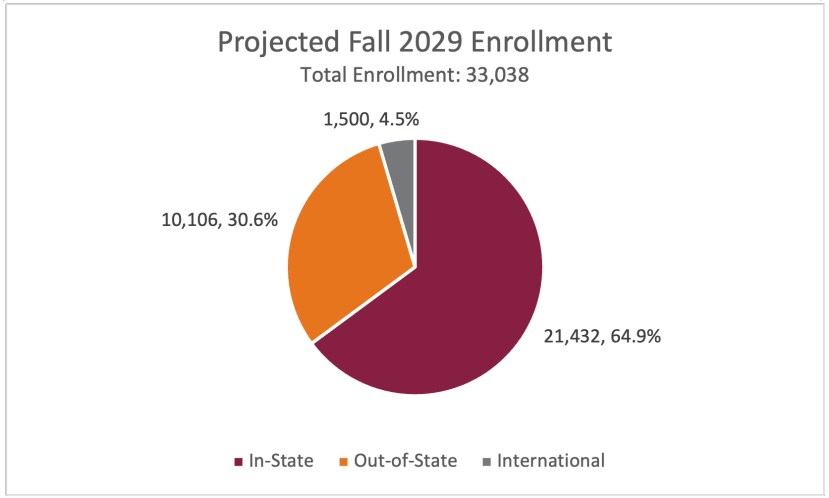




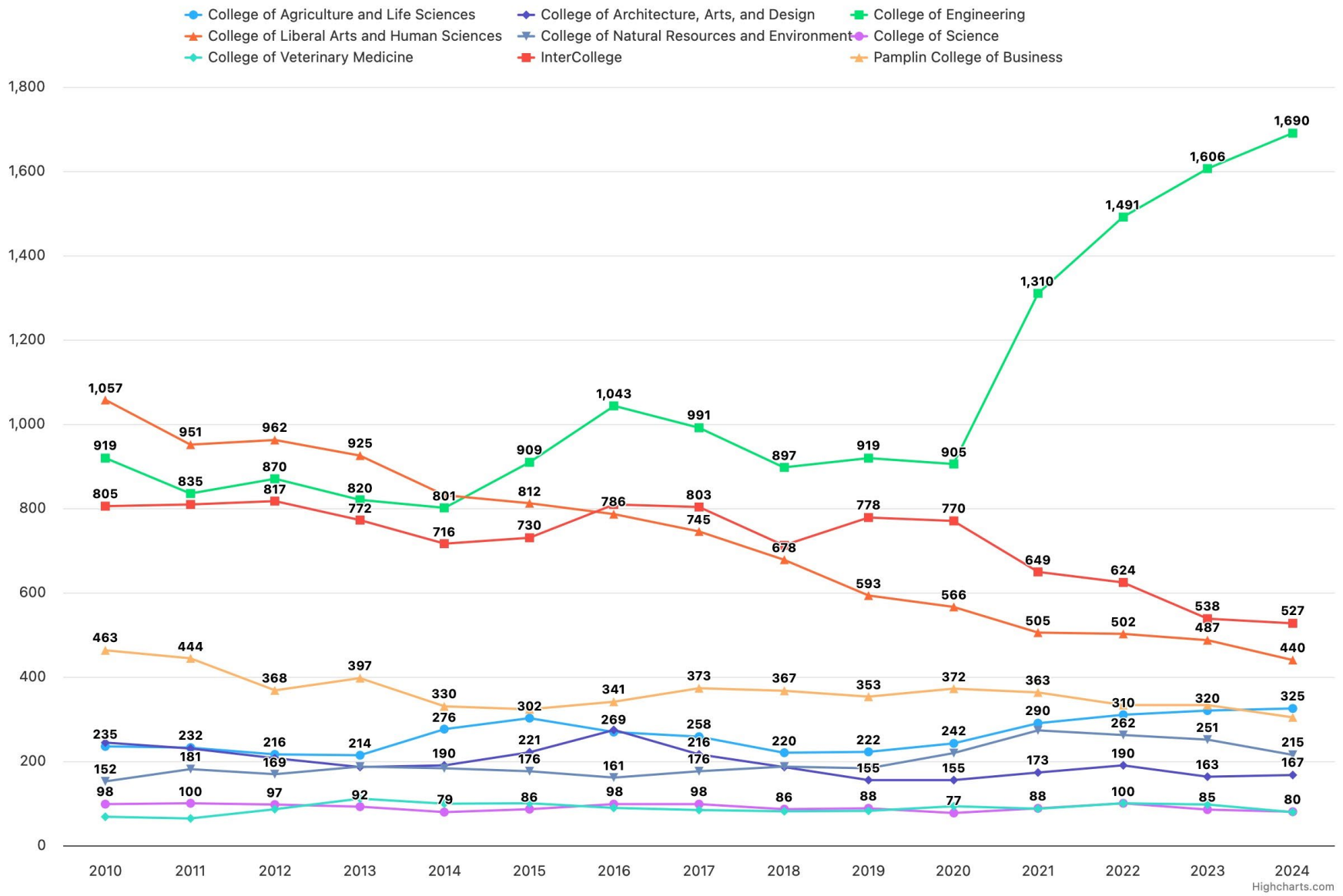




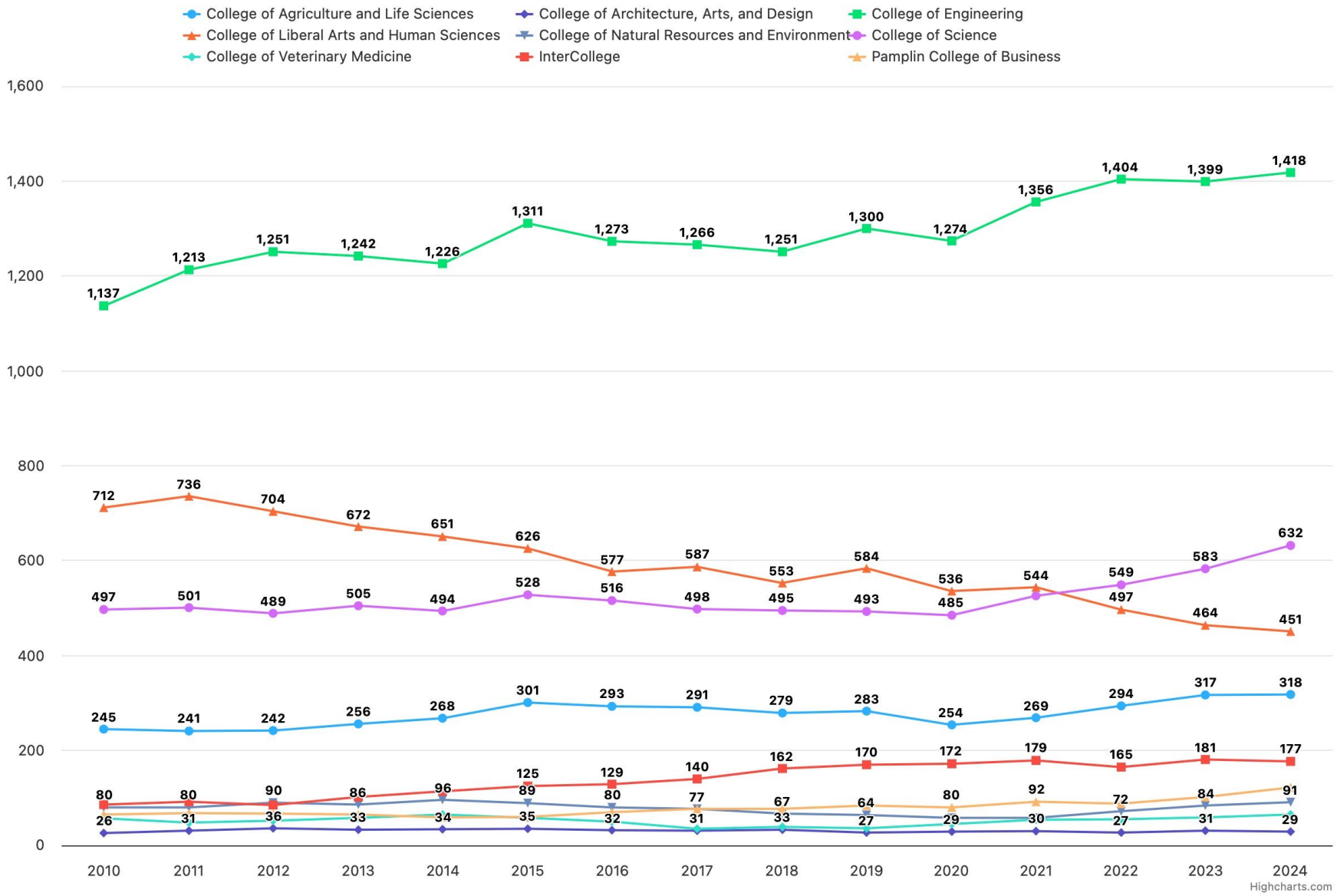




Masters Enrollment by College



Doctoral Enrollment by College



Net Graduate Resource Calculation

As of July 22, 2025

	Fiscal Year 2024-25		
	Masters	PhD	Total
Stipend	(27.7)	(81.4)	(109.1)
Tuition Remission	(17.0)	(44.4)	(61.4)
Estimated Fringe Benefit	(3.7)	(9.6)	(13.3)
Total Cost	(48.4)	(135.4)	(183.8)
(less) Resources Received			
Extramurally Funded Stipends	11.6	39.5	51.1
Extramurally Funded Remissions	6.7	21.2	27.9
Extramurally Funded Fringes	1.5	4.6	6.1
Self Funded Tuition & Fees	52.6	10.6	63.2
	72.4	75.9	148.3
Net Surplus / (Cost) to the University	24.0	(59.5)	(35.5)

Notes

a) Excludes professional graduate students (DVM, MD)

b) Costs are limited to those specified, do not include instructional and/or support costs for this population

Percent International Graduate students

Student Level	2020	2021	2022	2023	2024
All	28%	32%	35%	37%	38%
Doctoral	43%	45%	47%	50%	52%
Master	16%	22%	26%	26%	26%

2. Path to Global Distinction

Discussion

BOV Retreat August 18, 2025

Read-ahead: Path to Global Distinction reference material

For reference: Innovation and Partnerships

Outline of Discussion Topics

Tim Sands (lead), Cyril Clarke and Dan Sui – (75 minutes)

- Importance of seeking Global Distinction
- Progress in research expenditures
- Peer comparisons and gap analysis
- Threats to achieving Global Distinction
- Virginia Tech's emerging Innovation Network

Importance of Global Distinction

- Achieving global distinction means…
  - …leading Virginia universities in attracting and convening the top talent and partners from around the world to the Commonwealth and to our innovation network, thereby fulfilling our role as Virginia's land-grant research university with a commitment to economic development in Virginia and the U.S.
- Key indicators of achieving global distinction
  - Top 10 U.S. land-grant university in the global university rankings (e.g., Times Higher Education) – currently tied for #15
  - AAU membership – currently not a member, but considered to be a contender

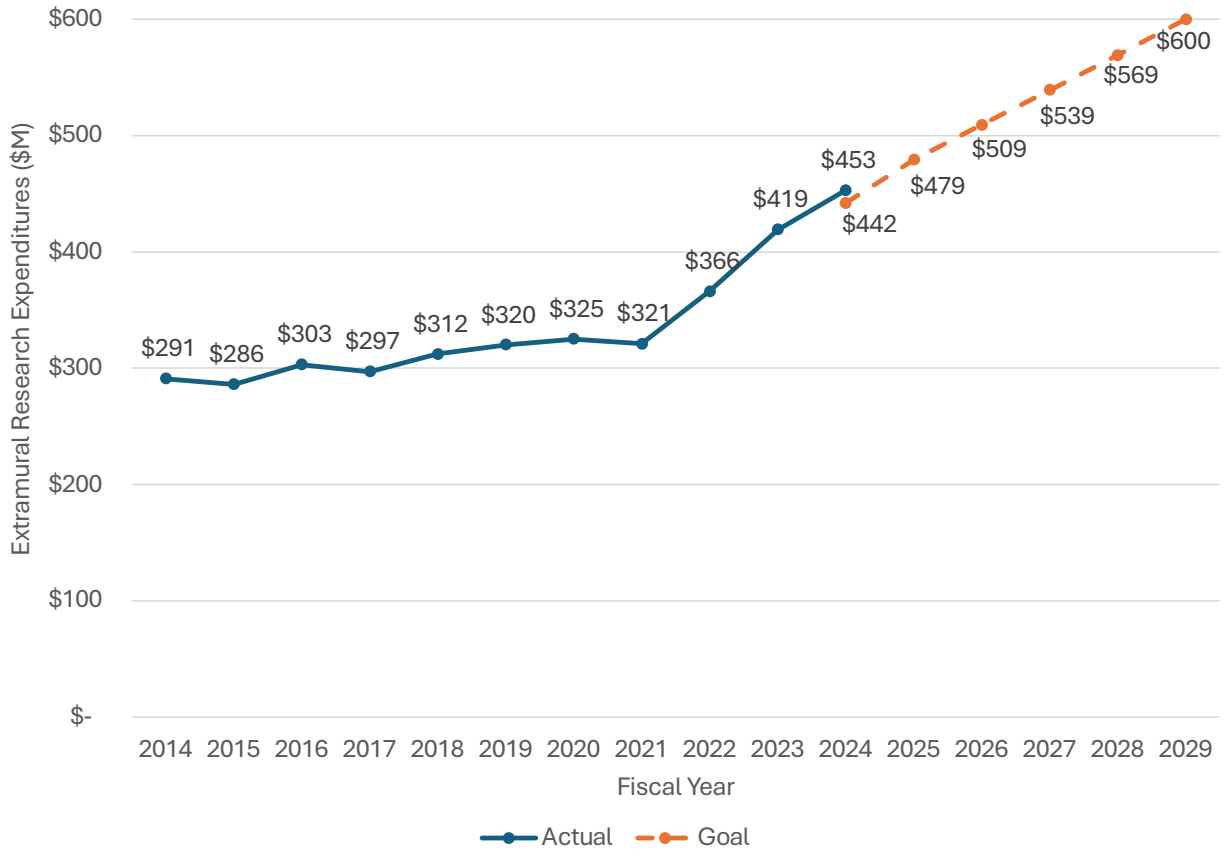
Discussion Topic

- How else might achieving global distinction impact Virginia Tech's ability to carry out its mission?

Extramural Research Expenditures – Virginia Tech

Research expenditures sponsored by external organizations (federal government, industry, non-profits, state and local government).

Target is $600M in FY2029



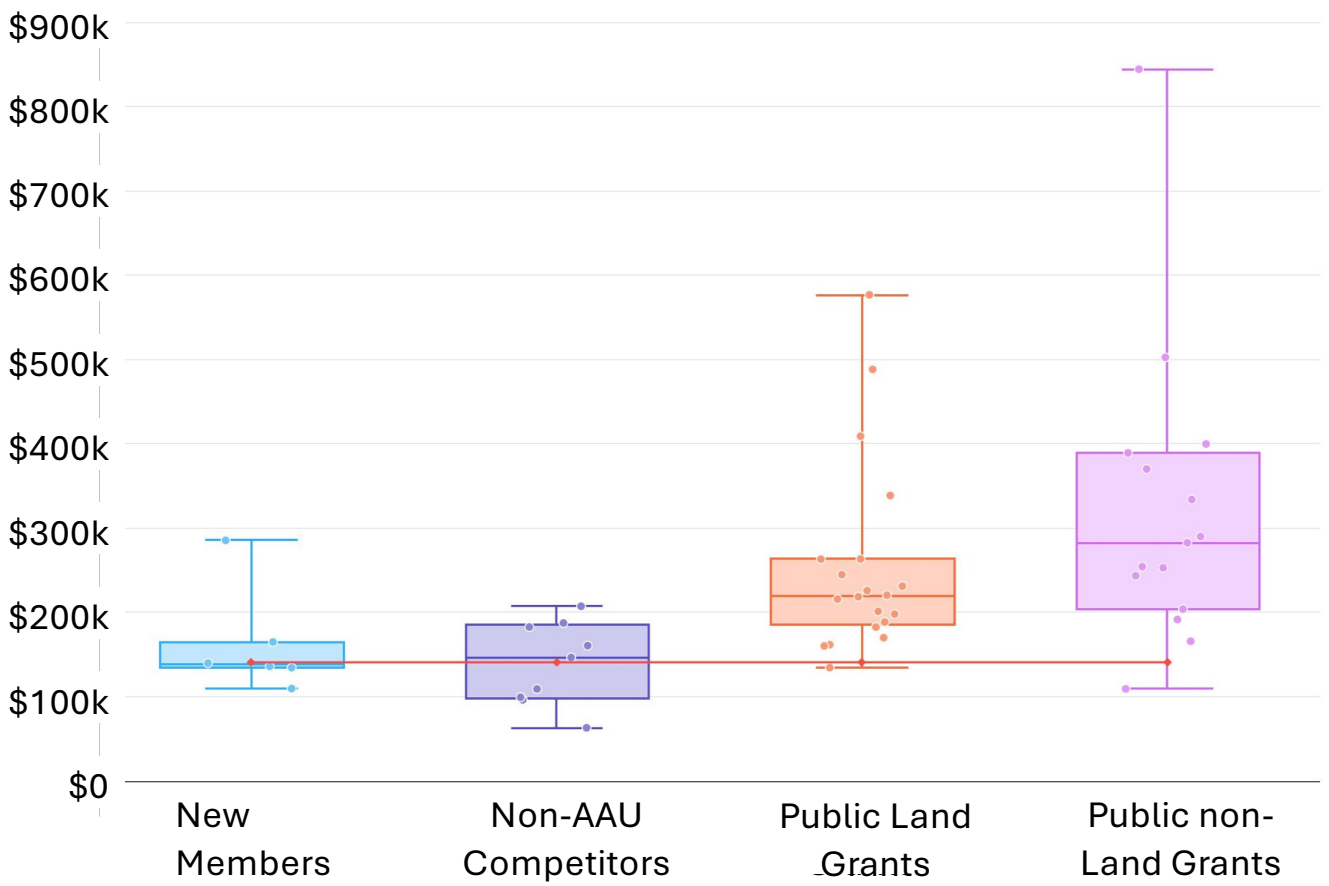
Progress in Research Expenditures

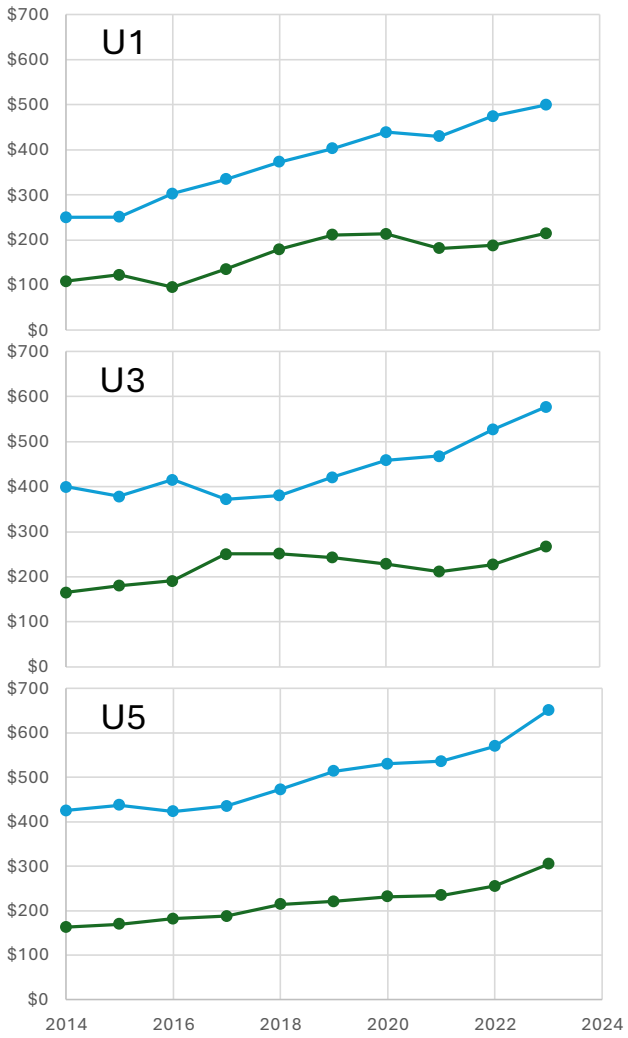
- Virginia Tech grew expenditures rapidly from 2000 – 2012
  - Focus on total expenditures, including internal investments
- Plateaued from 2012-2018
  - Growth outstripped enabling infrastructure
  - Focus from 2014 – 2019 on scaling undergraduate enrollment
  - Rebuild began under prior VPR and has continued under SVPRI Sui
- Surged in extramural expenditures starting in FY22
  - 41% increase in three years (FY21 – FY 24)
- Maintaining momentum in FY25 despite headwinds

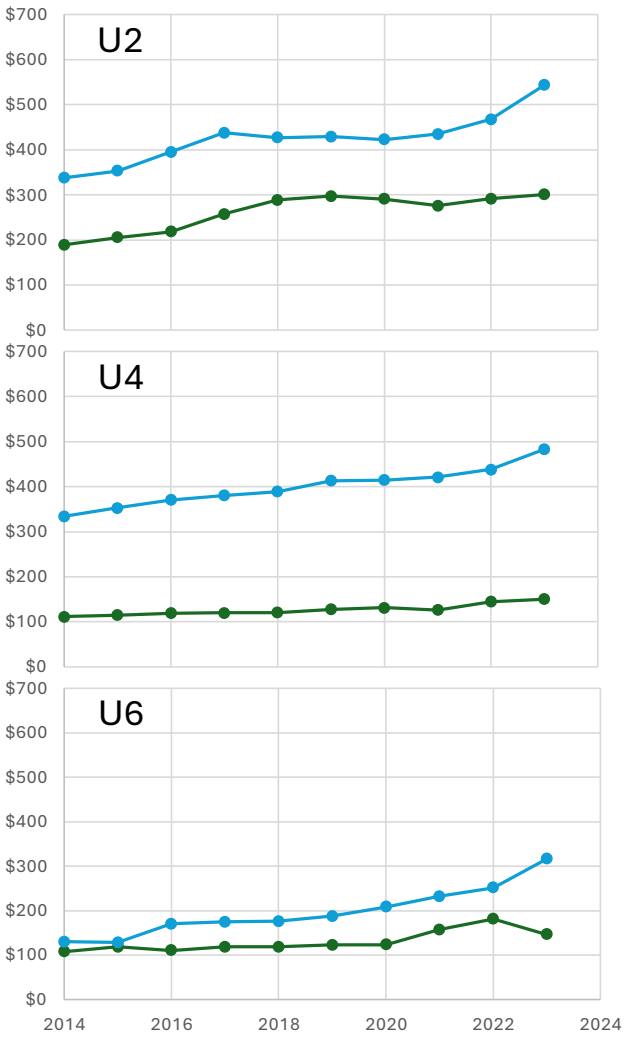
Example of a Key Metric – Federal Research Expenditures per faculty

Three-year average of FY 2021-2023.

Federal expenditures divided by number of faculty.

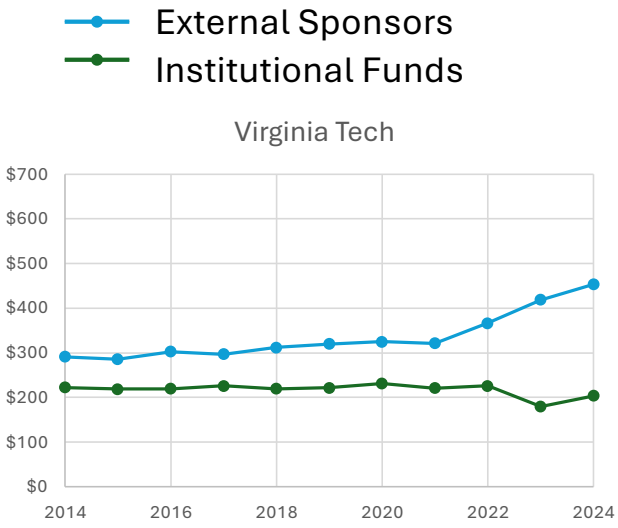






Peer trajectories ($M)

- All but VT and U4 are AAU members
- All but U1 are land-grant universities
- All but U3 and U4 have established medical schools



Discussion topic – Gap analysis

- Where should we focus attention and resources as we seek Global Distinction?

Discussion topic: Addressing threats to achieving global distinction

- Federal discretionary spending, including research spending, is under extreme pressure. How can we adjust?
- Advancing research requires internal investment. Virginia Tech does not yet have the resources of some of its comparable peers. How can we raise private funding through philanthropy and industry partnerships to support the research mission?
- Virginia Tech does not yet have an Academic Health Center in the traditional sense. Can growth of biomedical research be sustained without a captive health enterprise?

Virginia Tech's Emerging Innovation Network

- The university as a distributed enterprise, engaging local communities in research and education that is customized to the needs of the community
- Traditional example: Over 100 years of Agricultural Research and Extension Centers (ARECS)
- More recent examples
  - The VTC Health Science and Technology campus in Roanoke
  - The FBRI partnership with Children's National Hospital in DC
  - Academic Building One and the Institute for Advanced Computing in Alexandria
  - The National Security Institute in Arlington and Blacksburg
  - The emerging Coalition for Smart Construction in Falls Church

Discussion Topic: What's next for the VT Innovation Network

- How do we leverage the Innovation Network to achieve global distinction?
- What are the barriers to creating an effective network that elevates Virginia Tech as the model for a new generation of research universities? How do we address those barriers?
- Can/should the Innovation Network become a truly global network that connects back to the Commonwealth of Virginia?
  - What are the risks?
  - What are the opportunities?

Path to Global Distinction

Read-ahead reference material

Board of Visitors Retreat

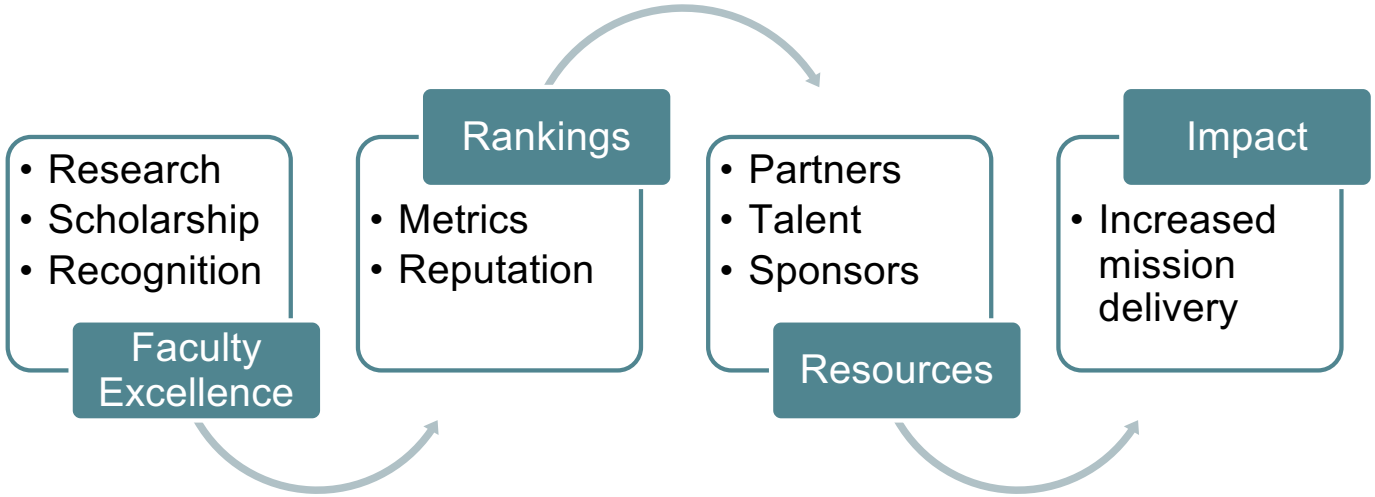
August 2025



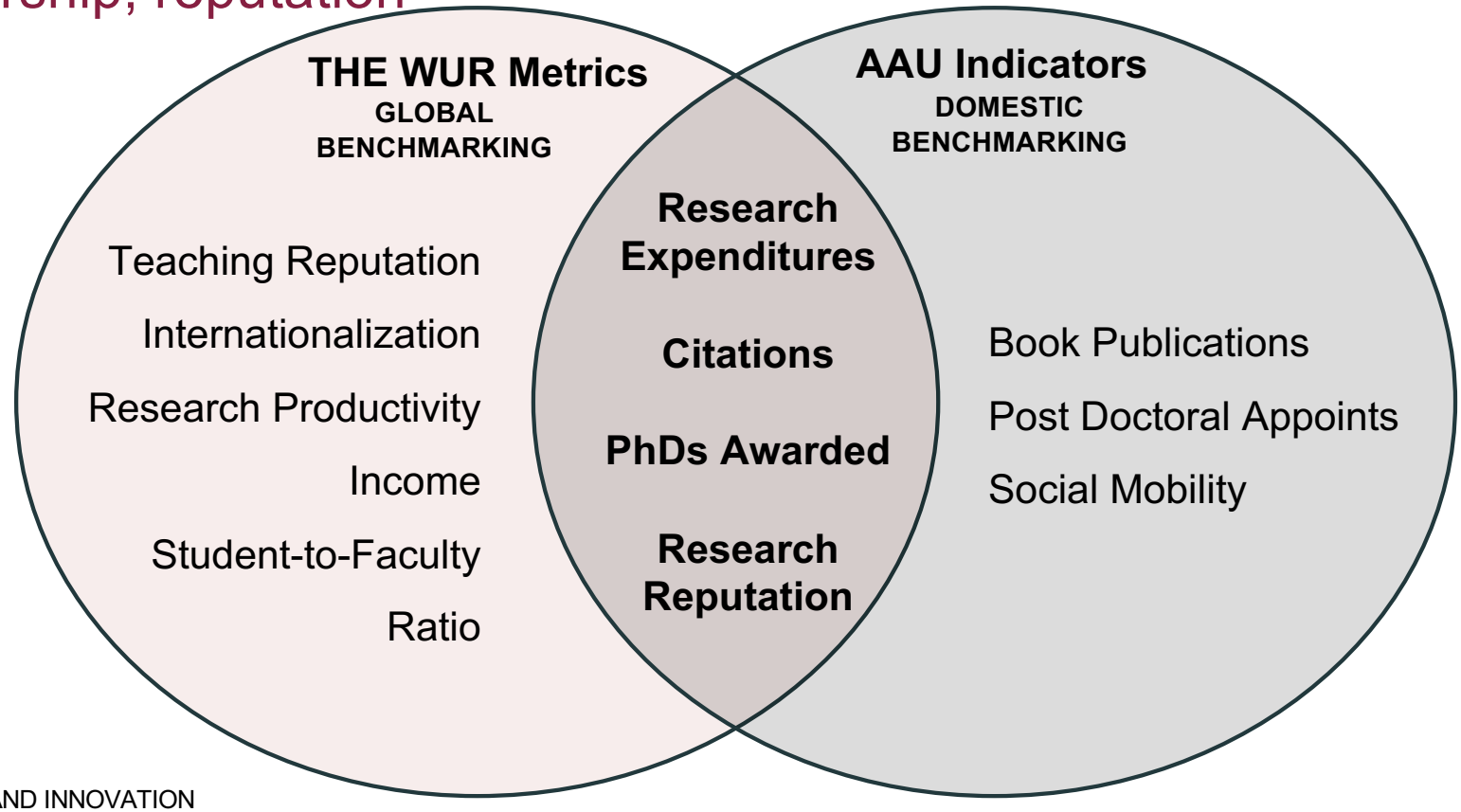
Global Distinction

Virginia Tech Global Distinction is the university's commitment to empowering impactful research, scholarship, and creative activity.

Global Distinction is a strategy that invests in faculty to increase university impact



Rankings rely on common metrics of scholarship, reputation



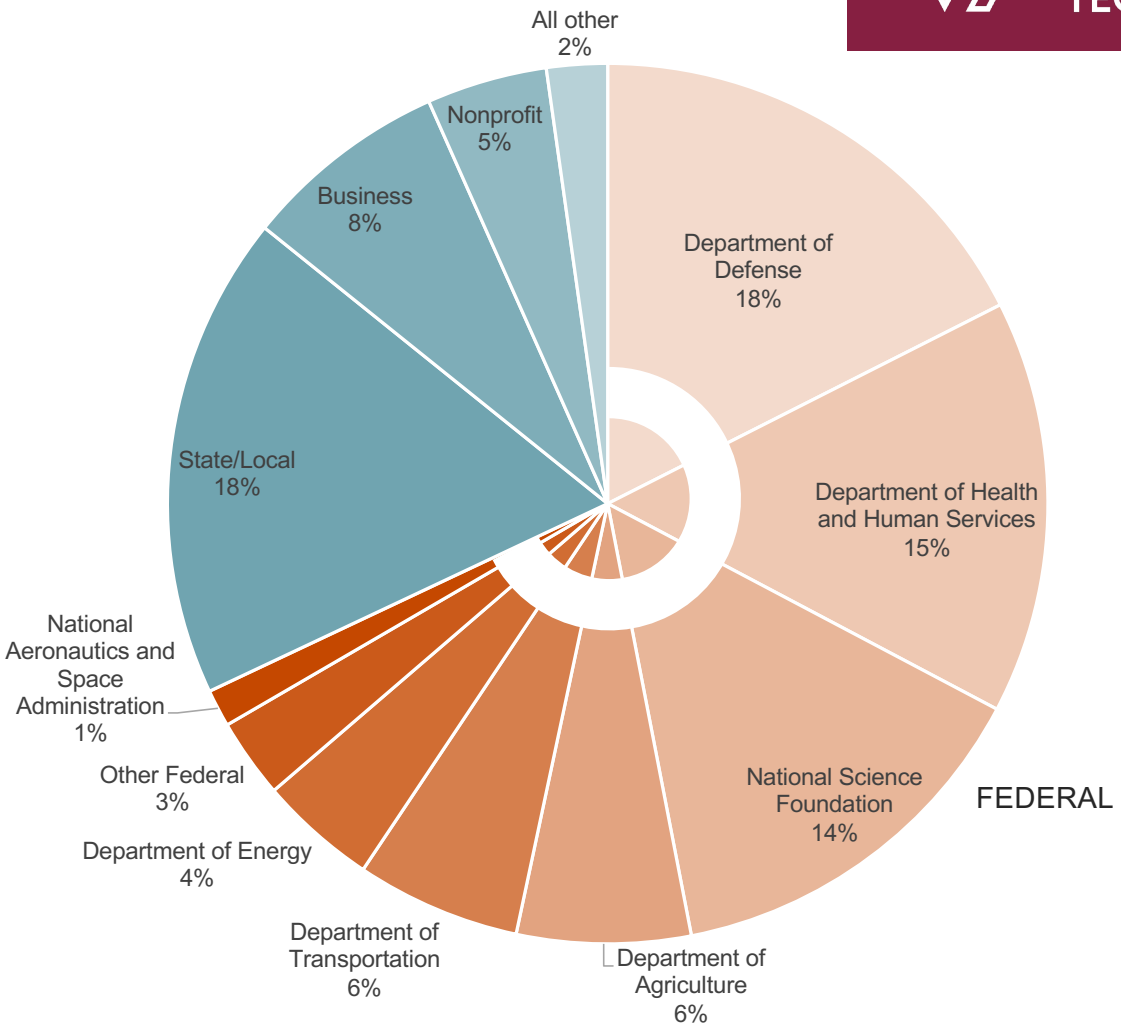


Research Expenditures

Landscape

BALANCED PORTFOLIO

Virginia Tech's sponsored research portfolio has support from a broad number of sponsors, with exceptional diversity compared to peers.





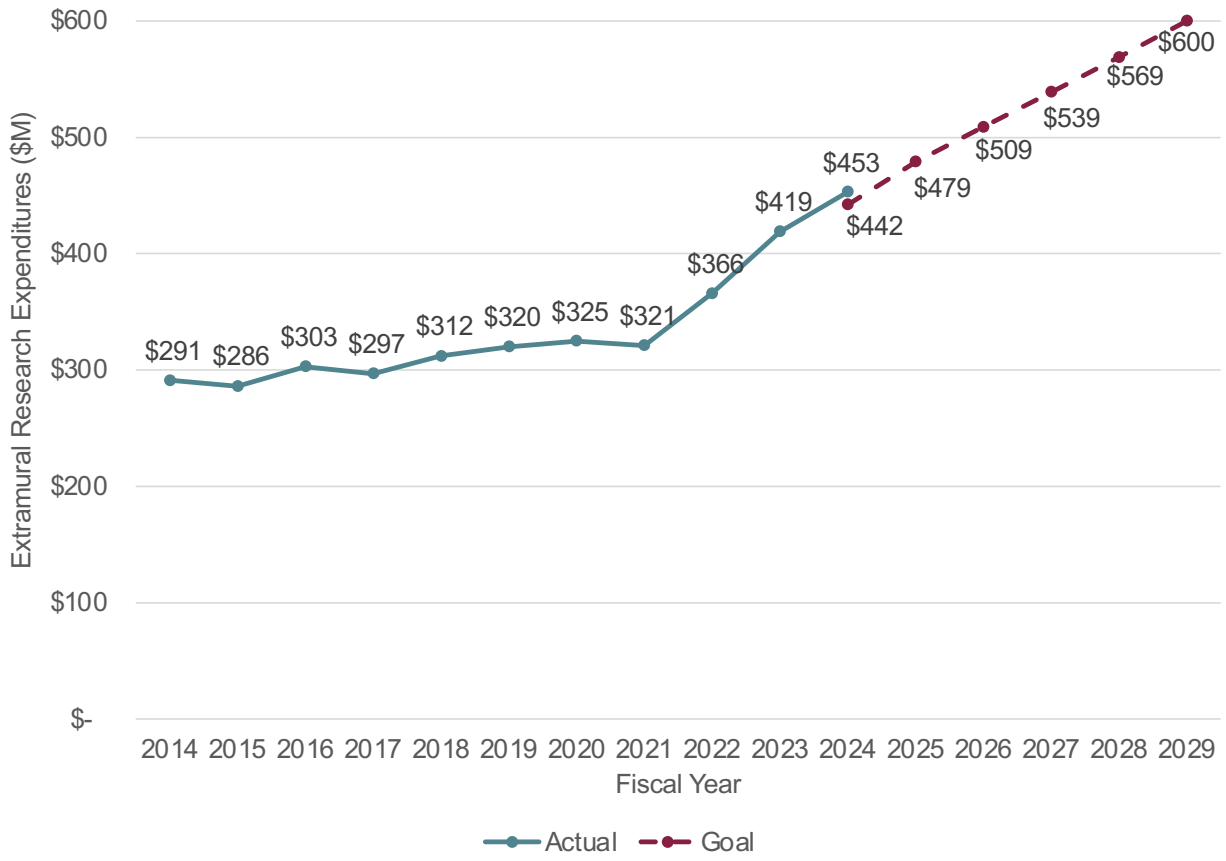
Strategic Plan

Critical milestones towards global distinction

Extramural Research Expenditures

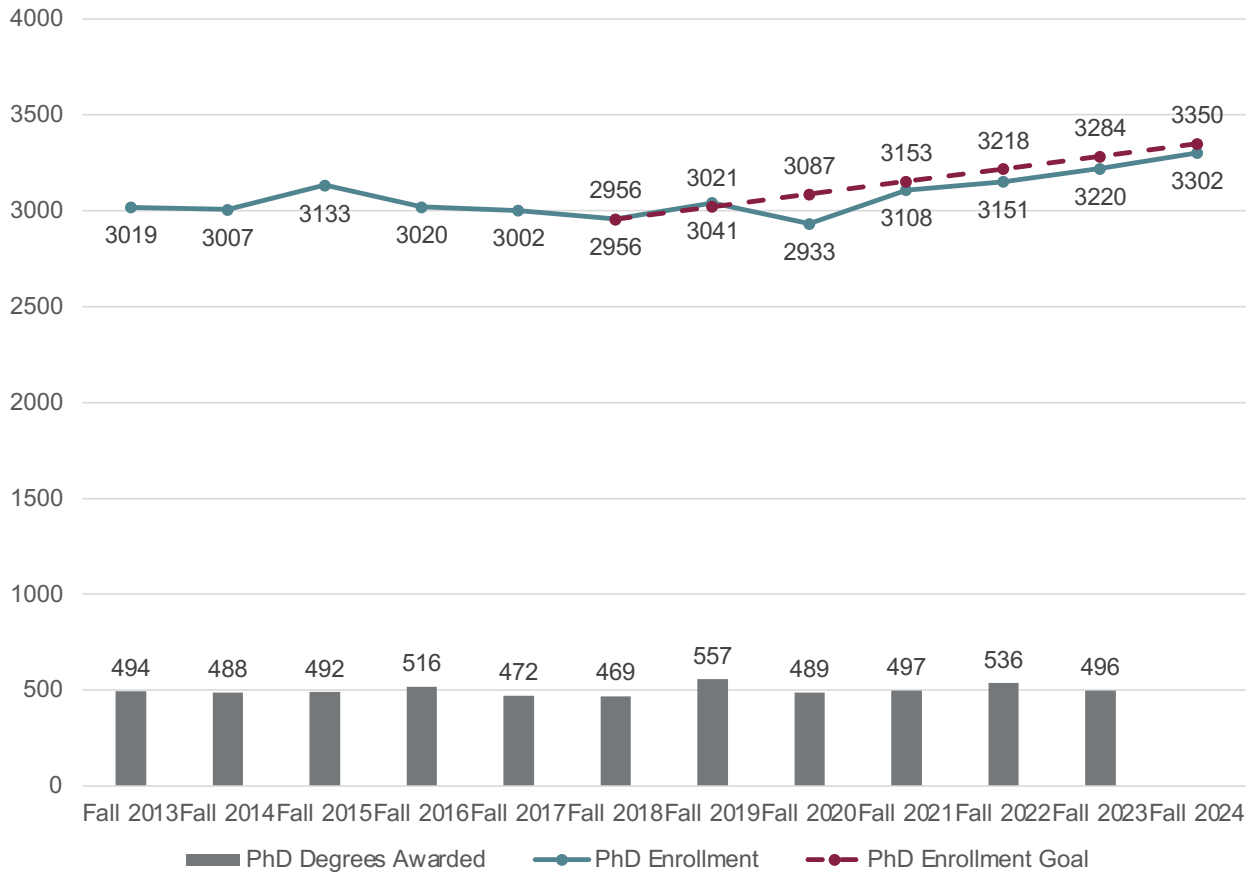
Research expenditures sponsored by external organizations (federal government, industry, non-profits, state and local government).

Target is $600M in FY2029



PhD Graduate Student Enrollment

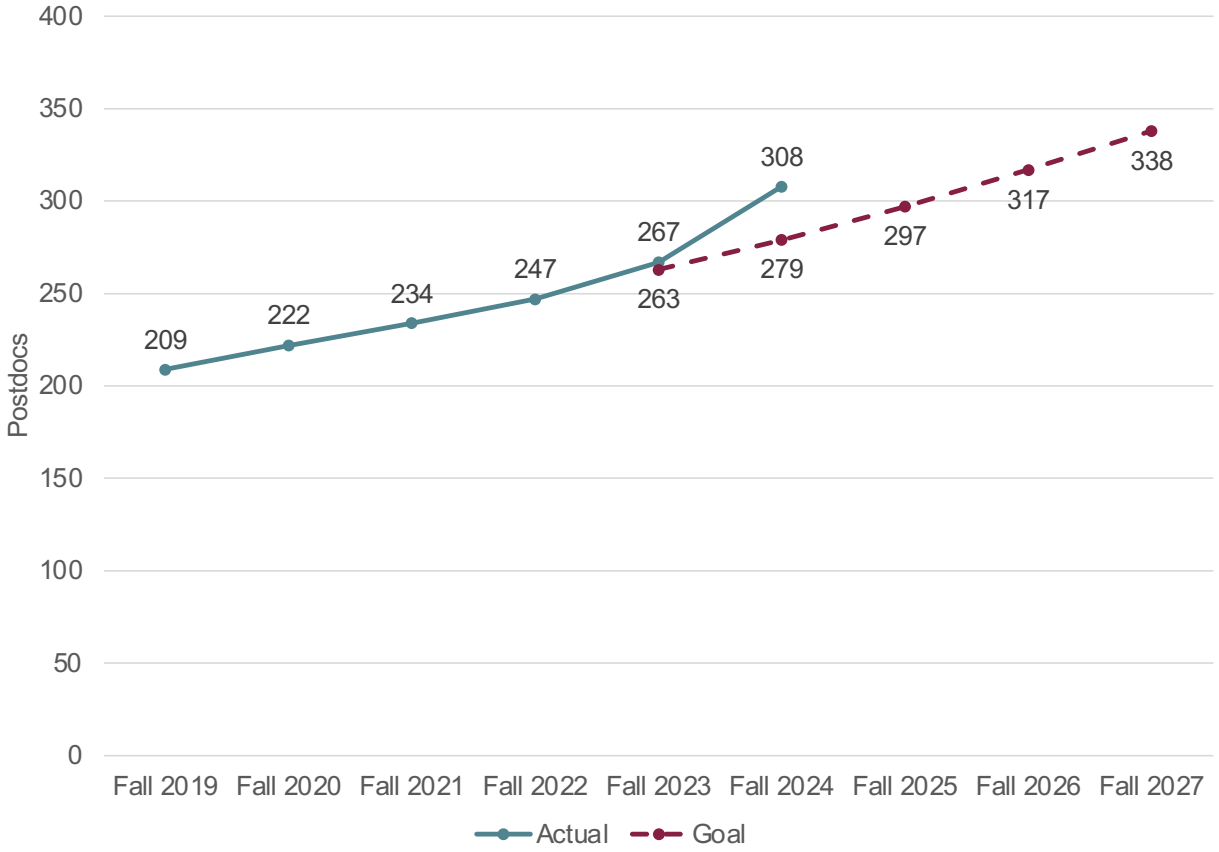
Graduate student enrollment is leading indicator for degrees awarded.



Postdoctoral Appointees

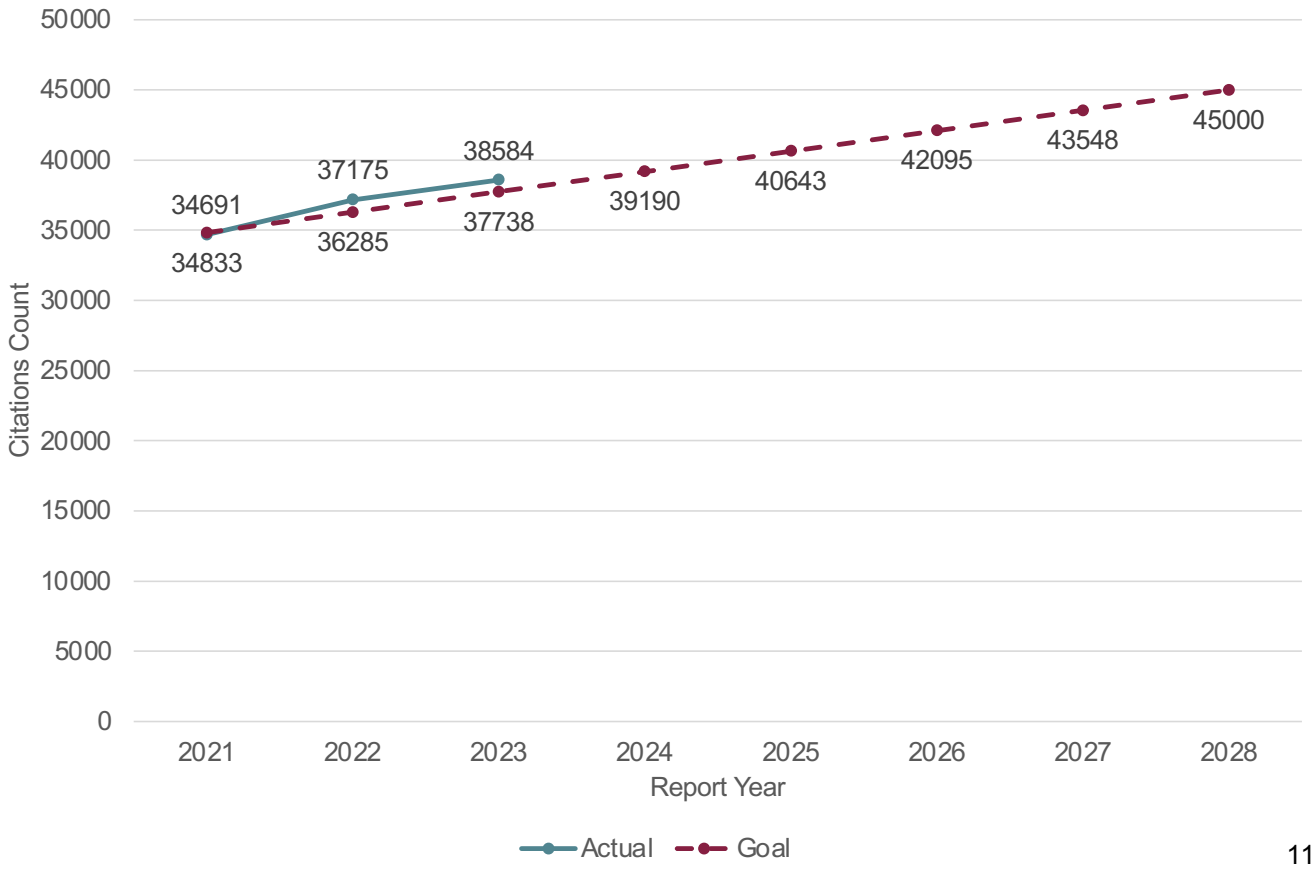
Postdocs is snapshot in fall of number of postdoctoral associates and other researchers less than five years post-PhD awarded.

Target is 338 in FY27.



Citations

Citations are total citations over previous five years





Key Indicators of Reputational Excellence

Association of American Universities Members

AAU includes 21 Land Grant universities (including seven university of California schools)

AAU members represent a cohort of top-ranked comprehensive research universities.



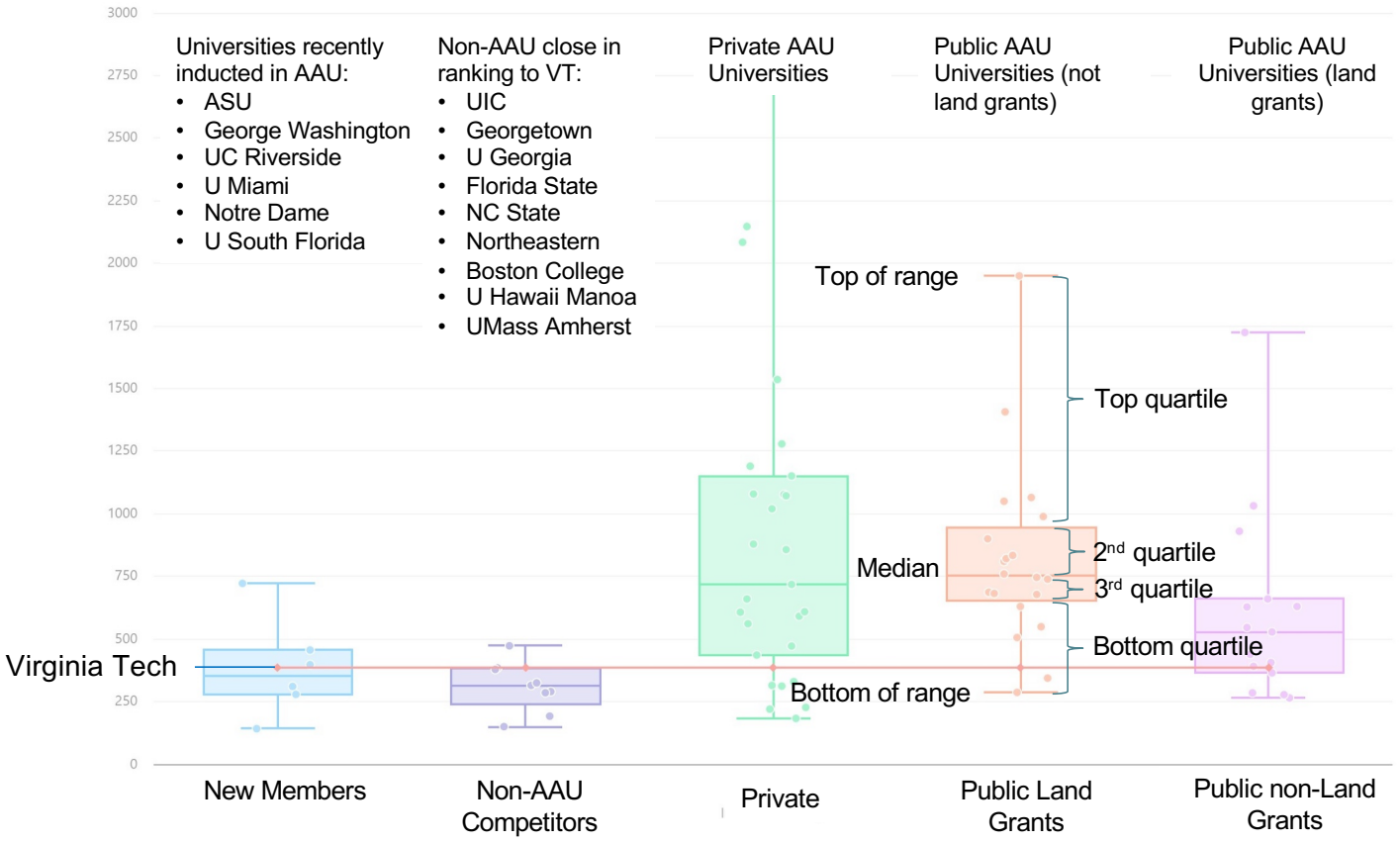
Association of American Universities Membership Indicators

"The Membership Indicators are a (…) set of quantitative measures used to assess the breadth and quality of university programs of research and graduate education at U.S. based institutions."

These metrics are a useful set of benchmarks for global distinction aims.

- Federal Expenditures
- Prestigious Awards
- Citations
- Books
- Other expenditures
- Postdocs
- Doctoral Degrees

How to read these charts:

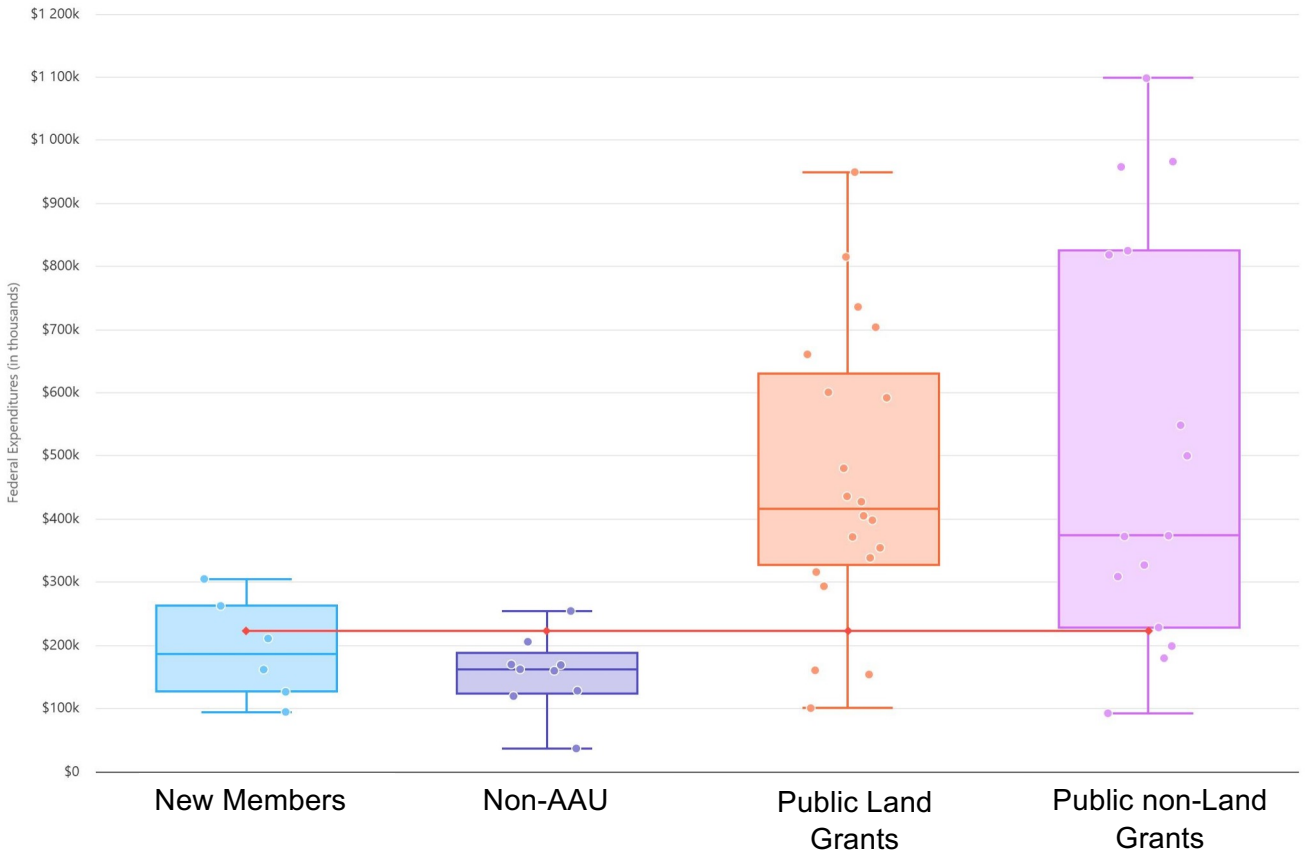


Federal Research Expenditures

Three-year average of FY 2021-2023.

Annual research activity sponsored by federal agencies, including where university is subcontractor to another organization.

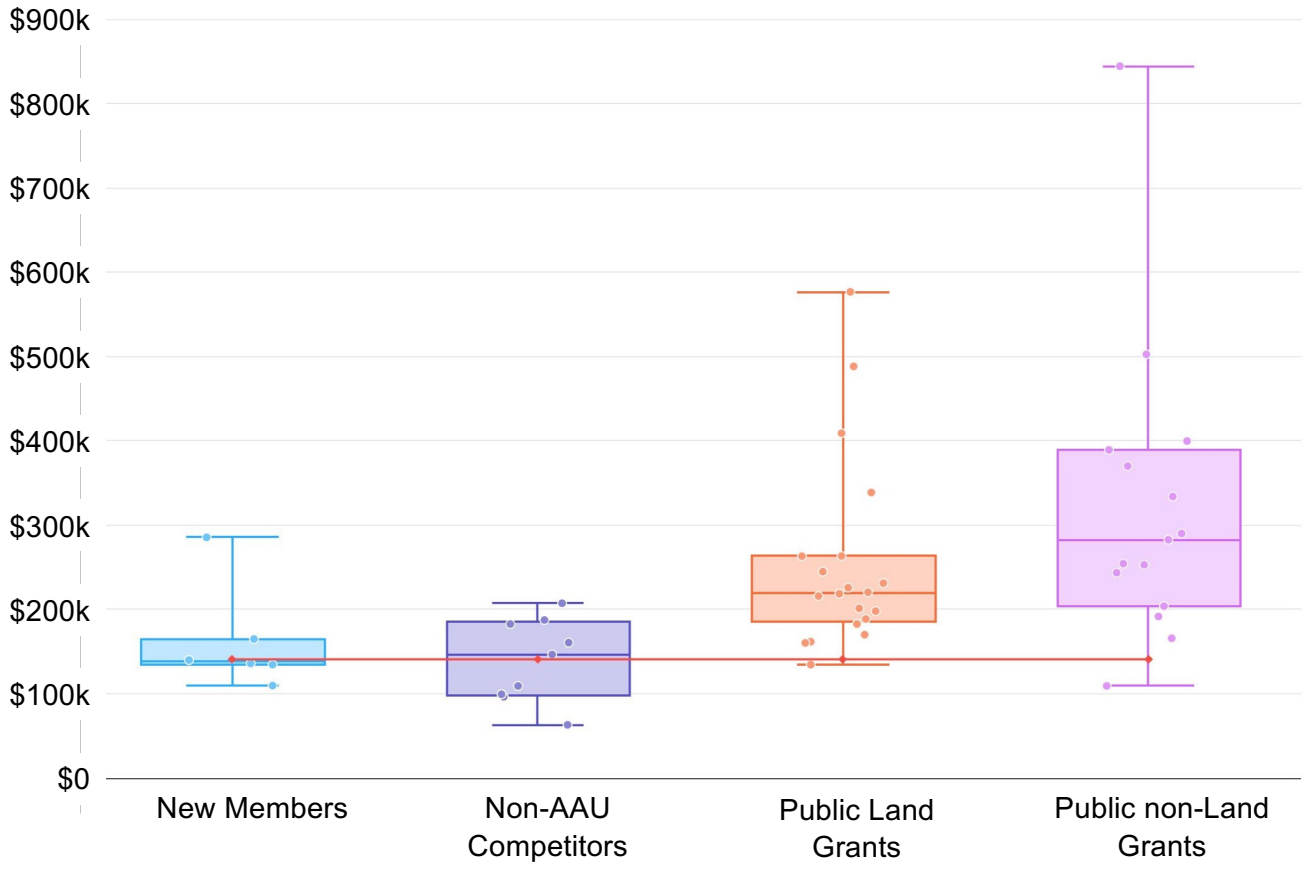
From annual Higher Education Research and Development survey conducted by National Science Foundation, accounting of all higher education research expenditures, by source.



Federal Research Expenditures per Faculty

Three-year average of FY 2021-2023.

Federal expenditures divided by number of faculty.

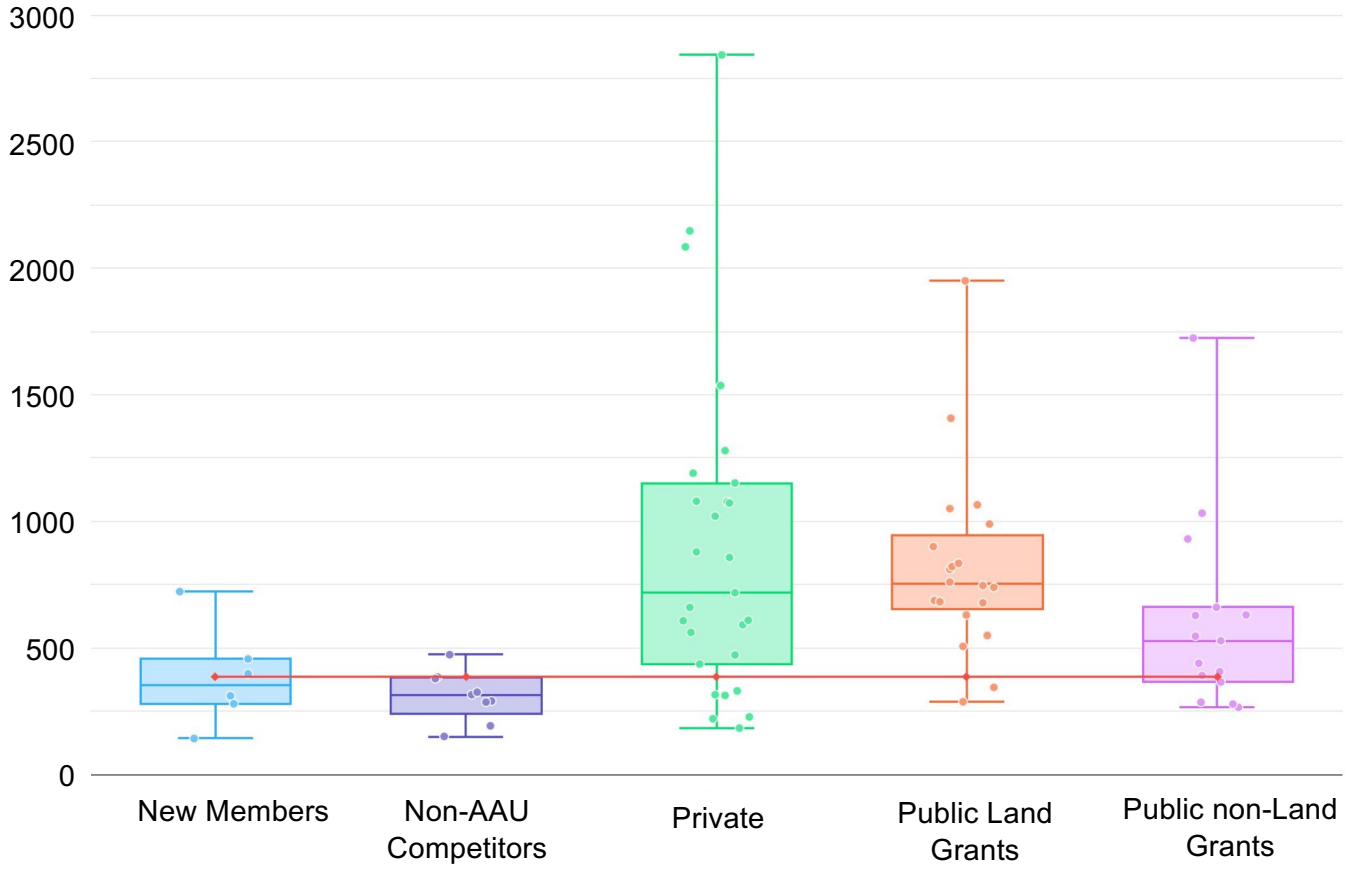


Prestigious awards

Count of external awards, fellowships, and other recognition that are categorized by national organizations as “prestigious” or “highly prestigious”.

Includes awards from national or international disciplinary organizations (e.g., American Chemical Association), Federal awards (e.g., PECASE or Fulbright awards), and memberships in National Academies of Science, Engineering, and Medicine.

From Academic Analytics.



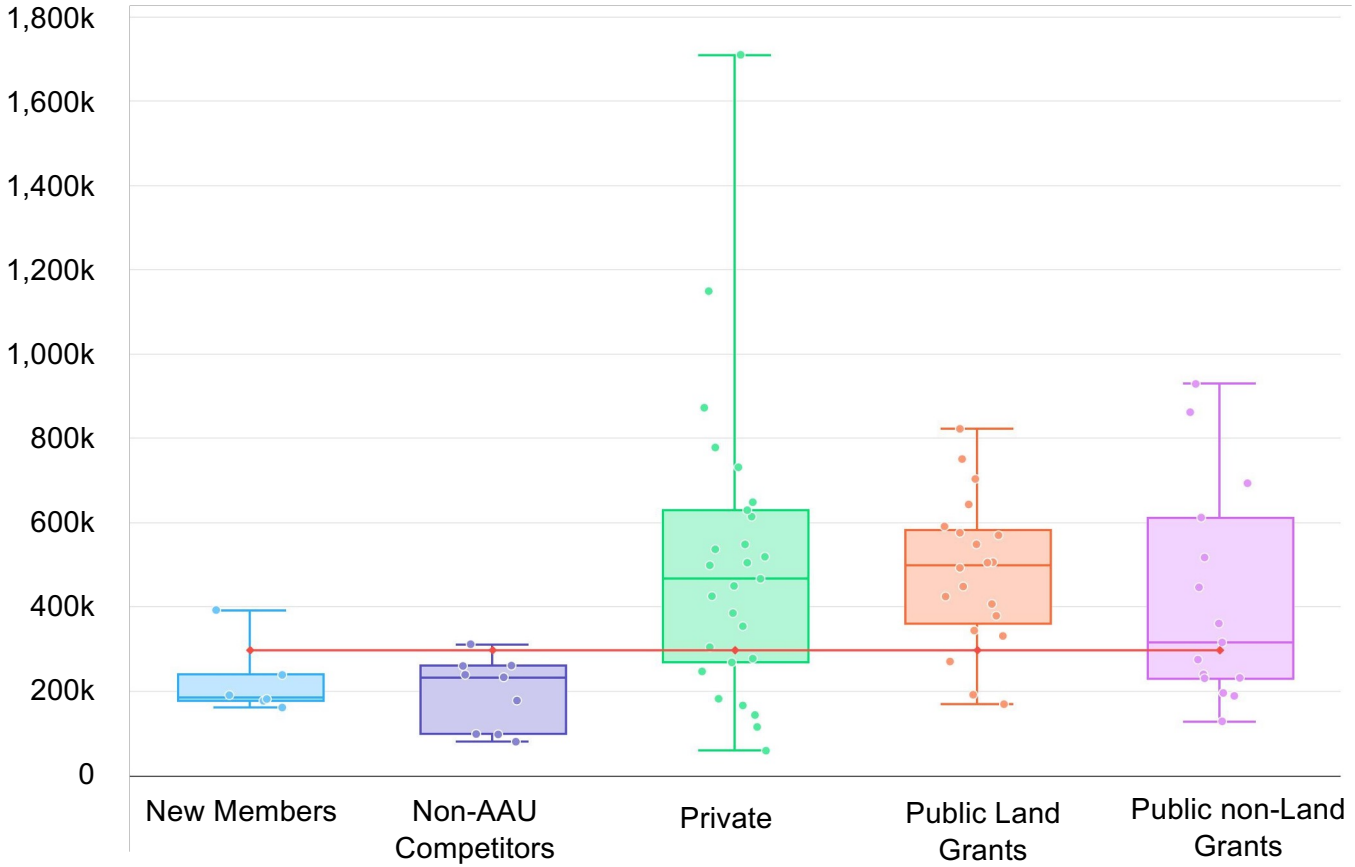
Citations

2021-2023 three-year average.

Count of citations of peer-reviewed scholarly publications.

Citations are cumulative over five year period. Citations increase over time; older publications have higher citation count.

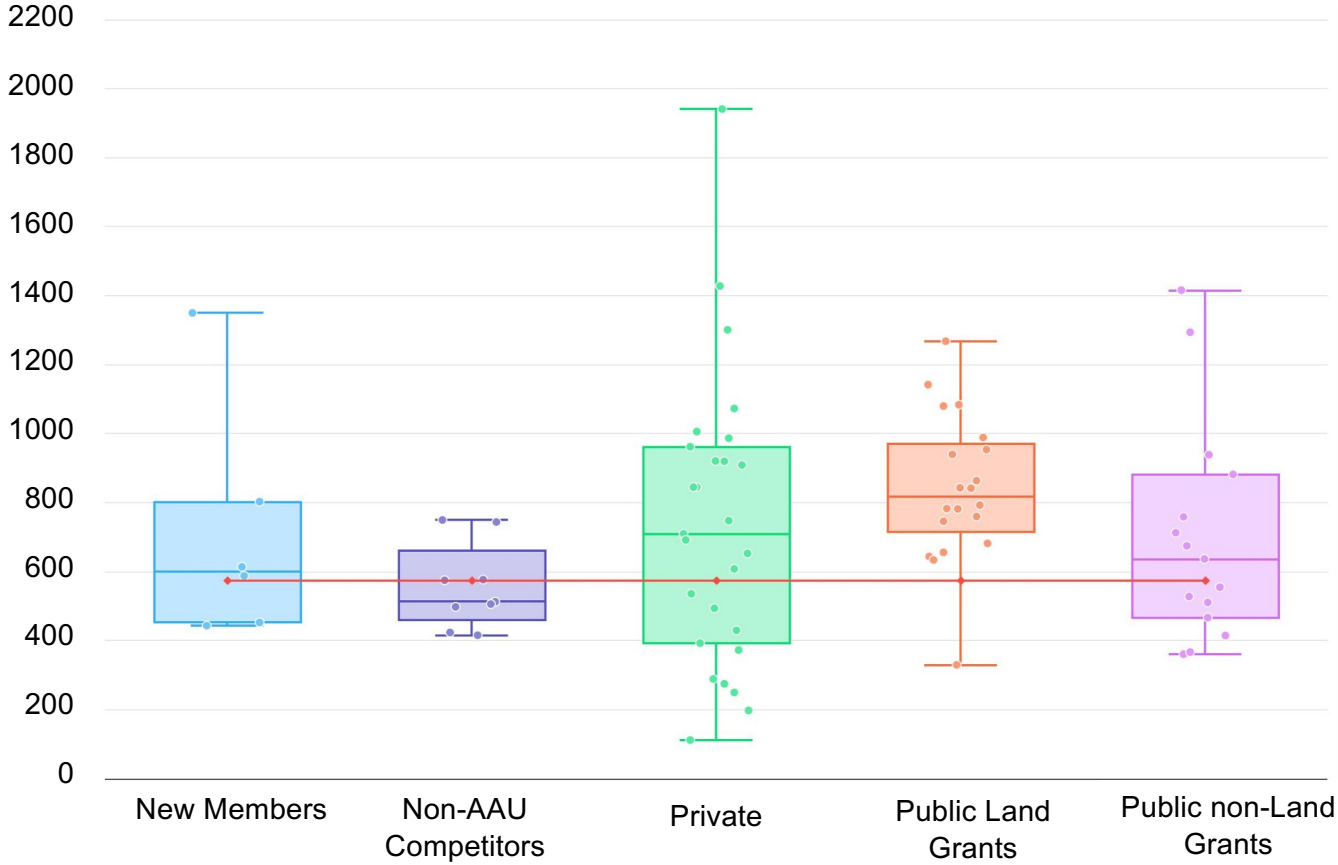
From Academic Analytics.



Books

Total books published over 10 year period (2013-2023).

From Academic Analytics.

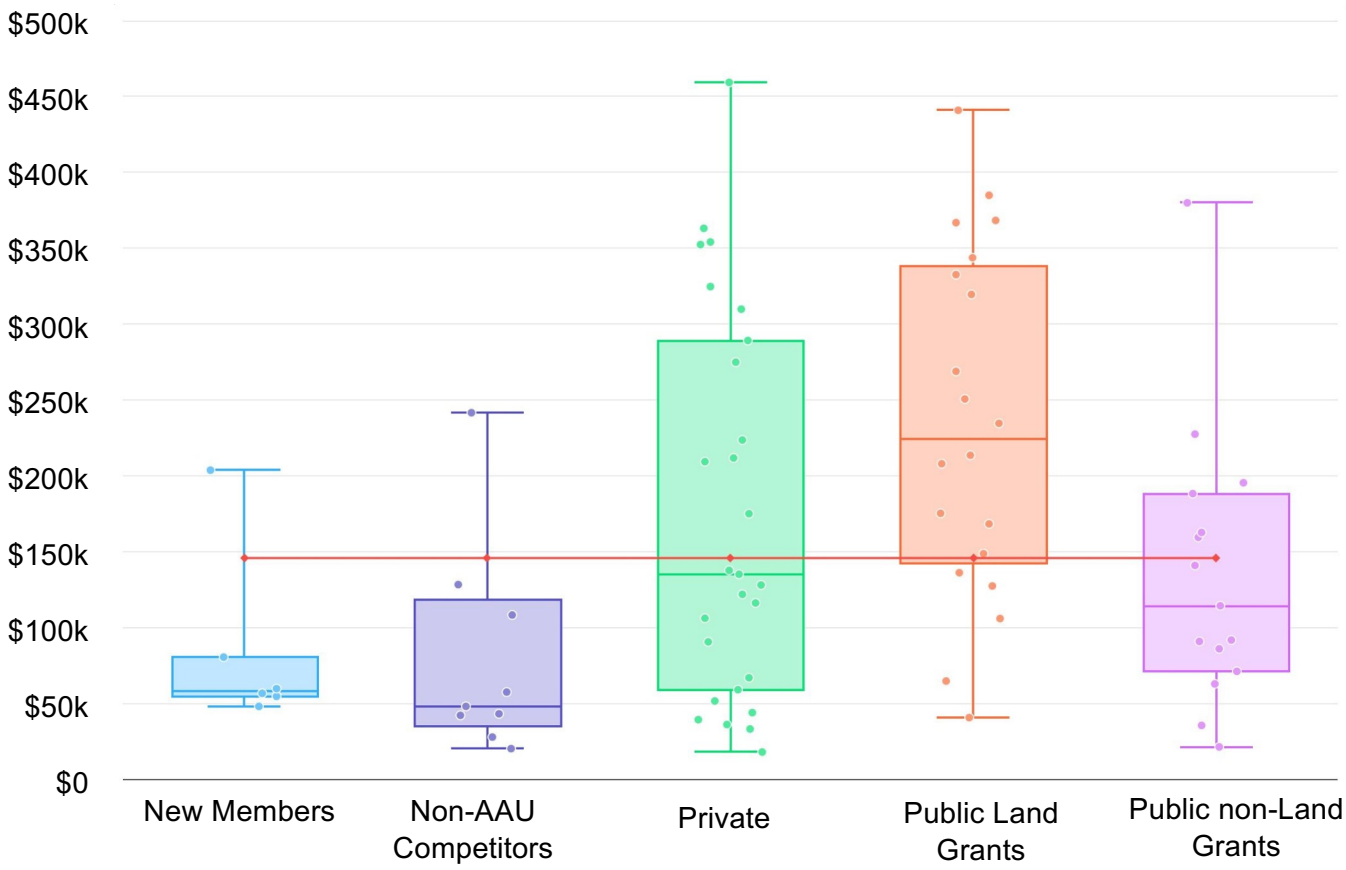


Other Sponsored Expenditures

Three-year average of FY 2021-2023.

Annual research activity sponsored by industry, non-profit, state and local, and all other sources, including where university is subcontractor to another organization.

From annual Higher Education Research and Development survey conducted by National Science Foundation, accounting of all higher education research expenditures, by source.

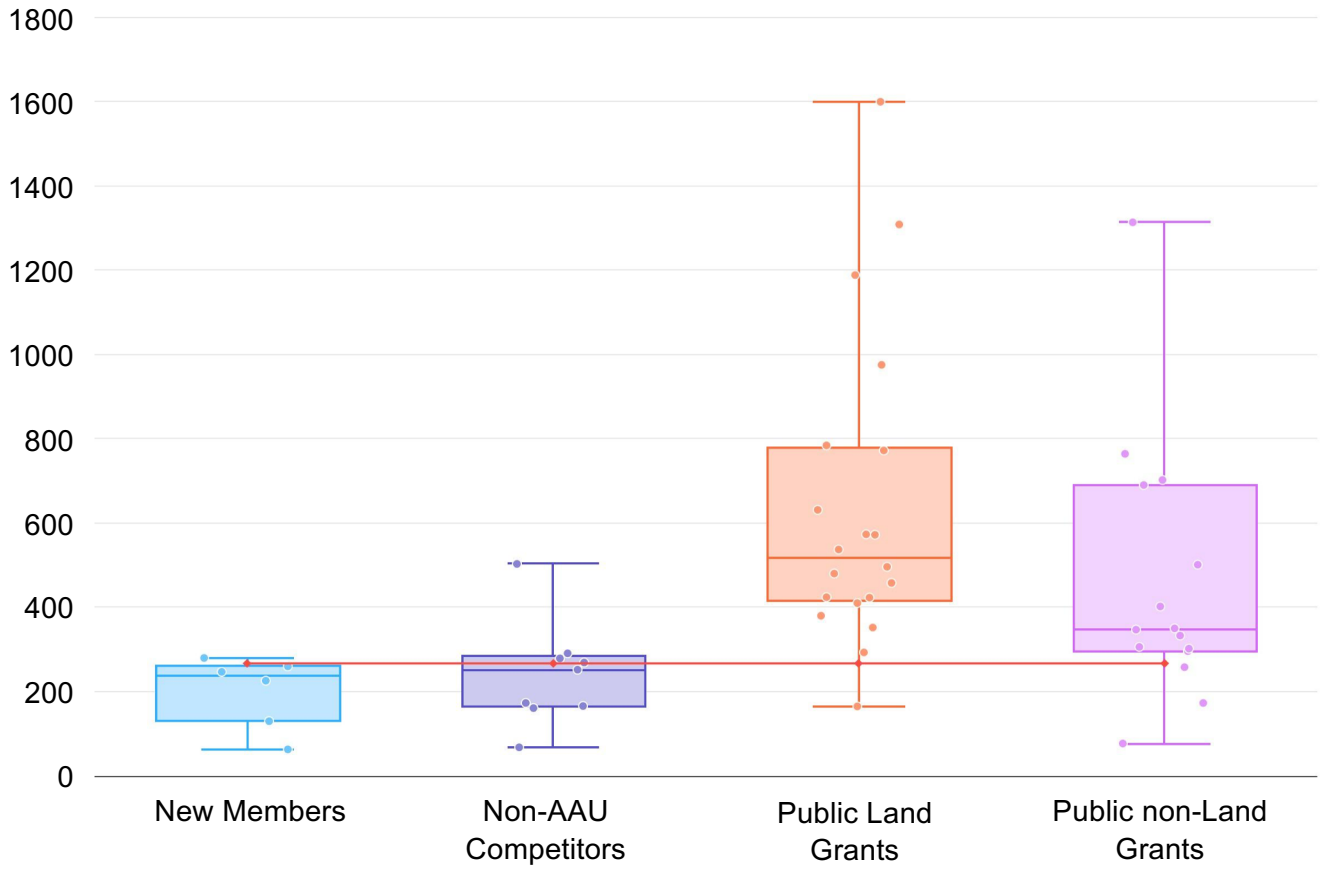


Postdoctoral Researchers

2023 data.

Virginia Tech defines "Postdocs" both as those with postdoctoral associate appointments, and those in other non-tenure, research faculty positions less than 5 years post award of their PhD.

From annual Survey of Graduate Students and Post-Doctorates in Science and Engineering conducted by National Science Foundation

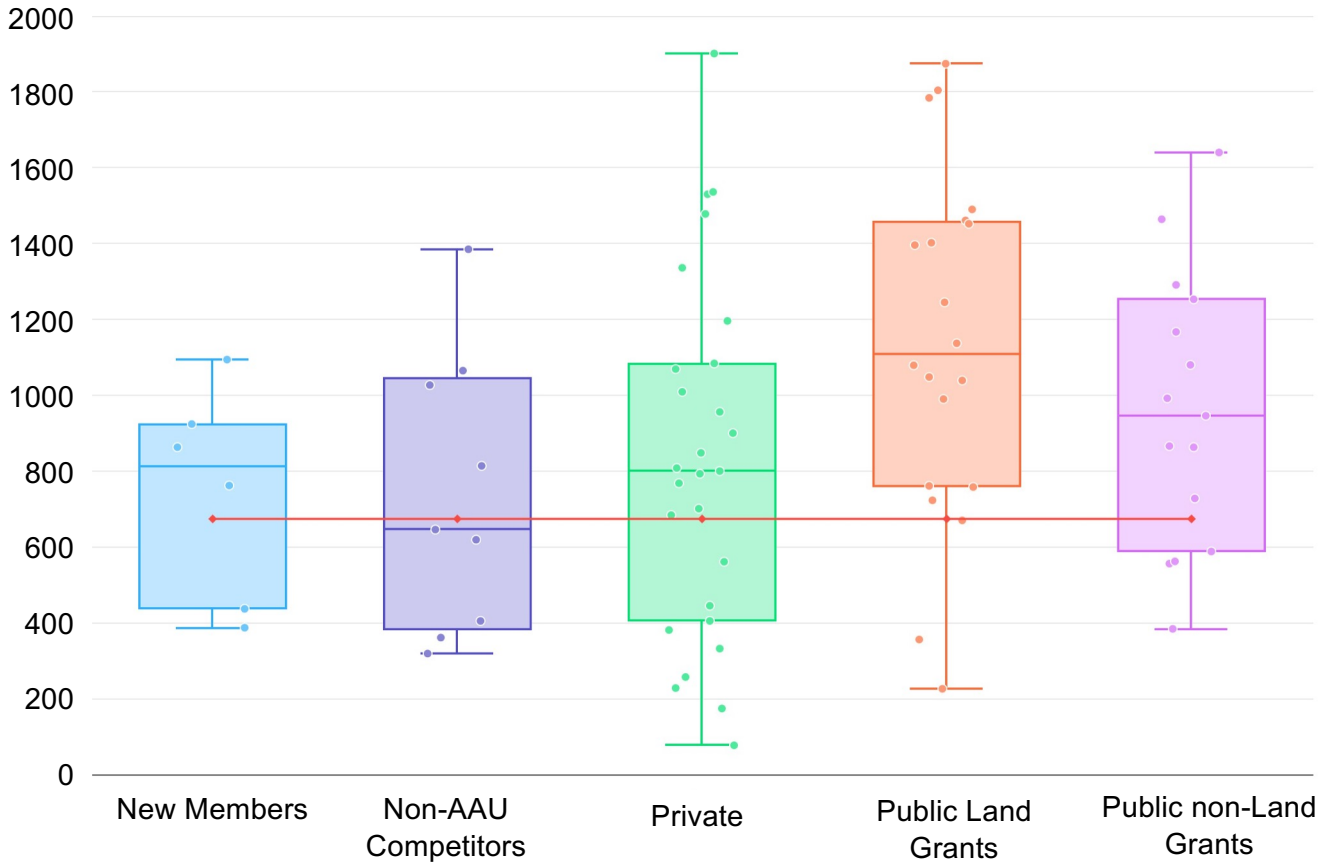


Doctoral Degrees

2023 data.

Number of PhDs granted annually.

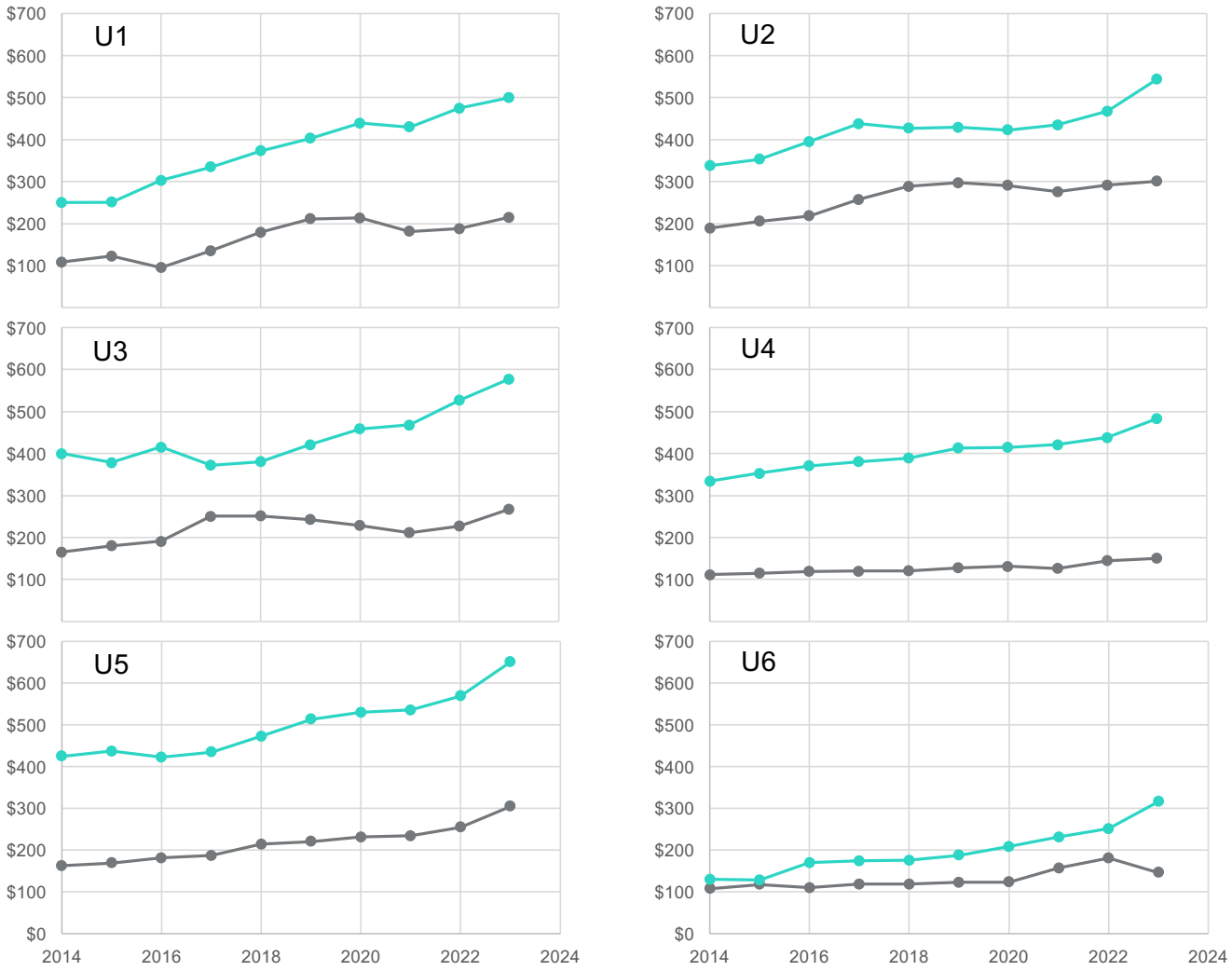
From Department of Education Integrated Postsecondary Education Data System.





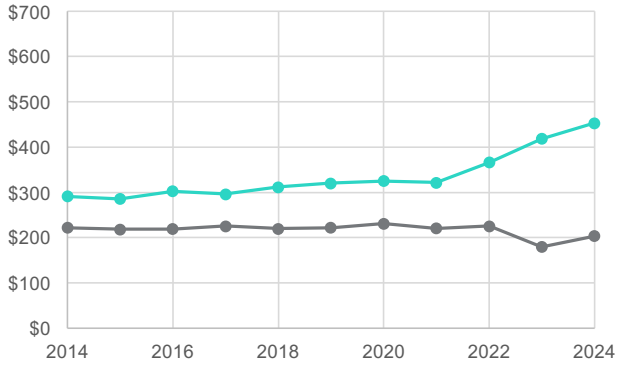
Example University Comparison

Research Expenditures By Source ($M)



External Sponsors
Institutional Funds

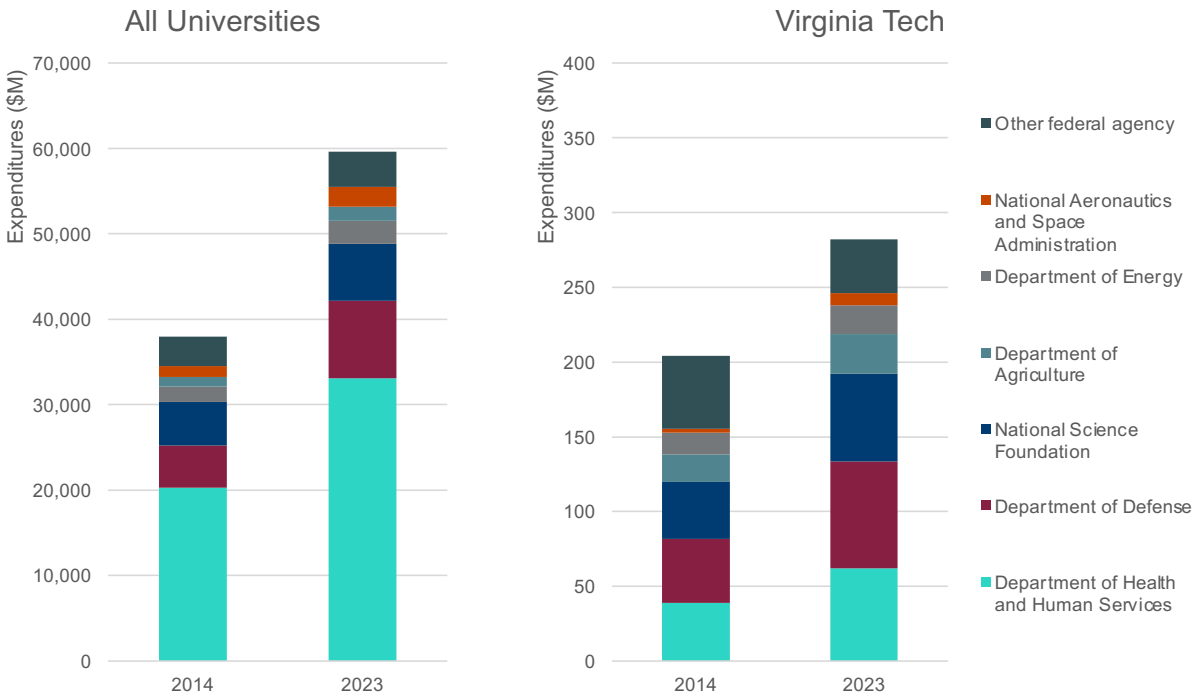
Virginia Tech



Federal Research Expenditures by Federal Agency

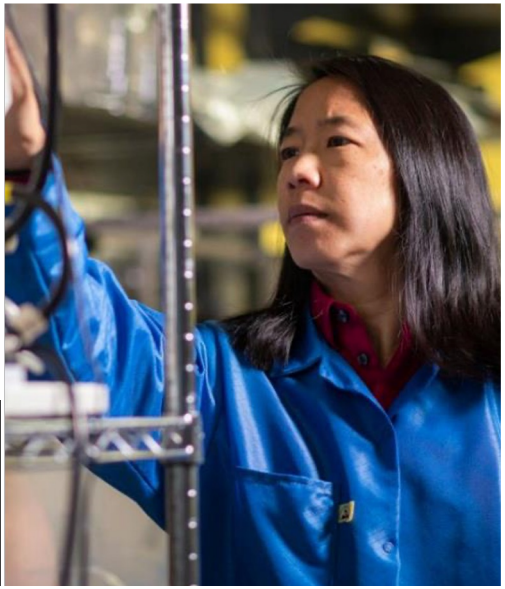
Nationally, Federally sponsored research expenditures grew from 2014 to 2023 by 57%, driven largely by a 63% increase in HHS funding (almost $13B).

Over that same time period, VT grew by 38%, with less capacity to benefit from dramatic HHS increase.









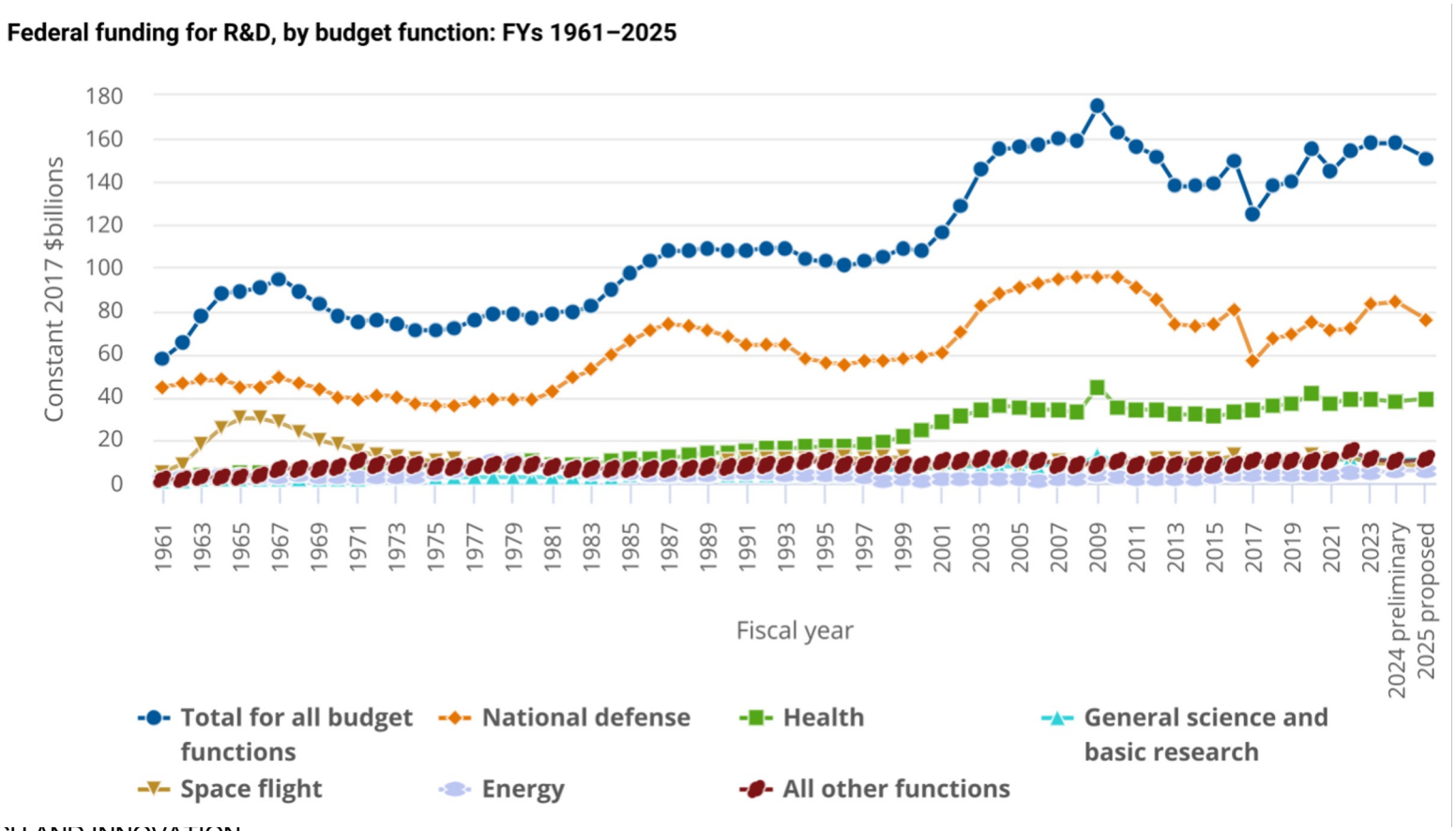
Strategic Differentiators

Strategic Investments in Health and Security

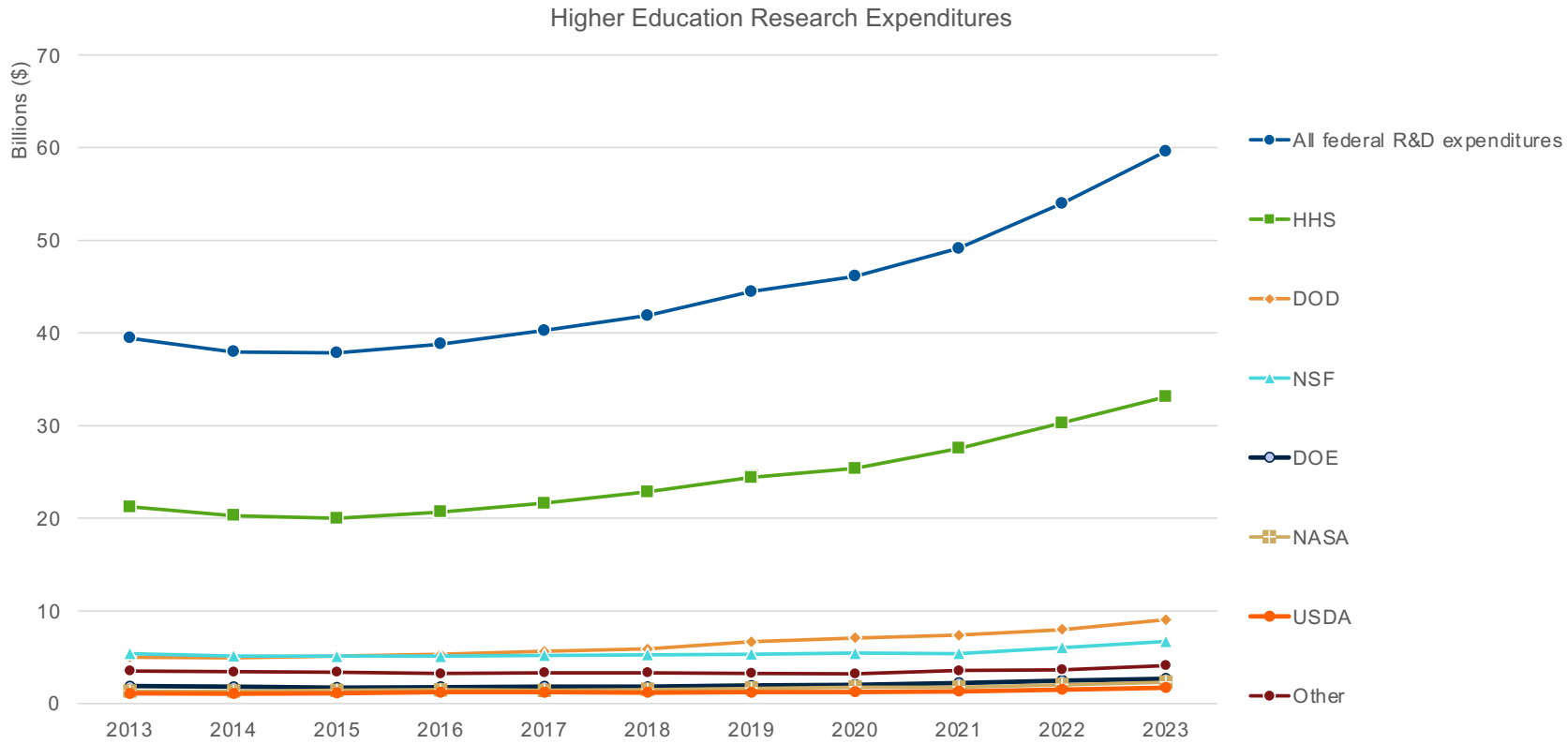
Intersection of Virginia Tech strengths and major sponsored research opportunities

Strategic investments include resources for thematic institutes; Destination Areas, and Research Frontiers

Health and defense are top two functions for federal R&D spending

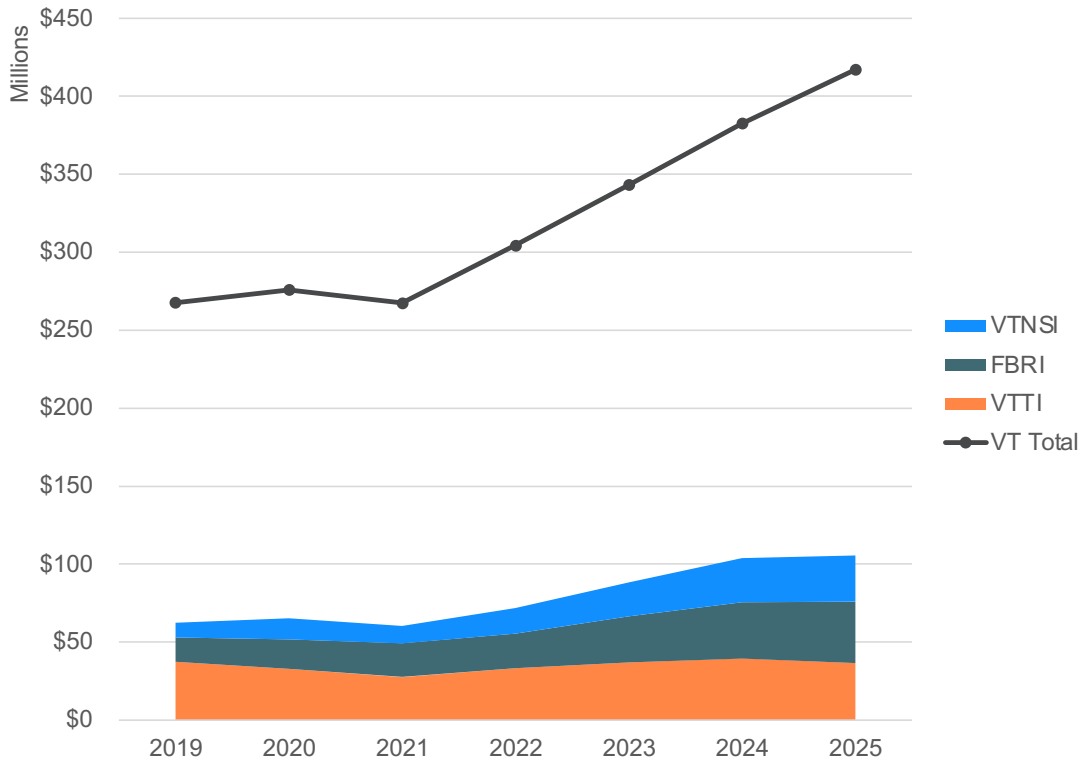


Health and Human Services is top sponsor of research in higher education



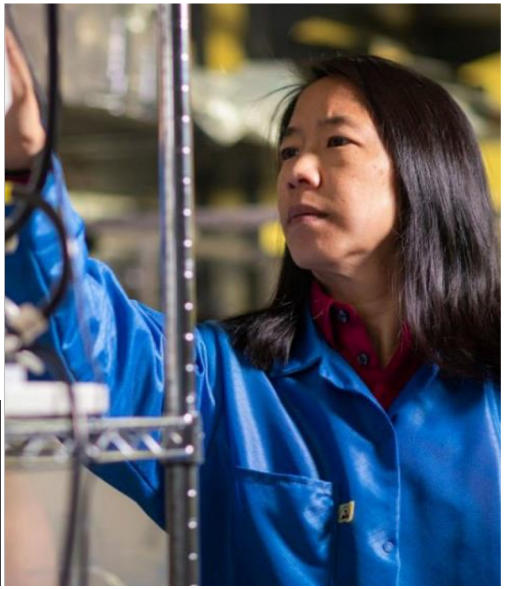
Institutes comprise growing share of research expenditures

Virginia Tech National Security Institute and Fralin Biomedical Research Institute grew from 9.3% of our sponsored research portfolio in 2019 to 16.6% in 2025









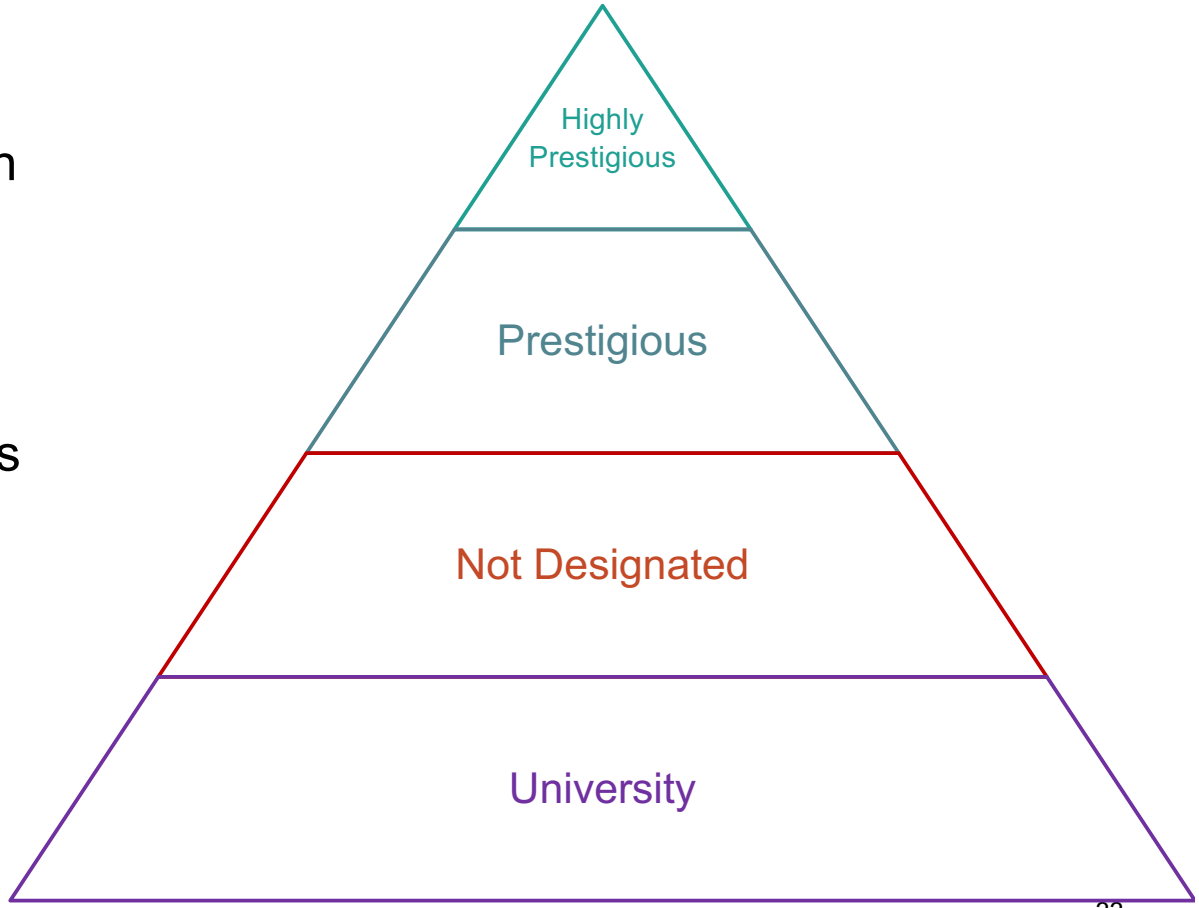
Faculty Distinction

Awards Scaffold

University awards aligned with pathways toward external recognition.

"Not designated", prestigious, disciplinary, or regional awards supported locally.

Highly prestigious supported centrally.



Strategies to support recognition

Data-driven approach to faculty nominations, pathways to highly prestigious awards.

Added support for faculty nominations.

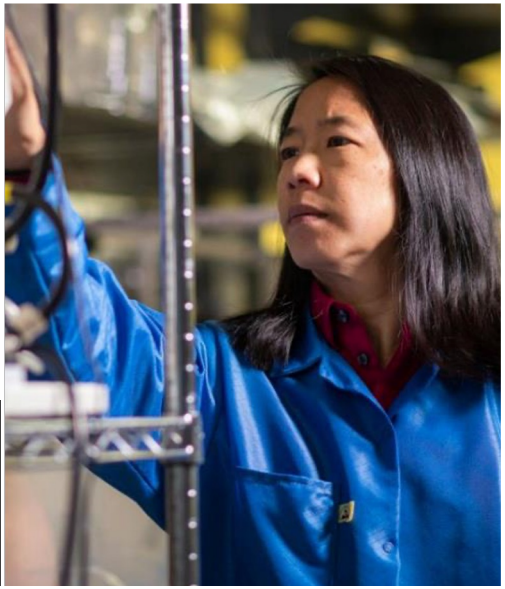
Awards are new metric in budget allocation

New university awards to recognize, reward faculty

- Early Career Scholarly Impact Award (three awarded annually)
- Engaged Research Award (one awarded annually)
- Frontier Award (three awarded annually)
- Jacob A. Lutz Award for Eminent Scholars (four awarded annually)

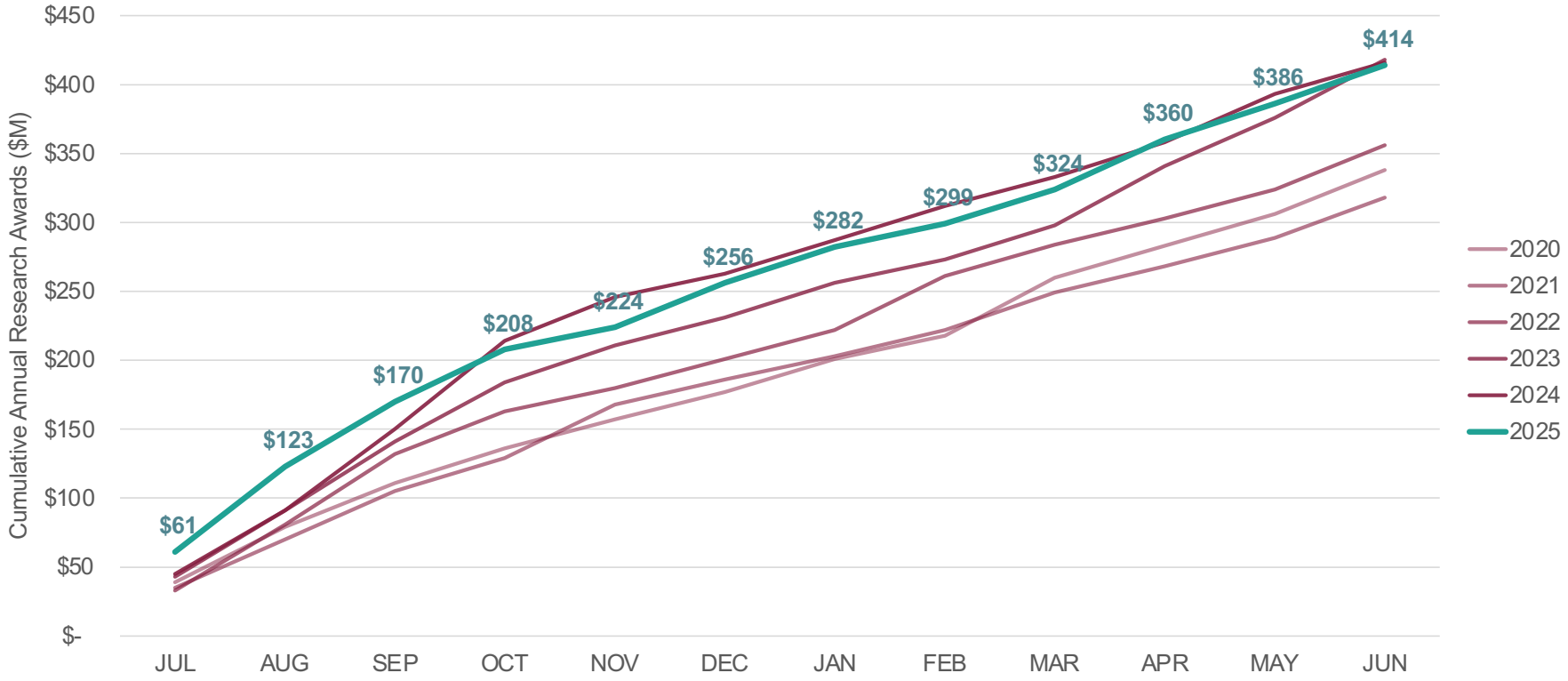






Current Awards Portfolio

Annual new research awards are on track with prior years

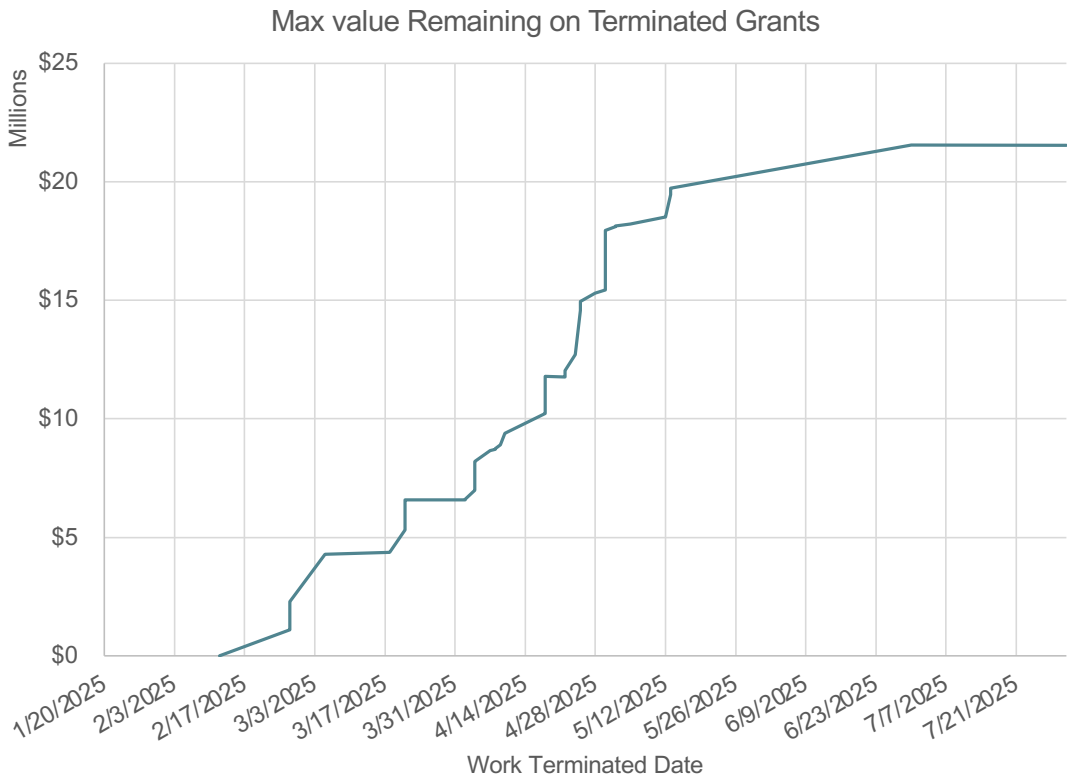


Maximum amount left on terminated grants (max award amount minus funds already expended).

Research only.

Potential future expenditures on terminated projects are approximately 2.7% of research portfolio.

Rate of terminations has slowed dramatically since peaking in April.



INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

VIRGINIA TECH
Corporate Research Center

Updates & data

Innovation & Partnerships



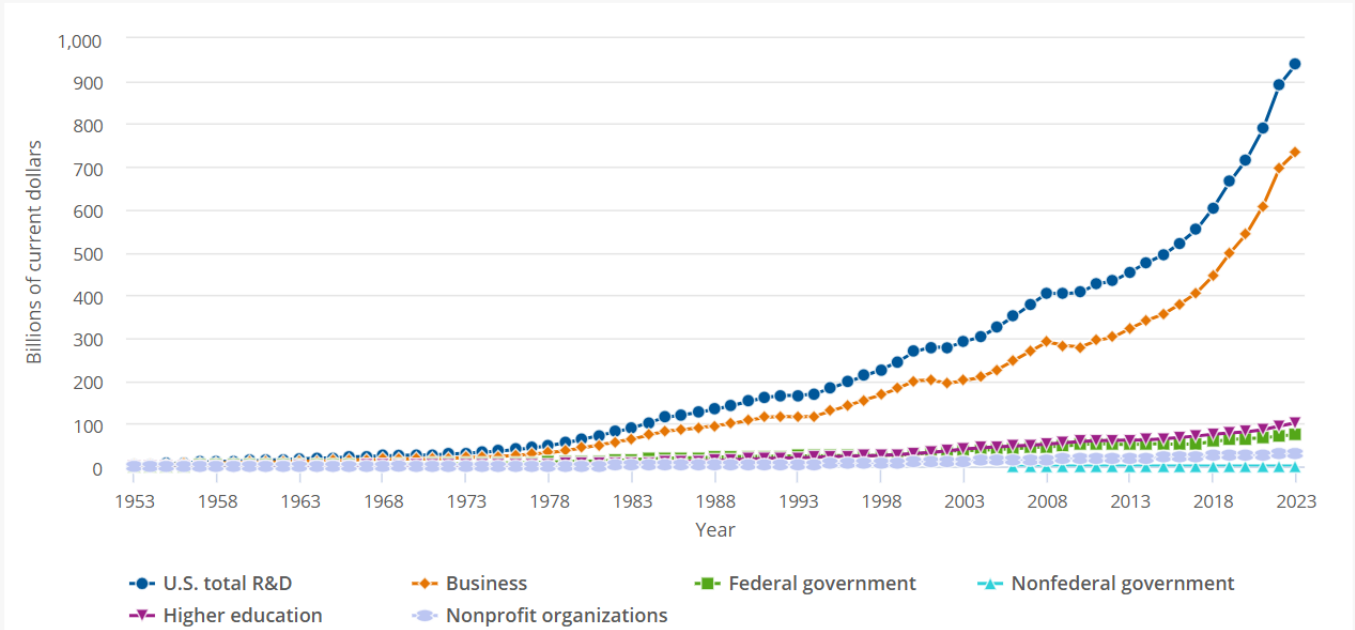
TRENDS

Research & Development funding trends

2023	
U.S. total R&D:	939.6
Business:	735.0
Higher education:	102.0
Federal government:	73.6
Nonprofit organizations:	28.2
Nonfederal government:	0.7

Figure 1

U.S. R&D expenditures, by performing sector: 1953–2023



Data View

Note(s):
Some data for 2022 are preliminary and may be revised later. The data for 2023 include estimates and are likely to be revised later. Federal performers of R&D include federal agencies and federally funded research and development centers (FFRDCs). Nonfederal government R&D performance is that of state governments (data in this series were not available prior to 2006).

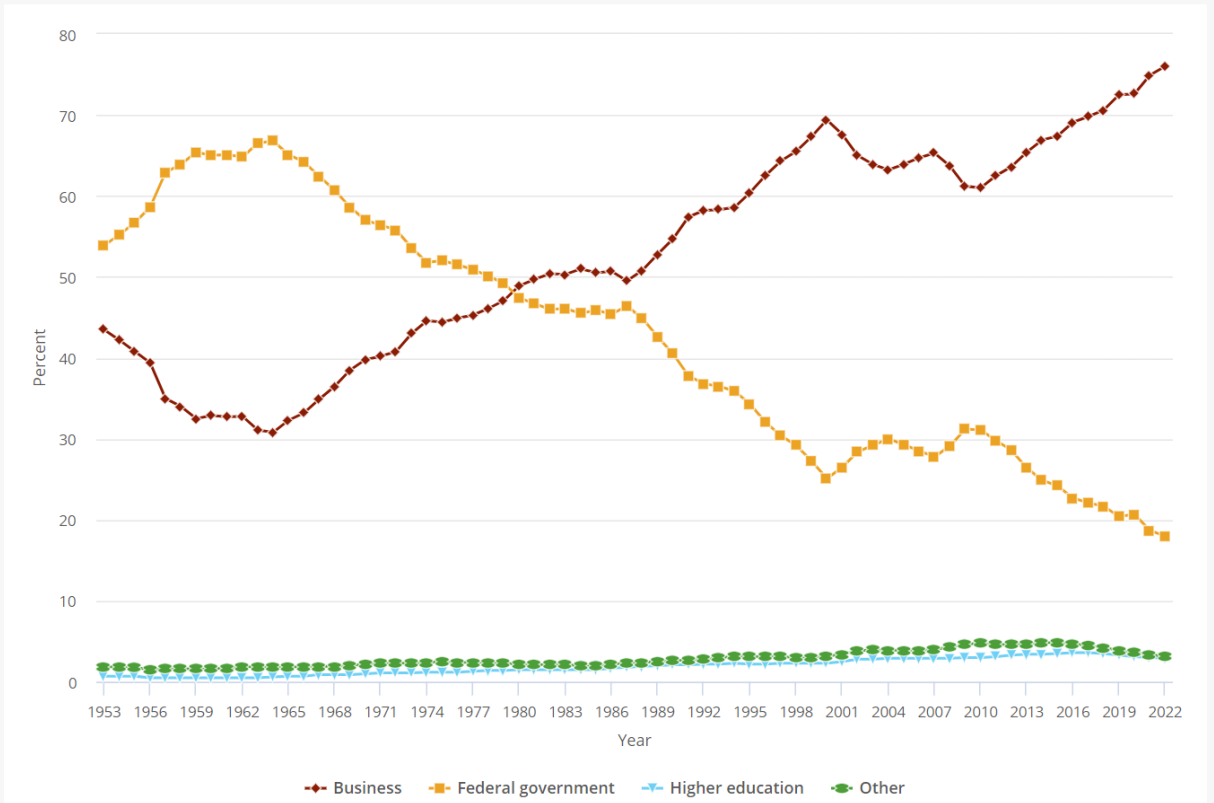
Source(s):
National Center for Science and Engineering Statistics, National Patterns of R&D Resources (annual series).

TRENDS

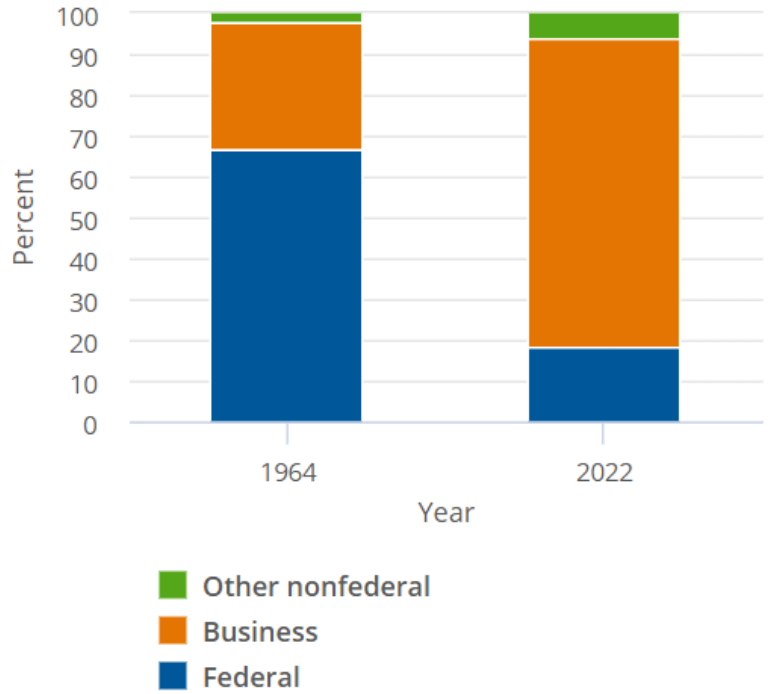
Research & Development funding trends

Figure RD-4

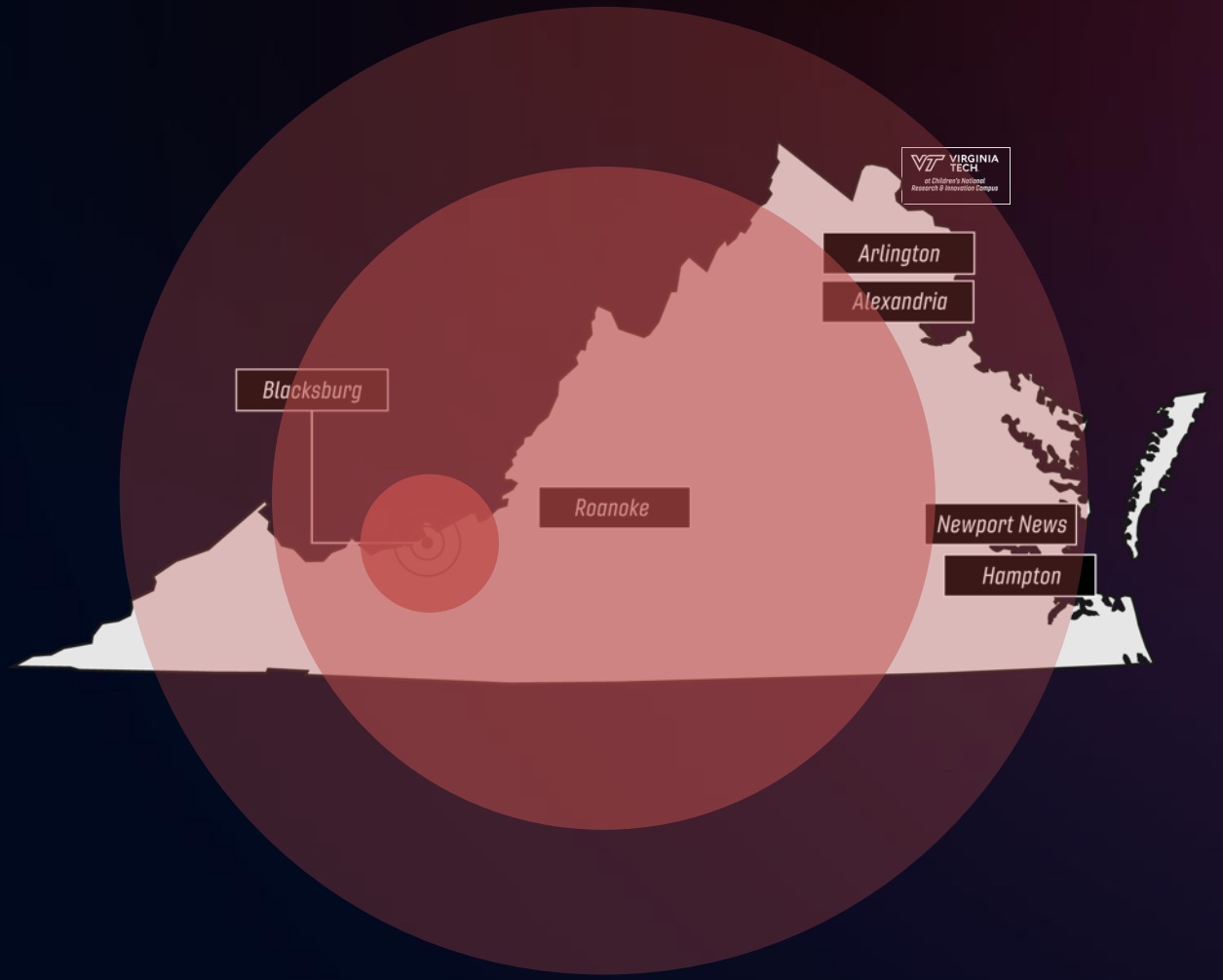
U.S. R&D expenditures, shares by funding sector: 1953–2022



Share of U.S. R&D, by source of funds: 1964 and 2022



INNOVATION AND PARTNERSHIPS
VIRGINIA TECH



Our model built for boundless impact–one that expands outward, strengthening partnerships at every stage.

From big ideas to real-world impact, we connect strategy, partnerships, and solutions through the Virginia Tech Innovation Network.

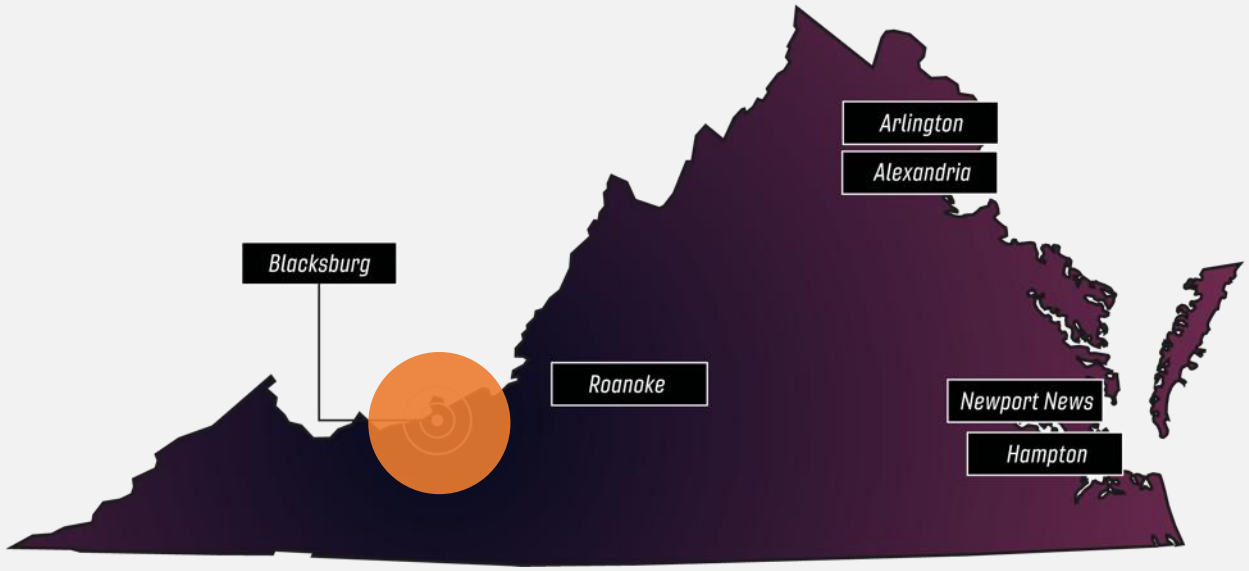
VIRGINIA TECH
Corporate Research Center

INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

LINK

Your connection to Virginia Tech

Partnership is the core of what we do. LINK helps industry and foundations collaborate with Virginia Tech to co-design big ideas, develop work-ready talent, drive research innovation, and create shared value. We connect the right partners to the right opportunities, initiatives, and resources.

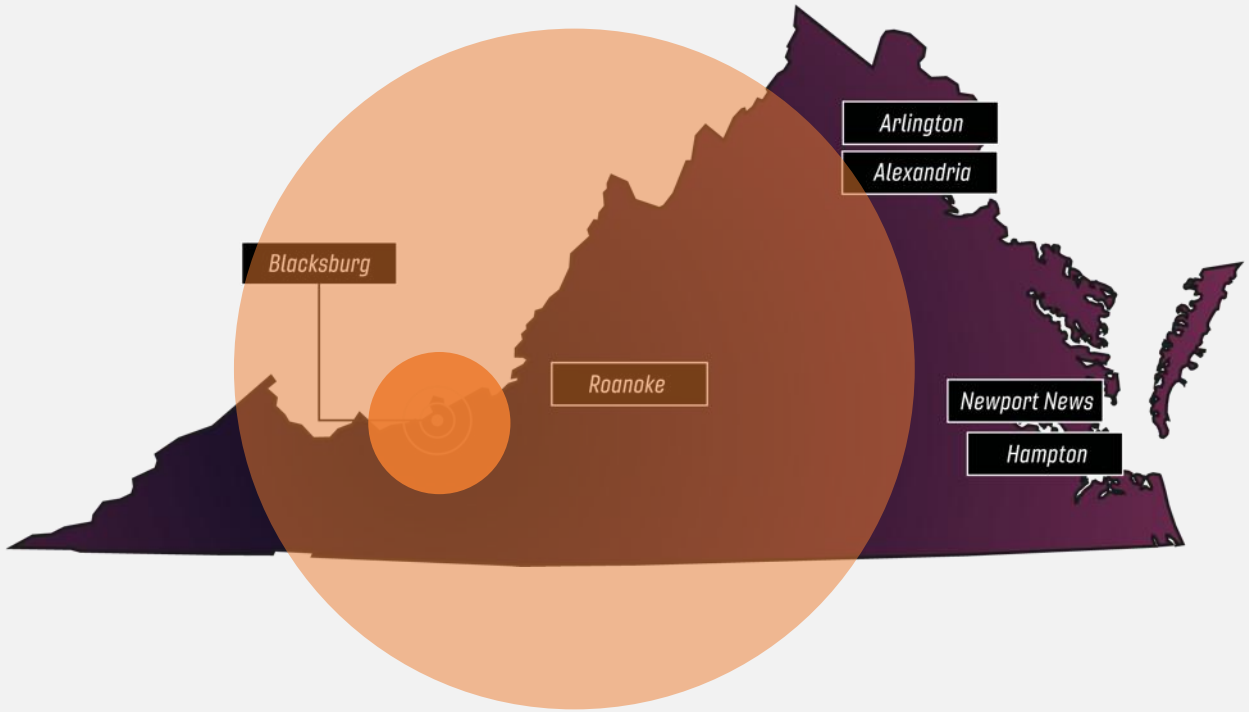


VIRGINIA TECH
Corporate Research Center

LICENSE + LAUNCH

Your connection to solutions

Breakthroughs don’t happen in isolation. LICENSE + LAUNCH works with faculty, students, and partners to translate research into new ventures, licensing deals, and industry collaborations. We connect discoveries to the world where they can drive economic and human impact.

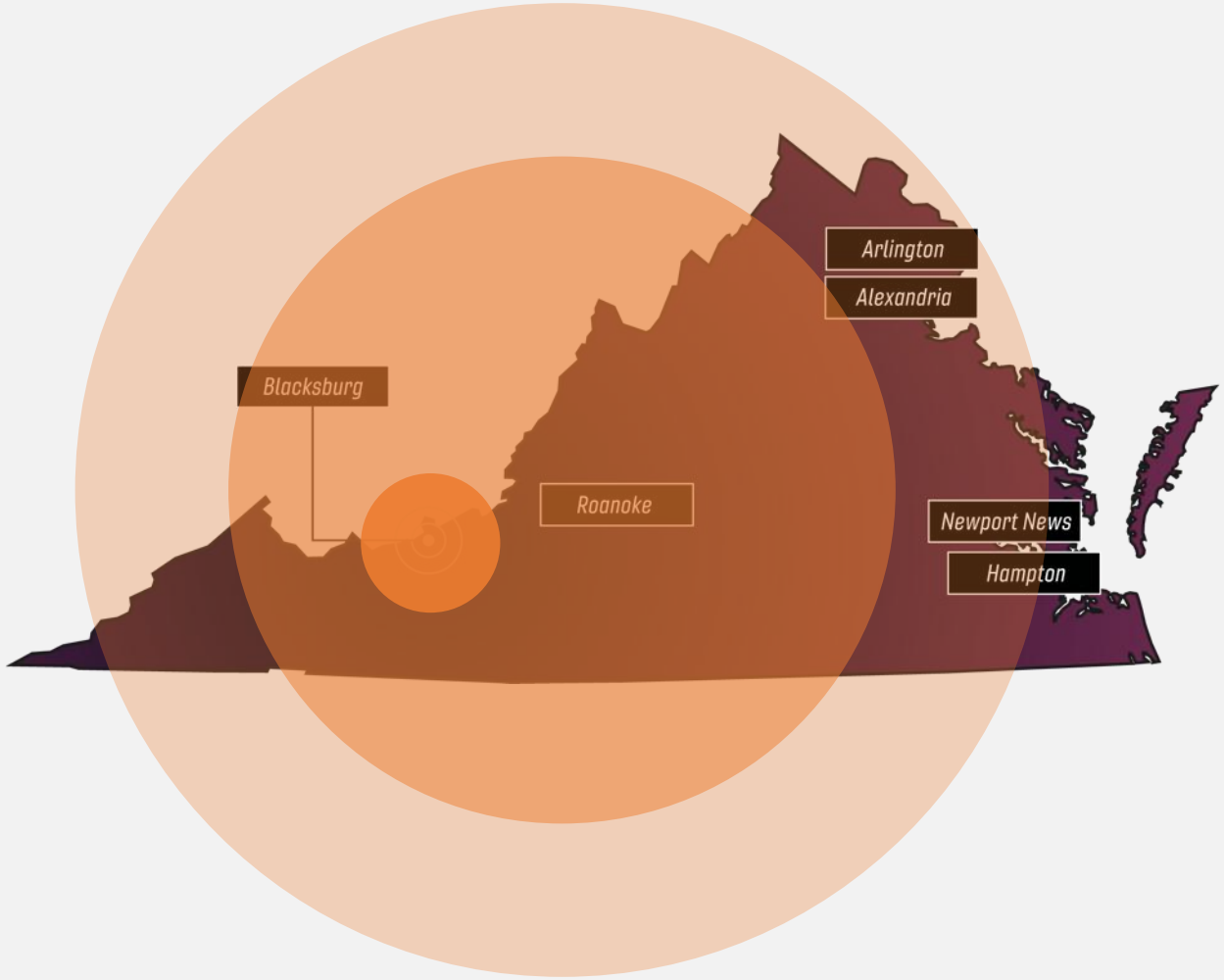


INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

VIRGINIA TECH
Corporate Research Center

VIRGINIA TECH CORPORATE RESEARCH CENTER (VTCRC)

Where education meets business. VTCRC advances University research by providing places and programs where entrepreneurs, corporate leaders, and researchers can collaborate. VTCRC helps inventors, founders, industrialists, and companies deploy groundbreaking technologies to create opportunity and solutions to the world's challenges.



INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

VIRGINIA TECH
Corporate Research Center

OUR STORY

The Virginia Tech Corporate Research Center (VTCRC) was established in Blacksburg in 1985 as a wholly-owned subsidiary of the Virginia Tech Foundation. Since then, it has been home to over 750 premier organizations with a common goal to disrupt industries. Today, with operations across Virginia, the VTCRC supports various regional technology clusters and continues to be a destination for growth and a space with purpose.

OUR MISSION

Our mission is to create a space with purpose where innovators have access to unparalleled resources, partnerships, and opportunities for growth.



INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

Team first.
Engage, next strategy.

VIRGINIA TECH
Corporate Research Center

THE WORK

Team first. engage, second.



FUTURE OF FLIGHT

Pioneering Direct Aviation & Smart Airspace

VIRGINIA TECH ELECTRA

As the boundaries of airspace innovation continue to expand, **Virginia Tech** and **Electra** are exploring new opportunities to advance direct aviation and smart airspace systems through partnership, research, and emerging technologies.

Join us on Monday, July 14, at the Virginia Tech Airport for Future of Flight: Pioneering Direct Aviation & Smart Airspace — an evening of insight, conversation, and connection. The program will feature a panel discussion with industry leaders, researchers, and innovators shaping the next generation of flight, followed by dedicated time for networking with fellow attendees.

The Electra team will also showcase their pioneering work on hybrid-electric Ultra Short aircraft, ushering in a new era of fast, quiet, and sustainable regional air mobility. Guests will get a closeup look at Electra's EL2 prototype — the world's first Ultra Short aircraft.

Future of Flight:
Pioneering Direct Aviation & Smart Airspace

A conversation with Virginia Tech and Electra on ushering in advanced air mobility

Monday, July 14 | 4:00 - 6:00 PM
Virginia Tech Montgomery Executive Airport
1601 Research Center Drive
Blacksburg, VA 24060

Refreshments will be served.

THE WORK

Team first. engage, second.



Overview | Summary Report | Schedule | Speaker Bios | Objectives | About VAST | Attendees | Photo Library

Bringing together Virginia's semiconductor stakeholders to encourage collaboration and build awareness of VAST.

The **CHIPS for Virginia Summit** convened industry, government, and academic leaders for a critical

CHIPS for Virginia Summit
Tuesday, July 18, 2023

Northrop Grumman Corporation
Headquarters



A memorandum of understanding for the Virginia Alliance for Semiconductor Technology is signed during the CHIPS for Virginia Summit. Photo courtesy of Northrop Grumman.

THE WORK

True, this is engage first.

VIRGINIA TECH
ALUMNI CORPORATE NETWORK

BUILDING COMMUNITY IN THE WORKPLACE



The power of connection when Hokies unite at work

The power of connection when Hokies unite at work

We believe that there's something about Virginia Tech that leaves an indelible mark. When alumni encounter one another in the working world, there's an instant kinship and a dynamic rapport that's unlike anything else. That's because there's something unique that happens when Hokies come together.

In the fast-paced world of work, it's easy to prioritize tasks over relationships. But taking the time to build connections is the foundation of a thriving workplace. Be a part of the amazing community our alumni corporate networks create and take advantage of the unique opportunities for mentorship, fellowship and networking in the workplace.

We invite you to peek into **one of the most engaging alumni communities** in the country.

THE WORK

Building integrated + big ideas.



A FULLY INTEGRATED ONE-STOP SHOP

With a collaborative culture, broad expertise across disciplines, and one of the most comprehensive engineering programs in the nation, Virginia Tech is meeting the demands of advanced manufacturing head-on.

Our researchers are accelerating innovation in three primary focus areas – **additive manufacturing, advanced materials, and smart manufacturing** – while targeting emerging technologies across eight high-impact specialties.

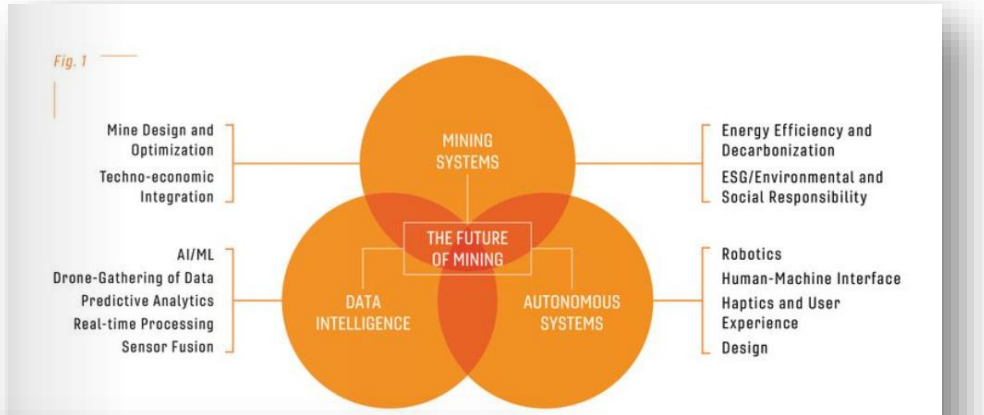


6 | VIRGINIA TECH

THE FUTURE IS WHAT WE MAKE IT | 7

THE WORK

Pen to paper to inspire meaningful partnerships.



THE VISION

CREATING A PARTNERSHIP FOR THE **FUTURE OF MINING**

The Why:
To train the next generation of engineers and modernize the mining ecosystem

Designed to be high impact, our proposed investment plan leverages time-built programs in place at Virginia Tech, while introducing customized offerings to promote deep engagement and brand-building for Carter. The program has five aims that will support Carter's strategic goals.



AIM 1

Create brand awareness for Carter among Virginia Tech students, who may one day join the company and/or become future customers in customer/value chain companies.

AIM 2

Support cross-disciplinary teaching and research that brings together faculty and undergraduate/master's students from mining, computer science, business, mechanical engineering, and others at the forefront of innovation.

AIM 3

Nurture a talent pipeline, with agency to participate in the future of the industry, that is tasked with meeting the rising demand for responsibly produced minerals and benefits from cutting-edge technology.

AIM 4

Create deeper connections with Virginia Tech and our community through mentorship, engagement in the classroom, and advisory board opportunities.

AIM 5

Change lives of students, families and future generations by creating new opportunities for students and the mining landscape in Southwest Virginia and beyond.

EXAMPLE APPLICATIONS AND PROJECT TOPICS:

- *Improved automation*
- *Digital twinning*
- *New approaches to teaching*
- *Predictive planning*
- *Marrying new business models with advanced technology*
- *Future of Mining - intersections of technology, visualization, data and mining.*

A RESOURCE

Partner Dashboard & Strategic Plan

Hokies at Company

36 **Hokies currently employed at Company**

+ **8** employees are Partners, Principals, or Managing Directors

Hiring Hokies

6 **VT alumni hires in 2022/23**



Experiential Learning

Provided support to:

XX **Students**

XX **Programs**

+ **XX** additional highlights and successes

Faculty Development

XX

Faculty supported

+ Endowments: **XX**
+ **XX** additional highlights and successes

Engagement & Branding

XX

Alumni Corporate Networks



Employees on advisory boards

Specialized Talent

Support provided to:

+ Graduate talent, clearances, undergraduate KSA: **XX**
+ EI&D Programs: **XX**

Research Collaborations

XX

Research projects

$XX

Total award value

Co-Location

#staff

Regional hub

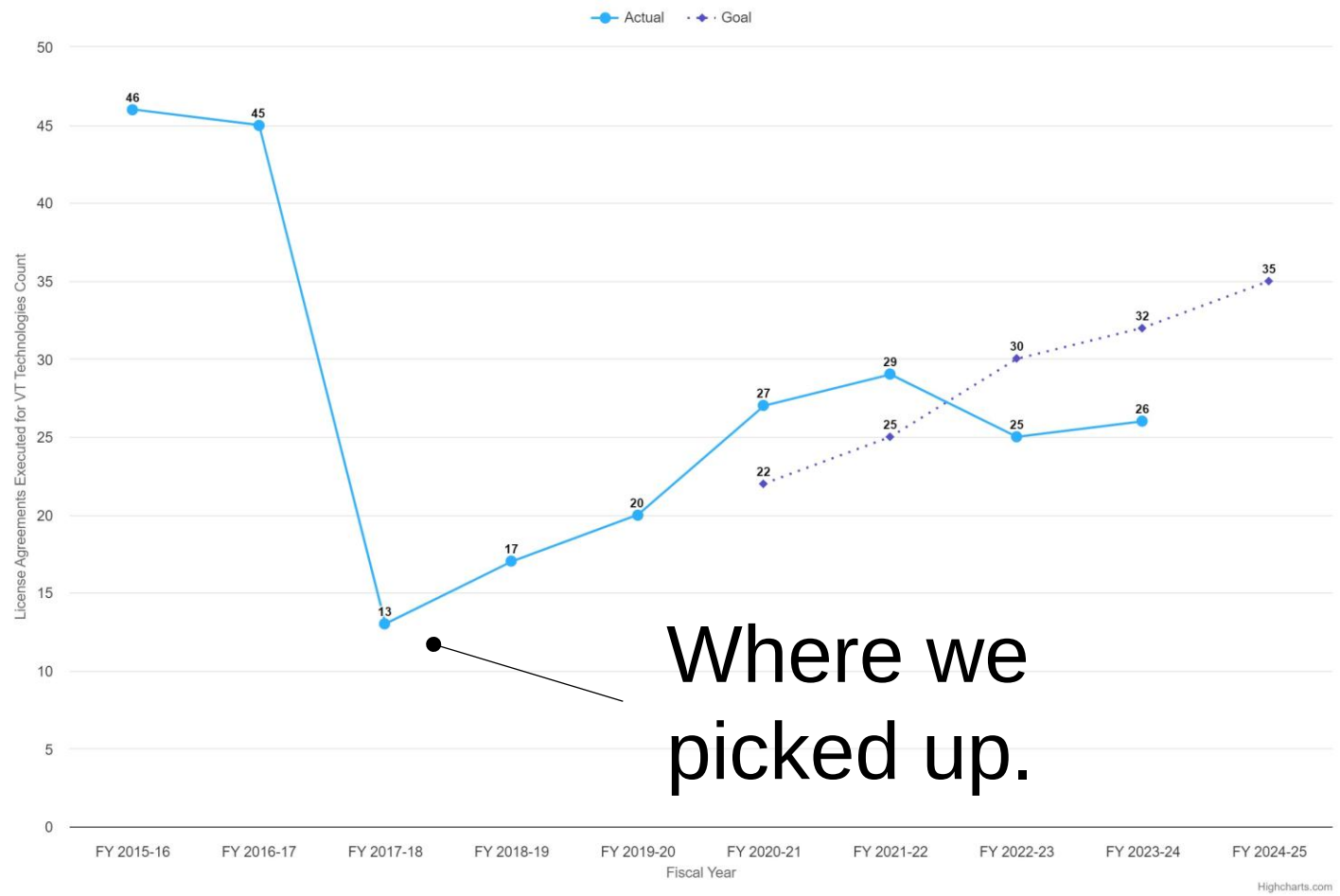
+ Location at VTCRC
+ **#** Square feet
+ Specialized facilities



INNOVATION AND PARTNERSHIPS
VIRGINIA TECH.

LINK + LICENSE + LAUNCH

FY24 University Strategic Milestones



LICENSE AGREEMENTS

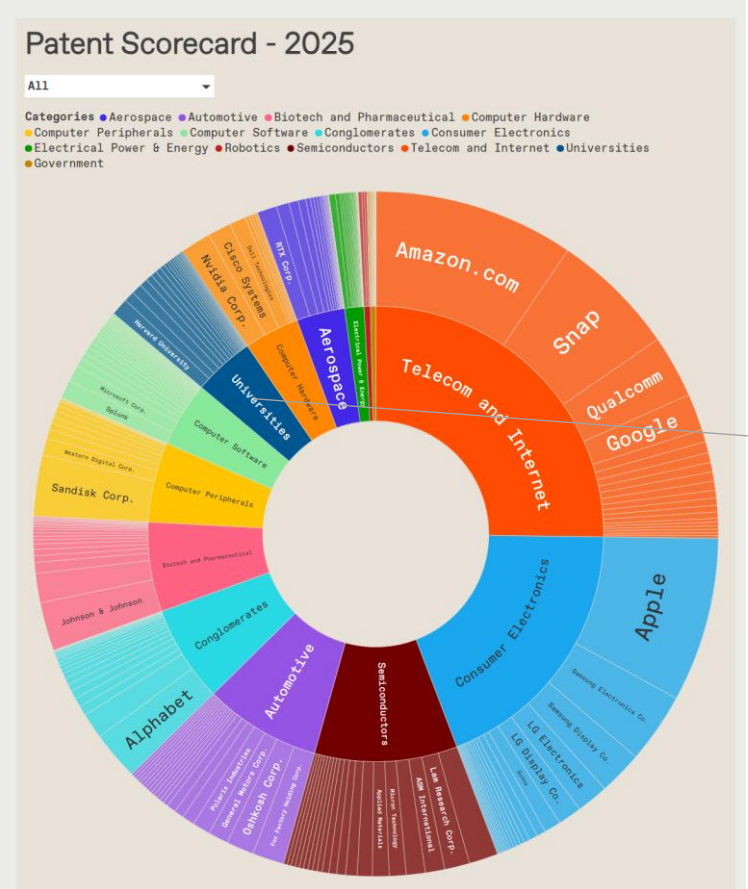
- University goal: Increase the number of License Agreements executed for VT technologies to 35 by FY25
- A total **26** License Agreements were executed in FY24

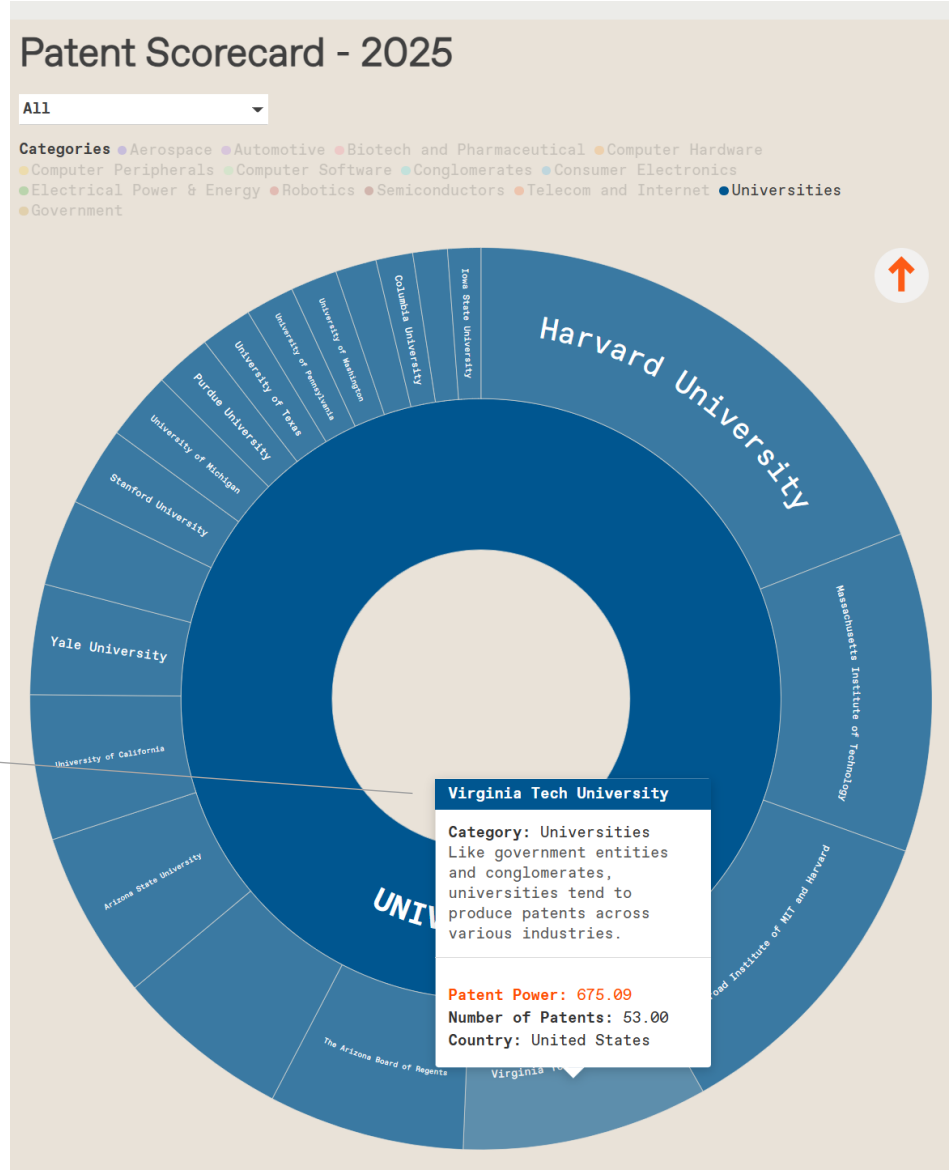
Source: Strategic planning metrics, Virginia Tech University Data Commons udc.vt.edu, accessed 10/22/2024

Example activities and actions to transform **innovation at Virginia Tech**

1. Celebrate and highlight successful inventors
2. Help build their reputations as well as that of Virginia Tech, e.g., National Academy of Inventors
3. Build competencies through customized, practical training programs, e.g., Tech Transfer Bootcamp and Start-up Labs
4. Facilitate resources for proof-of-concept awards and post-doctoral fellows program
5. Help shepherd them through early stages of start-ups in connection with VTCRC

IEEE Spectrum **patent power ranking - #4**





National Academy of Inventors names seven senior members

The Virginia Tech faculty were among 162 emerging inventors from across the nation to make up the academy's 2025 class.

By Travis Williams 24 FEB 2025 10 minute read



(Top row, from left) Danfeng "Daphne" Yao, Roop Mahajan, Alaa Algargoosh, Jonas Hauptman, (bottom,from left) Brook Kennedy, Anna Duraj-Thatte, and Guoliang "Greg" Liu. Virginia Tech photos

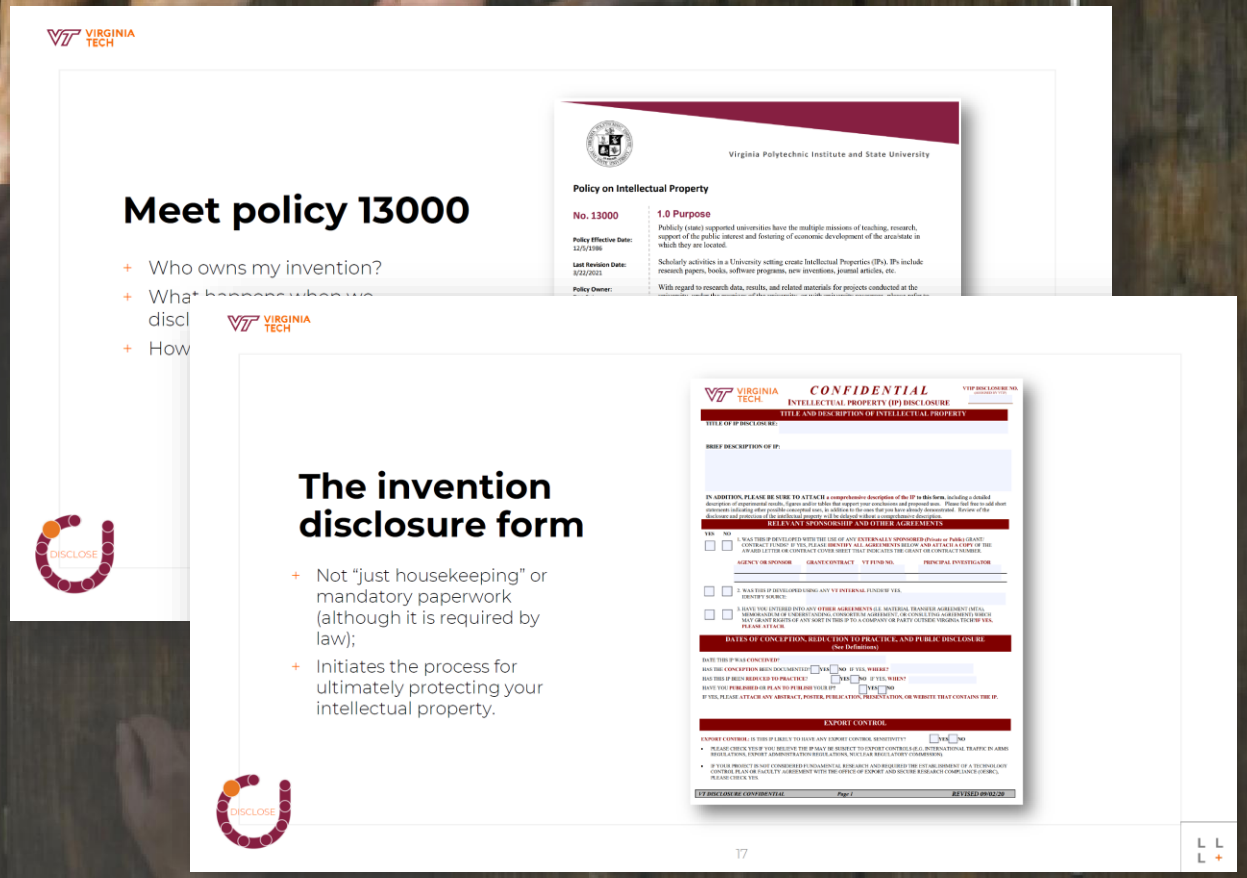
Members and Fellows
Eric Burger
Rafael Davalos
Fred Lee
Robin McCarley
XJ Meng
Alan Michaels
Jeff Reed
Timothy Sands
Roe-Hoan Yoon
Alaa Algargoosh
Michael Bartlett
Anna Duraj-Thatte
Robert Gourdie
Jonas Hauptman
Brook Kennedy
Gupliang (Greg) Liu
Roop Mahajan
John Robertson (Dr. Bob)
Steven Rowson
Christopher Williams
Danfeng (Daphne) Yao

INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

VIRGINIA TECH

Tech Transfer Bootcamp

Day 1: Getting Started





DRIVING THE FUTURE OF FREIGHT

Torc is commercializing self-driving trucks for safe, sustained, long-haul innovation in the freight industry.

The Entrepreneur Resource Center (ERC)

A starting point for early-stage founders to get building—backed by a team that's ready to help.

Join our community.

VIRGINIA TECH.
Corporate
Research Center

Grow means leveling up—as a founder, as a leader, and as a company.

We help successful founders, do what they do.

Hustle. Grow. Build.

Hustle is persistence in action. It's dogged pursuit of the yet-to-be realized.

Build is what we're all here to do. Turn ideas into products. Vision into traction. Plans into something real.

What You'll Find Here

We're not here with a method. We're building exactly what successful founders would have wanted—the tried-and-true ingredients early-stage companies need.

RESOURCES:

- A wide range of workshops to address mission-critical, practical topics
- Office hours with experts in IP, legal, marketing, and more
- Templates and toolkits to help you avoid reinventing the wheel
- Startup coaching from experienced founders and advisors

CONNECTIONS:

- Access to VTCRC's powerful network of founders, funders, and faculty
- Connections to potential partners, investors, and collaborators
- Community events that make it easy to meet the like-minded
- Introductions to complementary offerings

SPACE TO GROW:

- Drop-in workspace for ERC members
- Meeting rooms for pitching, planning, and problem-solving
- Access to lab and prototyping spaces through the VTCRC
- Natural transitions to COgro coworking spaces and COgro Labs

Do you belong at the ERC?



You’re in the right place if you’re:

- Considering a start-up and looking for support
- Just launched and seeking a community of like-minded
- A researcher exploring commercialization
- A Virginia Tech student or alum with a big idea
- Part of a small team ready to grow

INNOVATION AND PARTNERSHIPS
VIRGINIA TECH

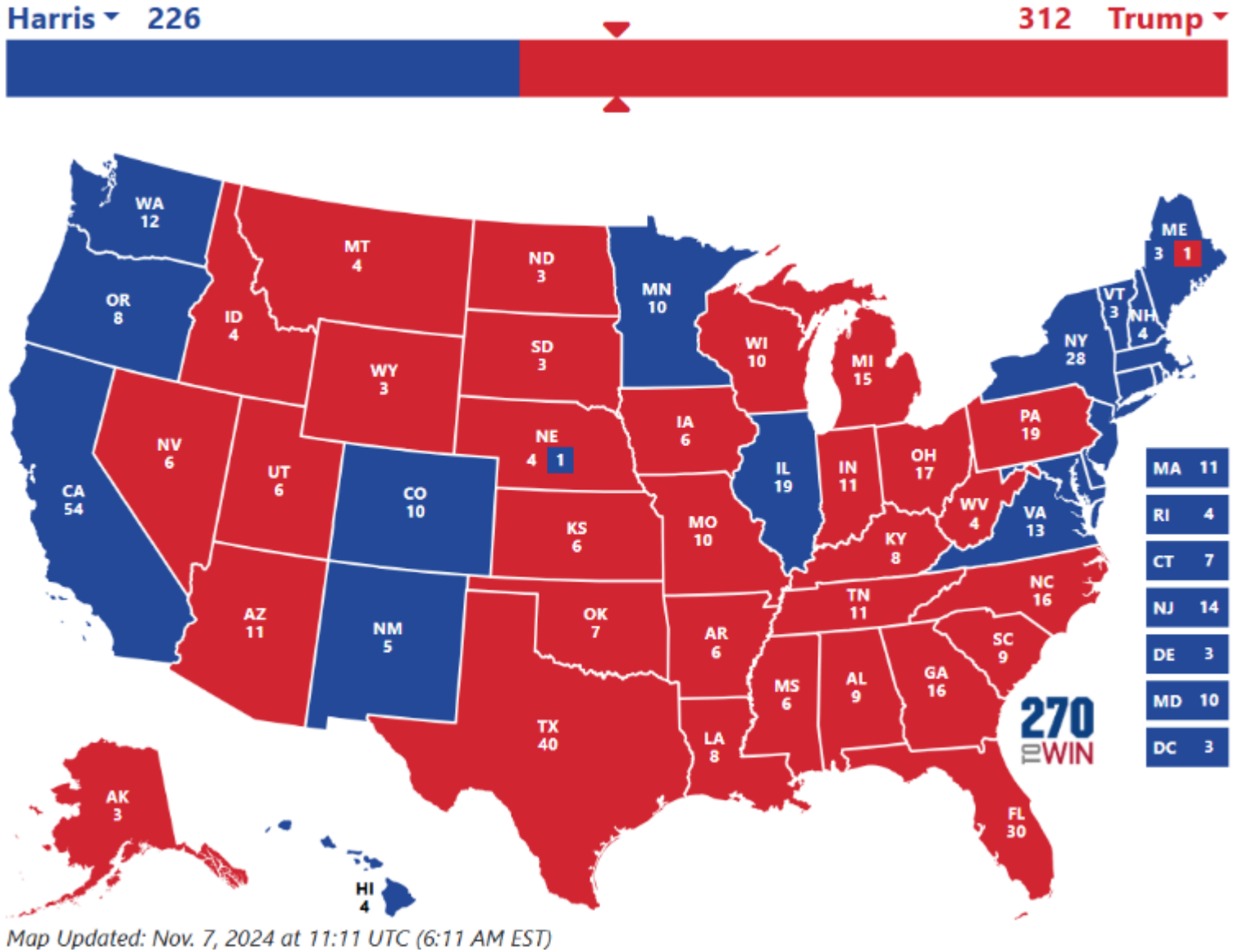
You're changing the world.
So are we. Let's do it, together.

VIRGINIA TECH
Corporate Research Center

2024, 2026, & 2028 in U.S. Politics

KIMBELL & ASSOCIATES

A Look Back to the 2024 Election Cycle: GOP Trifecta



Senate: R+4

	2024	2025
GOP	49	53
DEM	51	47

House: D + 2

	2024	2025
GOP	222	220
DEM	213	215

Governors: No change

	2024	2025
GOP	27	27
DEM	23	23

Source: 270towin and Mehlman Consulting: 11/10/2024

Trump II Cabinet

Secretary of State



Marco Rubio
U.S. Senator, Florida

Treasury Secretary



Scott Bessent
Hedge Fund Manager & Trump fundraiser

HHS Secretary



Robert F. Kennedy, Jr.
Leader of "Make America Healthy Again" (MAHA) Movement

Defense Secretary



Pete Hegseth
Fox News Anchor Army Veteran

Attorney General



Pam Bondi
Former Attorney General of Florida

Interior Secretary



Doug Burgum
Governor of North Dakota

Director of OMB



Russell Vought
Director of OMB in first Trump Admin

Agriculture Secretary



Brooke Rollins
President and CEO of America First Policy Institute

Commerce Secretary



Howard Lutnick
Leads Trump Transition

Labor Secretary



Lori Chavez-DeRemer
*U.S. House, Oregon Not Confirmed**

HUD Secretary



Scott Turner
Executive Director of the White House Opportunity and Revitalization Council

Transportation Secretary



Sean Duffy
Former U.S. House, Wisconsin

Energy Secretary



Chris Wright
CEO of Liberty Energy

Senate Leadership: 119th Congress



MAJORITY WHIP
JOHN BARRASSO (R-WY)



SENATE MAJORITY LEADER
JOHN THUNE (R-SD)



SENATE MINORITY LEADER
CHUCK SCHUMER (D-NY)



MINORITY WHIP
DICK DURBIN (D-IL)



REPUBLICAN CONFERENCE CHAIR
TOM COTTON (R-AR)



CHAIR OF THE DEMOCRATIC STEERING & POLICY COMMITTEE
AMY KLOBUCHAR (D-MN)



REPUBLICAN POLICY COMMITTEE CHAIR
SHELLEY MOORE CAPITO (R-WV)



VICE CONFERENCE CHAIR
JAMES LANKFORD (R-OK)



CHAIR OF THE NRSC
TIM SCOTT (R-SC)



VICE CHAIR OF CONFERENCE
MARK WARNER (D-VA)



VICE CHAIR OF CONFERENCE
ELIZABETH WARREN (D-MA)



CHAIR OF THE STRATEGIC COMMUNICATIONS COMMITTEE
CORY BOOKER (D-NJ)

House Leadership: 119th Congress



MAJORITY LEADER
STEVE SCALISE (R-LA)



SPEAKER OF THE HOUSE
MIKE JOHNSON (R-LA)



MAJORITY WHIP
TOM EMMER (R-MN)



CONFERENCE CHAIR
LISA MCCLAIN (R-MN)



CONFERENCE VICE CHAIR
BLAKE MOORE (R-UT)



CHAIR OF NRCC
RICHARD HUDSON (R-NC)



HOUSE MINORITY LEADER
HAKEEM JEFFRIES (D-NY)



MINORITY WHIP
KATHERINE CLARK (D-MA)



DEMOCRATIC CAUCUS CHAIR
PETE AGUILAR (D-CA)



CAUCUS VICE CHAIR
TED LIEU (D-CA)



ASSISTANT DEMOCRATIC LEADER
JOE NEGUSE (D-CO)

Political Party Congressional Control & Midterm Results (1982-2022)

Political Party Congressional Control & Midterm Results (1982-2022)

Midterm Election	Sitting President	President's Party	Presidential Approval	House Outcome for President's Party & Overall Chamber Control	Senate Outcome for President's Party & Overall Chamber Control
11/02/82	Reagan	GOP	43%	-26 Seats (192⇨166) (DEM HOLD MAJORITY)	0 Seats (54⇨54) (GOP HOLD MAJORITY)
11/04/86	Reagan	GOP	63%	-5 Seats (182⇨177) (DEM HOLD MAJORITY)	-8 Seats (53⇨45) (DEM GAIN MAJORITY)
11/06/90	H.W. Bush	GOP	58%	-8 Seats (175⇨167) (DEM HOLD MAJORITY)	-1 Seat (45⇨44) (DEM HOLD MAJORITY)
11/08/94	Clinton	DEM	46%	-54 Seats (258⇨204) (GOP GAIN MAJORITY)	-9 Seats (56⇨47) (GOP GAIN MAJORITY)
11/03/98	Clinton	DEM	66%	+5 Seats (206⇨211) (GOP HOLD MAJORITY)	0 Seats (45⇨45) (GOP HOLD MAJORITY)
11/05/02	W. Bush	GOP	68%	+8 Seats (221⇨229) (GOP HOLD MAJORITY)	+2 Seats (49⇨51) (GOP GAIN MAJORITY)
11/07/06	W. Bush	GOP	33%	-32 Seats (231⇨199) (DEM GAIN MAJORITY)	-6 Seats (55⇨49) (DEM GAIN MAJORITY)
11/02/10	Obama	DEM	45%	-63 Seats (256⇨193) (GOP GAIN MAJORITY)	-6 Seats (59⇨53) (DEM HOLD MAJORITY)
11/04/14	Obama	DEM	40%	-13 Seats (201⇨188) (GOP HOLD MAJORITY)	-9 Seats (55⇨46) (GOP GAIN MAJORITY)
11/06/18	Trump	GOP	44%	-41 Seats (241⇨200) (DEM GAIN MAJORITY)	+2 Seats (51⇨53) (GOP HOLD MAJORITY)
11/08/22	Biden	DEM	41%	-9 Seats (222⇨213) (GOP GAIN MAJORITY)	+1 Seats (50⇨51) (DEM HOLD MAJORITY)

Source: RealClearPolitics and TD Cowen

A yellow box represents when President's Party lost majority control of chamber

2026 Senate Elections: 35 Seats Will Be Contested

Democrats

Competitive Races:

Jon Ossoff (D-GA)
Age: 38
Mark Warner (D-VA)
Age: 70
Jeanne Shaheen (D-NH) (Retiring)
Age: 78
Gary Peters (D-MI) (Retiring)
Age: 66
Tina Smith (D-MN) (Retiring)
Age: 67

Non-Competitive Races:

Cory Booker (D-NJ)
Age: 56
Chris Coons (D-DE)
Age: 61
Dick Durbin (D-IL)
Age: 80
John Hickenlooper (D-CO)
Age: 73
Ben Ray Lujan (D-NM)
Age: 53
Ed Markey (D-MA)
Age: 78
Jeff Merkley (D-OR)
Age: 68
Jack Reed (D-RI)
Age: 75

Republicans

Competitive Races:

Thom Tillis (R-NC) (Retiring)
Age: 64
Susan Collins (R-ME)
Age: 72
Jon Husted (R-OH)*
Age: 57

Non-Competitive Races:

Shelley Moore Capito (R-WV)
Age: 71
Bill Cassidy, MD (R-LA)
Age: 67
John Cornyn (R-TX)
Age: 73
Tom Cotton (R-AR)
Age: 48
Steve Daines (R-MT)
Age: 62
Joni Ernst (R-IA)
Age: 54
Lindsey Graham (R-SC)
Age: 69
Bill Hagerty (R-TN)
Age: 65
Cindy Hyde-Smith (R-MS)
Age: 66
Ashely Moody (R-FL)*
Age: 50
Cynthia Lummis (R-WY)
Age: 70
Roger Marshall (R-KS)
Age: 64
Mitch McConnell (R-KY) (Retiring)
Age: 83
Markwayne Mullin (R-OK)
Age: 47
Pete Ricketts (R-NE)
Age: 60
Jim Risch (R-ID)
Age: 82
Mike Rounds (R-SD)
Age: 70
Dan Sullivan (R-AK)
Age: 60
Tommy Tuberville (R-AL)
Age: 70

*2026 special election for final two years of Rubio's/Vance's term

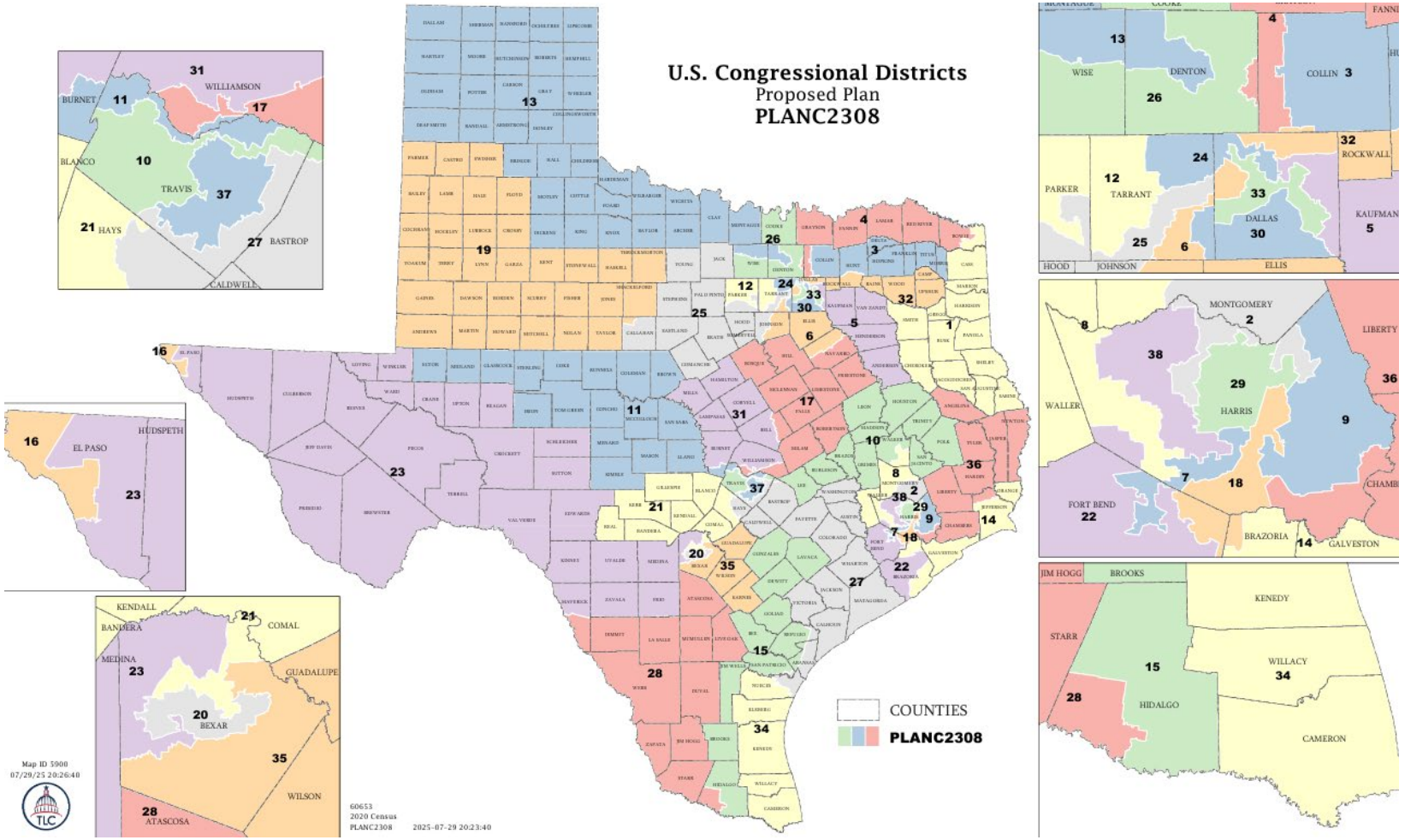
REDRAWING THE MAP

House Dems at Risk

- Al Green (D-TX-09)
- Henry Cuellar (D-TX-28)
- Julie Johnson (D-TX-32)
- Vicente Gonzalez Jr. (D-TX-34)
- Greg Casar (D-TX-35)

California Governor Gavin Newsom threatened to redistrict his own state, possibly gaining seats for the Democratic party in retaliation to President Trump's request



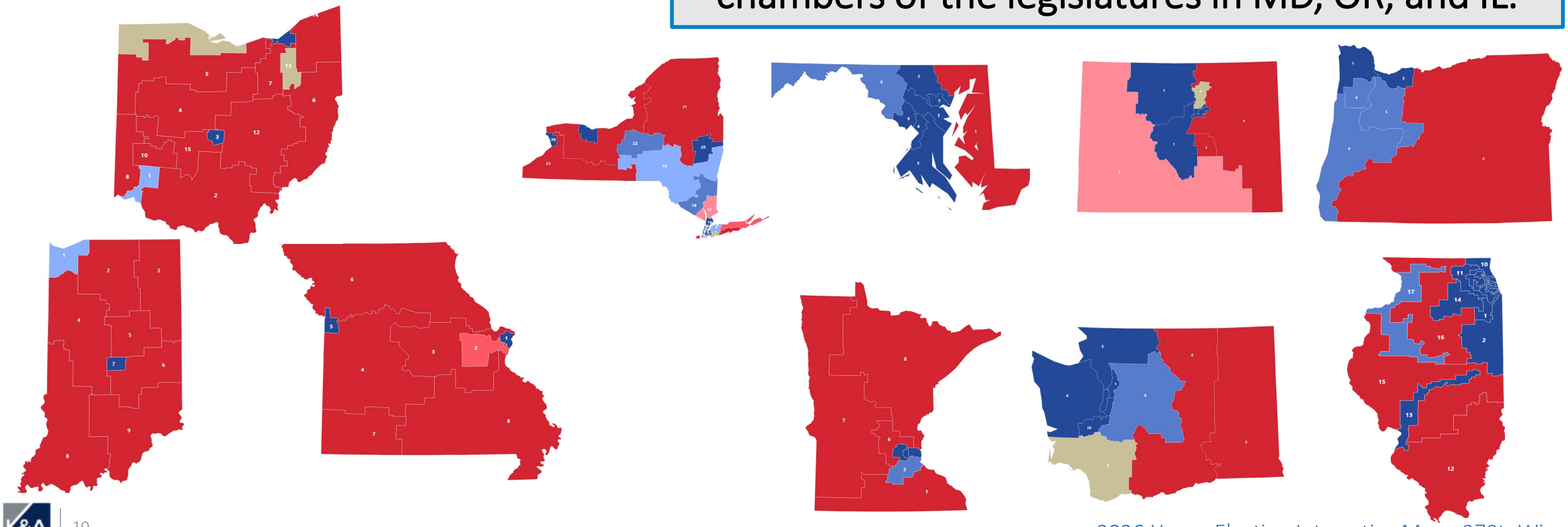


Other States in Play for Redistricting

Republicans also trying to muscle through new maps in Ohio and Missouri. Indiana also in play but will be a heavier lift.

Democrats eyeing New York, Maryland, Colorado, Oregon, Minnesota, and Washington State.

Democrats control the governorship and both chambers of the legislatures in MD, OR, and IL.



[2026 House Election Interactive Map - 270toWin]

Zero GOP U.S. House Seats in New England

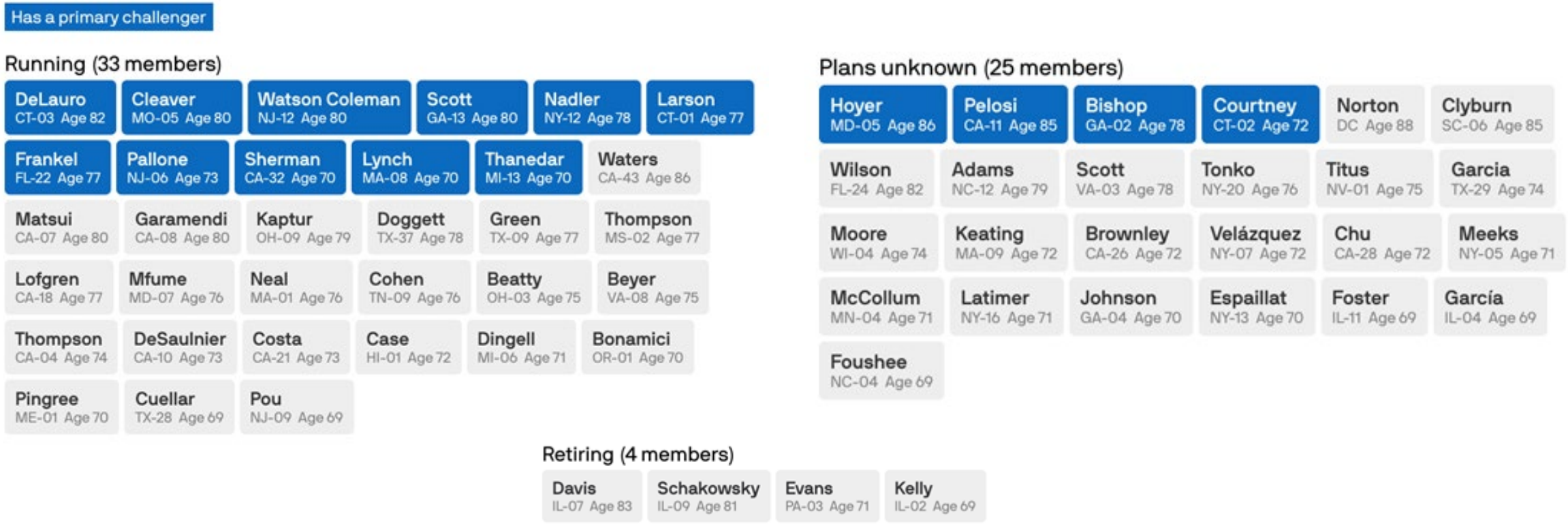


State	Trump (Votes)	Trump (%)	Kamala (Votes)	Kamala (%)
Connecticut	736,918	41.9%	992,053	56.4%
Rhode Island	214,406	41.8%	214,406	55.5%
Massachusetts	1,251,303	36%	2,126,518	61.2%
New Hampshire	395,523	47.9%	418,488	50.7%
Vermont	119,395	32.3%	235,791	63.8%
Maine	377,977	45.5%	435,652	52.4%

There are 21 U.S. House seats across six New England states, and all are currently held by Democrats.

Source: CNN

2026 Plans of Older House Democrats

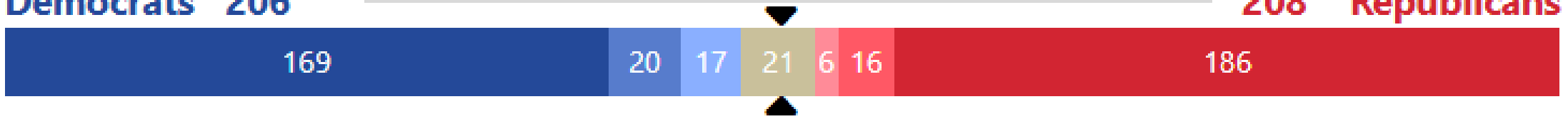


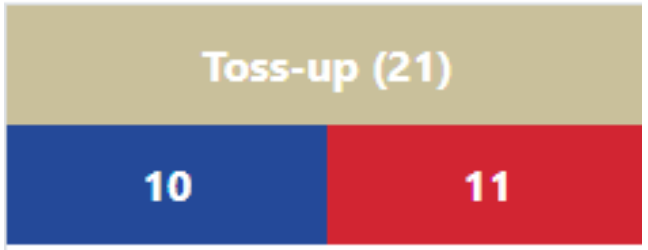
The 2026 cycle is expected to feature numerous competitive Democratic primaries, prompting concerns among some members that these intraparty fights could divert resources from Leader Jeffries' broader effort to reclaim the House majority.

Source: Axios

2026 House Election: 12 GOP Seats Under Threat

120th Congress (2026 Election Cycle): House





Incumbent	2024 Win Margin	2025 PVI
CA-13 Gray	0.1	R+1
CA-45 Tran	0.2	D+1
ME-2 Golden	**0.7**	**R+4**
NC-1 Davis	1.7	R+1
NM-2 Vasquez	4.2	EVEN
NY-4 Gillen	2.3	D+2
OH-9 Kaptur	**0.6**	**R+3**
OH-13 Sykes	2.2	EVEN
TX-34 Gonzalez	2.6	EVEN
WA-3 Perez	**3.9**	**R+2**

Incumbent	2024 Win Margin	2025 PVI
AZ-1 Schweikert	3.8	R+1
AZ-6 Ciscomani	2.5	EVEN
CO-8 Evans	**0.8**	**EVEN**
IA-1 Miller-Meeks	**0.2**	**R+4**
MI-7 Barrett	3.7	EVEN
MI-10 OPEN	**0.3**	**R+3**
NE-2 OPEN	**1.8**	**D+3**
NJ-7 Kean	5.4	EVEN
PA-7 Mackenzie	**1**	**R+1**
PA-10 Perry	1.2	R+3
VA-2 Kiggans	3.9	EVEN
WI-3 Van Orden	2.8	R+3
CA-22 Valadao	6.8	R+3
NY-17 Lawler	6.3	D+1

2026 House Election Interactive Map - 270toWin https://www.cookpolitical.com/cook-pvi/2025-partisan-voting-index/district-map-and-list

Virginia's Political Landscape

State Leadership



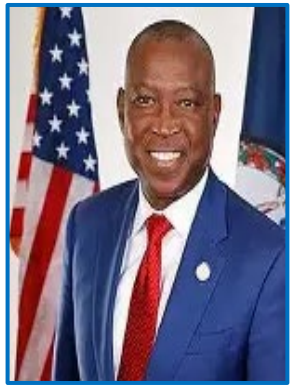
Governor Glenn Youngkin (R)



LT. Governor Winsome Earle-Sears (R)



Attorney General Jason Miyares (R)



Virginia House Speaker Don Scott (D)

U.S. Senators



Mark Warner (D)



Tim Kaine (D)

U.S. Representatives

Robert C. Scott (D-03)
Jennifer McClellan (D-04)
Eugene Vindman (D-07)
Donald Beyer (D-08)
Suhas Subramanyam (D-10)

Robert J. Wittman (R-01)
Jennifer Kiggans (R-02)
John McGuire (R-05)
Benjamin Cline (R-06)
Morgan Griffith (R-09)

11th District Vacant – Gerald Connolly passed 5/21/25

2025 Virgina Elections - (Nov 4th, 2025)

Attorney General



Jason Miyares (R)

- Current VA AG since 2022
- B.S. from James Madison University; J.D. from William & Mary
- Former Virginia Beach prosecutor



Jay Jones (D)

- Age 36, currently works as an attorney in Virginia
- B.S. from William & Mary; J.D. from University of Virginia
- Former member of the Virginia House of Delegates

Governor



Winsome Earle-Sears (R)

- Current LT. Governor since 2022
- B.A. from Old Dominion University; M.A. from Regent University
- Former member of the Virginia House of Delegates



Abigail Spanberger (D)

- Current member of U.S. House of Representatives
- B.A. from University of Virgina; MBA from Purdue University
- Former Operations Officer in the CIA

Lieutenant Governor



John Reid (R)

- Longtime Virginia resident and local radio host
- Former TV news anchor; current radio host in Richmond
- B.S. Baylor University



Ghazala Hashmi (D)

- Age 61, Virginia State Senator since 2020
- B.A. Georgia Southern; Ph.D. Emory University
- Represents District 15 (formerly District 10)

Likely 2028 Presidential Frontrunners

Potential Republican Candidates



Marco Rubio
Secretary of State
Age: 54



JD Vance
Vice President of the U.S.
Age: 40



Glenn Youngkin
Governor of Virginia
Age: 58



Brian Kemp
Governor of Georgia
Age: 61



Ron DeSantis
Governor of Florida
Age: 46



Tim Scott
U.S. Senator, South Carolina
Age: 59



Rand Paul
U.S. Senator, Kentucky
Age: 62



Kristi Noem
Secretary of Homeland Security
Age: 53



Josh Hawley
U.S. Senator, Missouri
Age: 45



Nikki Haley
Former UN Ambassador
Age: 53



Ted Cruz
U.S. Senator, Texas
Age: 54



Sarah Huckabee Sanders, Gov.
Arkansas
Age: 42

Potential Democratic Candidates



Kamala Harris
Former Vice President
Age: 60



Gavin Newsome
Governor of California
Age: 57



Josh Shapiro
Governor of Pennsylvania
Age: 52



Ruben Gallego
U.S. Senator, Arizona
Age: 45



Ro Khanna
U.S. House, California
Age: 48



Gretchen Whitmer
Governor of Michigan
Age: 53



Elizabeth Warren
U.S. Senator, Massachusetts
Age: 76



Bernie Sanders
U.S. Senator, Vermont
Age: 83



Cory Booker
U.S. Senator, New Jersey
Age: 56

Executive Actions Thus Far Have Faced Significant Legal Challenges



https://apnews.com/projects/trump-executive-order-lawsuit-tracker/

Appropriations and Government Funding

CRS CROSSROADS STRATEGIES

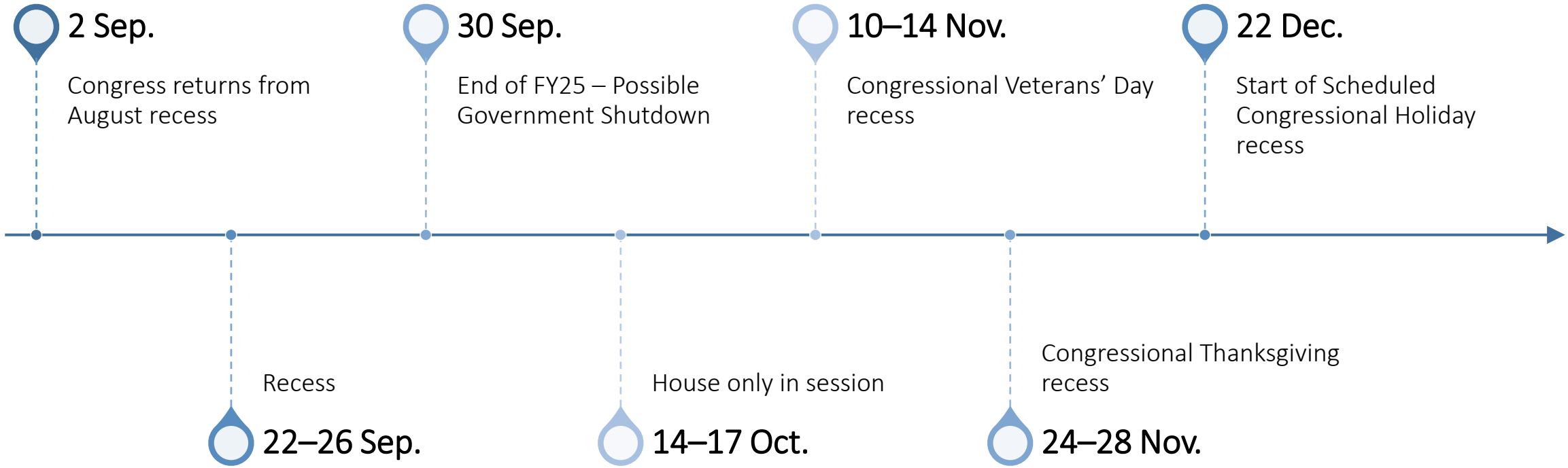
K&A KIMBELL & ASSOCIATES

FY26 President's Budget Request v. House/Senate Appropriations

	FY25	PBR	House	Senate
NIH	$46.8	$27.5	>$27.5	$47.1/$48.7 (new resources w/ transfers)
NSF (RRA)	$7.2	$3.3	$6.4	$7.2
NASA (Science)	$7.3	$3.9	$6.0	$7.3
DOE	$49.8	$46.3	$48.8	--
AG R.S.	$1.8	$1.4	$1.8	$1.8
AG NIFA REA	$1.1	$1.1	$1.1	$1.1

** In Billions
--- Not Released Yet

Government Funding Timeline



Facilities and Administrative (F&A) Costs

- Feb 2025 NIH announced 15% cap on indirect cost reimbursement
  - Extended to DOE and NSF
- Joint Association Group (JAG) on Indirect Costs proposed:
  - Financial Accountability in Research (FAIR) Model
    - Striving for transparency, accountability, simplicity, & reasonableness
    - Replacement for the current F&A cost model
- Legal Challenges
  - DOE's cap vacated by court in May
  - NIH suit ongoing
- Raising the Administrative Cost Cap to reflect rising compliance cost
- Cost sharing adjustments

Administration Actions

- Executive Orders Redirect Funding Priorities
- Executive Order on Oversight of Federal Grant Making
- NIH Proposal to Fully Fund Project rather than fund over period of years
  - May cut in half number of grant applications funded
- Proposal to Limit Individual Investigators to 6 Grant Applications/year

Navigating the Second Trump Administration

- Catalog Virginia Tech's Research Program
  - Identify Projects/Areas of Research with Potential For Greatest National Impact
  - List 10 Projects Virginia Tech is known for and that must be protected from funding uncertainty
- Enlist Virginia's Entire Delegation
- Review Trump, Kennedy, Bhattacharya Agenda
- Police yourself with grant applications
- Senators Heinrich (D-NM) and Rounds (R-SD) created the American Science Acceleration Project (ASAP)
  - Involve Virginia Tech in bipartisan efforts to highlight the importance of science and research

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Washington, DC 20002

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VIRGINIA TECH
ATHLETICS

Presentation to the

Board of Visitors of Virginia Tech

Whit Babcock
Director of Athletics

August 18, 2025




THIS
IS
HOME
VT

Major Points of Discussion

1. The Economics and Changing Elements of College Sports
2. New ACC Revenue Distribution Model Resulting from the Settlement with Clemson and Florida State
3. Virginia Tech Athletics Budget and Resources: Peer Analysis
4. Strategic Investment Opportunities; Investments to WIN



The New Era of College Athletics – A Critical Moment in Time; BOV Discussion Topics:

1. What is the role of Athletics at Virginia Tech; how important is it? Where does the Board aspire to be positioned within the ACC and nationally as a Department?

2. Where does the Board aspire to be positioned - specifically with our investment levels in Football? (For M/W Basketball; our Olympics Sports)?

3. What is the best approach or process to strategically evolve and modernize dated guidelines, policies, and restrictions related to Athletics funding within the University and with State Government moving forward, to be more in alignment with our ACC peers, and to thrive in this new era? (Task Force with BOV representation?)

1. THE ECONOMICS AND CHANGING ELEMENTS OF COLLEGE SPORTS



1. The Economics and Changing Elements of College Sports

- The House vs NCAA Settlement – Summary
- The Power 4 Conferences – Revenue Distribution and Future Projections
  - Big Ten
  - SEC
  - ACC
  - Big 12
- The new College Football Playoff structure and Revenue Distribution Model
- “The Gap”
- The Value of Virginia Tech Athletics to our region, community, university, alumni, students, and fans

Preliminary House Settlement Details

- Back damages
- Roster limits
- Revenue sharing
- NIL opportunities
- Title IX considerations
- Other pending legal issues
- Collective bargaining
- Next steps



Funding Revenue Share: Year 1 (2025-26)

Student Fee: Planned Increases	$ 715,000
University Support for Athlete Revenue Sharing:	
Student Fee: Supplemental Increase Above Plan	$ 9,961,863
University Allocations: Licensing and VT Services	$ 1,702,087
Pouring Rights	$ 782,525
Loan Restructuring	$ 2,251,032
Enhanced Investments and Gameday Revenues	$ 880,000
University Support *	$ 4,422,493
University Support for Advancement FTE *	$ 267,366
	$ 20,982,366

* For FY 2025-26, these funds are provided with one-time cash due to timing of investments and incremental fee revenue.

Revenue Share Annual Maximum and 10-year Outlook

Year	Additional Allowed	Maximum Amount
2025-26		$ 20,500,000
2026-27	$ 820,000	$ 21,320,000
2027-28	$ 852,800	$ 22,172,800
2028-29	$ 886,912	$ 23,059,712
2029-30	$ 922,388	$ 23,982,100
2030-31	$ 959,284	$ 24,941,384
2031-32	$ 997,655	$ 25,939,039
3032-33	$ 1,037,562	$ 26,976,601
2033-34	$ 1,079,064	$ 28,055,665
2034-35	$ 1,122,227	$ 29,177,892
	10-year Total	**$ 246,125,193**

The amount allowed will be recalculated every 3 years, with a 4% annual increase applied during the intervening years.

Power Conference Distributions and CFP Revenue

Power Conference Distributions

Power Conference	FY 2024 Total Revenue	FY 2024 Distr. Per School	FY 2025 Estimated Distr. per School
Big Ten	$ 928 M	$ 63.2 M	$ 75 - $80 M
SEC	$ 880 M	$ 52.5 M	$ 65 - $70 M
ACC *	$ 711 M	$ 44.8 M	$ 35 - $65 M
Big 12	$ 494 M	$ 39.8 M	$ 38 - $42 M
AVG	*$ 753 M*	*$ 50.1 M*	*$ 53 - $65 M*

Source: USA Today

* Wide variance per school due to the ACC settlement with Clemson & FSU and new Revenue Distribution model

College Football Playoff Revenue

Distributed directly to Conferences annually

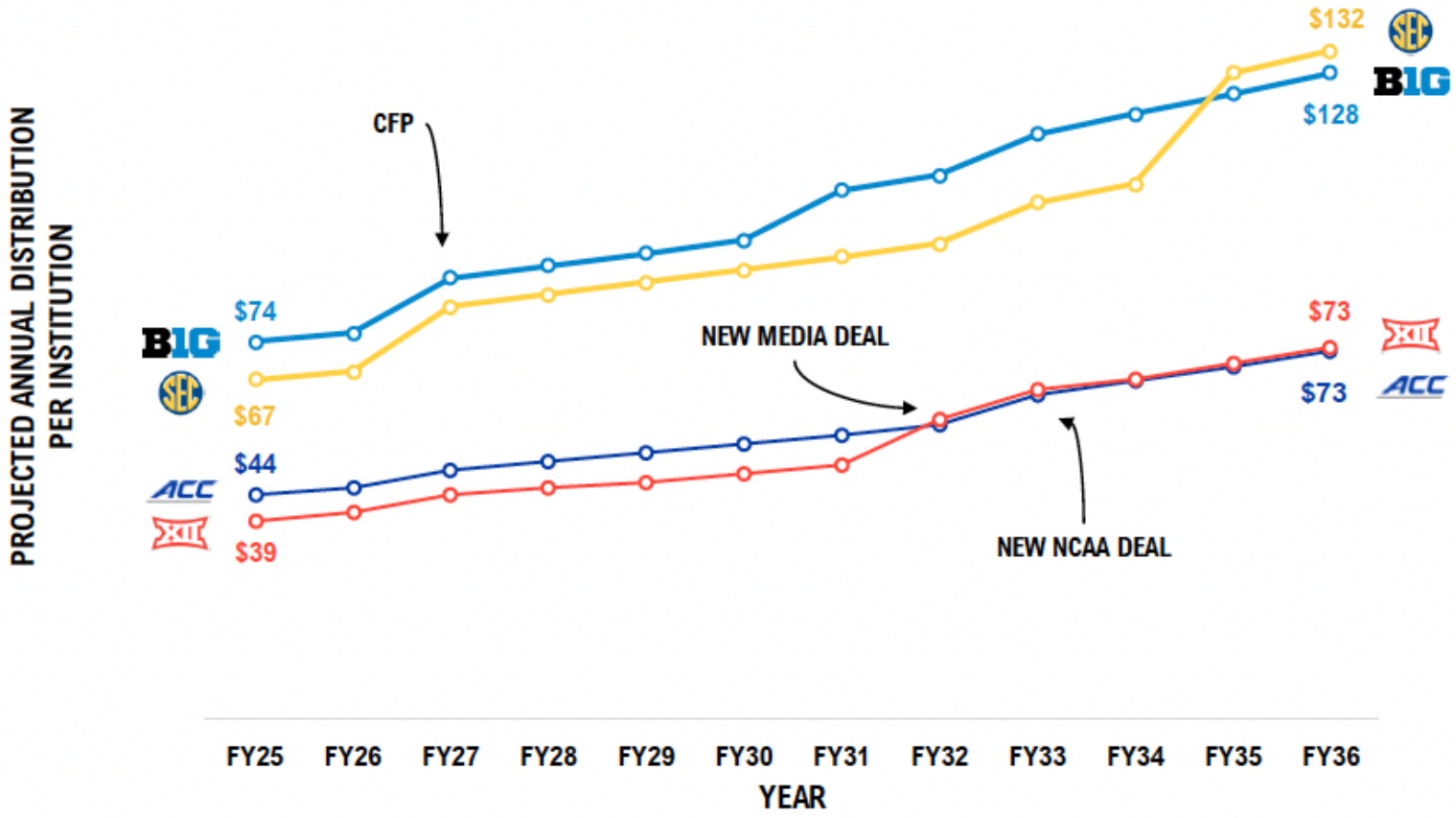
Power Conference	Per School Thru 2025-26	EST Per School Beginning 2026-27
SEC	$ 5.0 M	$ 21.0 M
Big Ten	$ 5.0 M	$ 21.0 M
ACC #	$ 5.0 M	$ 13.0 M #
Big 12	$ 5.0 M	$ 12.0 M
Notre Dame	$ 5.0 M	$ 12.0 M

Source: Sportico

 # not evenly distributed in new Revenue model

Current Financial Status

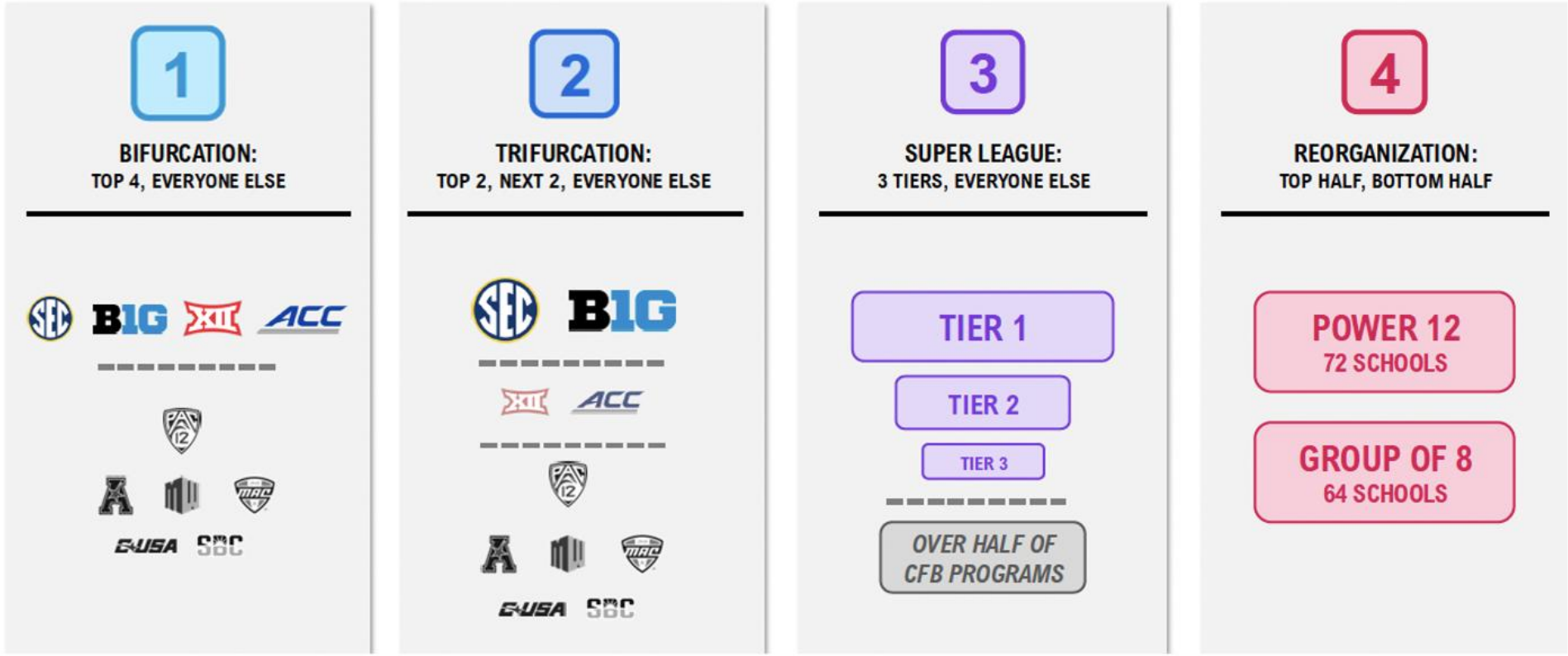
While conference distributions are continuing to climb, **budgetary stressors continue to emerge** with increasing coaching salaries, donor fatigue, and most notably, the impacts of the House settlement.



NOTE: ACC numbers assume per-school averages, with new distribution model providing potential variance for what VT will earn.

College Football Future Scenarios

Regardless of which scenario plays out, schools will find themselves either in the “in-group” or the “out-group” when the dust settles.



Why We're Here Today

COLLEGIATE ATHLETICS FACES RADICAL CHANGES



NIL & House Settlement

Potential for Further Conference Realignment / Consolidation

CFP Expansion

Explosion of Interest in Women's Sports

FALL INTO IRRELEVANCE

MAINTAIN STATUS QUO

RADICALLY LEAP FORWARD

WHY THIS MATTERS TO YOU



High school graduates to **decrease by 11%**

Budgetary Stressors can be Addressed

Athletic Success = Exposure, Interest, and Applications

Articulating The Value Proposition of Virginia Tech Athletics

- Economic Impact
- Gallup survey
- Student-Athlete population
- 500K+ visitors to campus annually
- Student Body experience
- Faculty, staff, and student recruitment
- Marketing Value and Branding/Visibility
- Alumni Engagement and Advancement
- Dynamic era of Conference Realignment/ Contraction



University Marketing Value Exposure

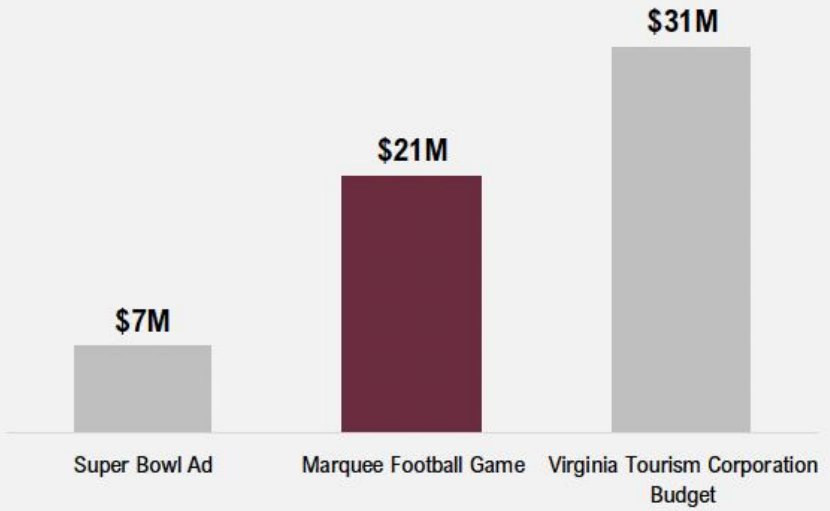
With viewership highly correlated to team performance, athletic investment pays for itself through marketing exposure that generates awareness for the university, increases application volume, and drives enrollment.

FOOTBALL BROADCAST VALUE

$21M

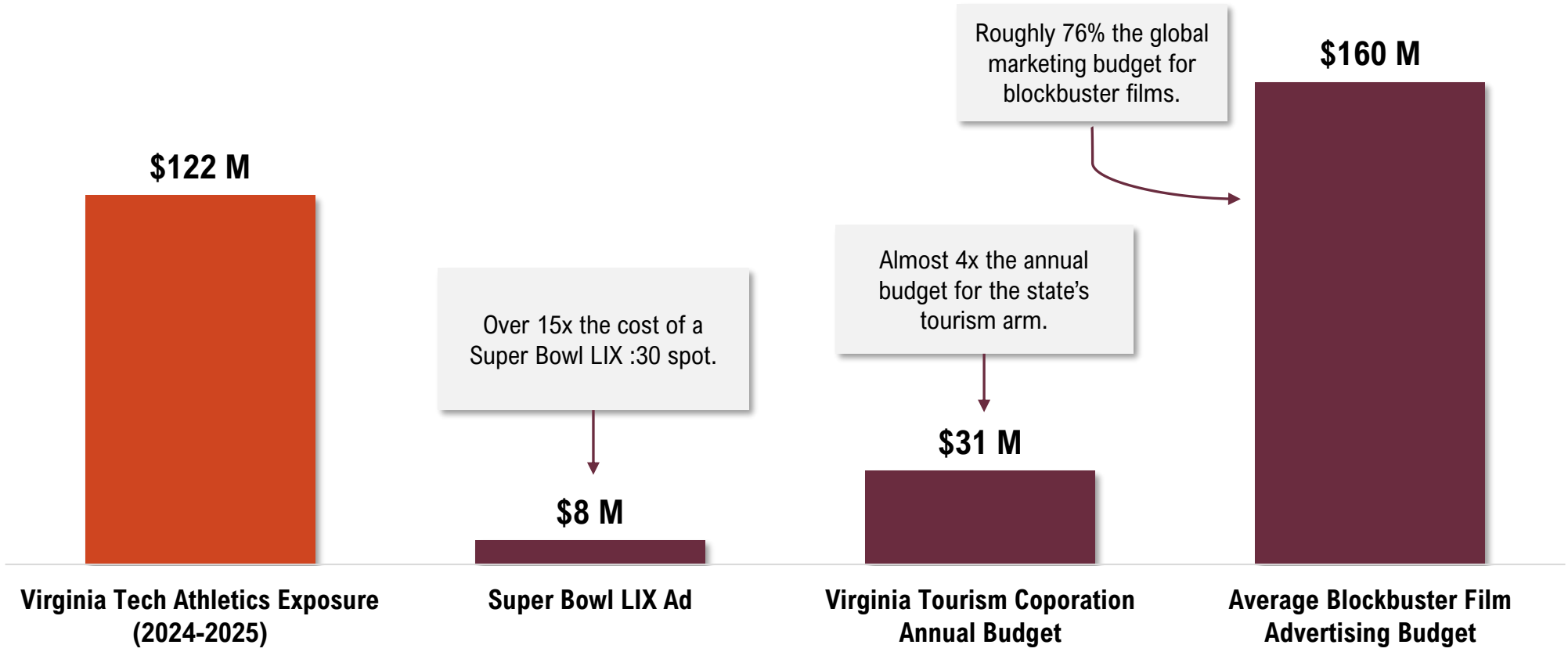
One football game with ***4M viewers generates almost $21M*** in media exposure value for the university.

One football game can yield as much as ***3 Super Bowl ads*** or 67% of the Virginia Tourism budget.



Athletics Drives Immense Exposure Value

Throughout the 2024-2025 athletic year, **Virginia Tech generated more than $122M in value through athletics** across measured channels, such as, broadcast, in-person impressions, social and digital media.



Sources: USA Today, Virginia Tourism Corporation, Marketingmovies.net, Axios

Institutional Impact

Success in athletics has been shown to be a direct driver of university brand awareness, leading to an overall increase in applications and higher quality freshman classes.

GEORGE MASON
2006 FINAL FOUR

$677M
marketing exposure value

350%
admissions inquiry increase

40%
out-of-state applicant increase

VCU
2011 FINAL FOUR

20%
overall application increase

7%
out-of-state freshman increase

$3M
tuition revenue increase
in 2012-13

LSU
2020 CFP CHAMPIONS

18%
overall application increase

9%
freshman class size increase

$13M
tuition revenue increase
in 2021-22

CINCINNATI
2021 CFP QUALIFICATION

10%
overall application increase

48,300
2022-23 enrollment
(university record)

SMU
2024 CFP QUALIFICATION

50%+
overall application increase
after joining the ACC in 2024
(vs. prior year).

A record-breaking surge directly linked by campus leadership to athletic success (2024 CFP Berth)

2. NEW ACC REVENUE DISTRIBUTION MODEL RESULTING FROM THE SETTLEMENT WITH CLEMSON AND FLORIDA STATE

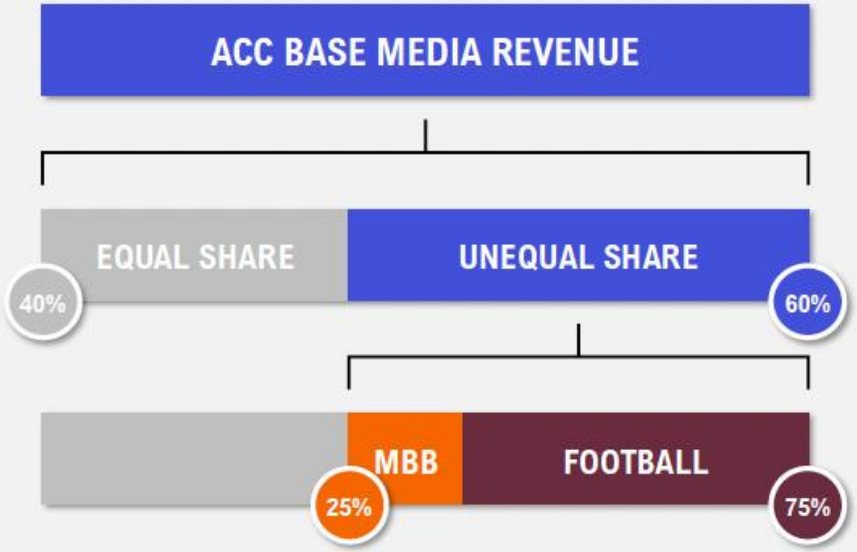
2. New ACC Revenue Distribution Model Resulting From the Settlement with Clemson and FSU

- What it means, and Why
- Unequal Revenue Sharing Process
  - Performance Success Incentives (existed pre-settlement)
  - Viewership Initiatives for Football and Men's Basketball (result of settlement)
- Where Virginia Tech stands in the New Equation
- Levers to Increase Viewership, and Maximizing Brand Initiatives
- The Value of Football Wins (6, 7, 8, 9, 10+)

ACC Settlement Takeaways

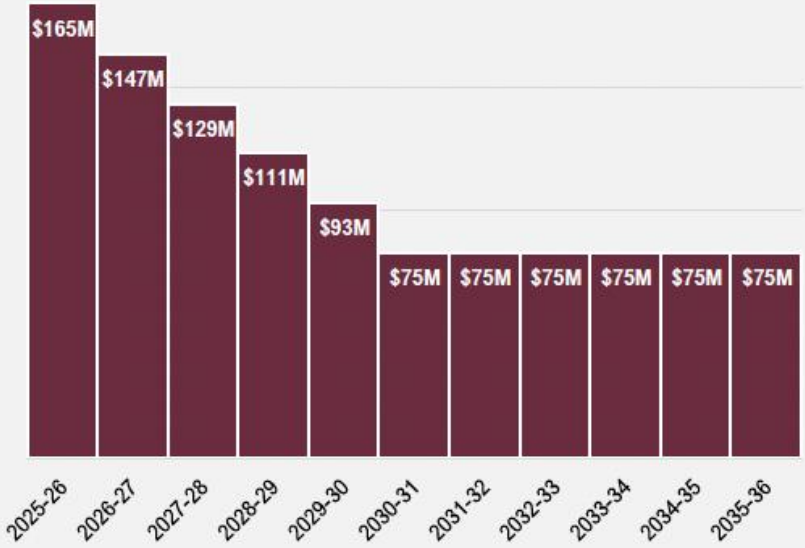
UNEQUAL REVENUE DISTRIBUTION

The new "brand initiative" format of media distributions shares 40% of base revenue evenly, and 60% unevenly **based on 5-year weighted TV viewership**.



EXIT PAYOUT ADJUSTMENT

The ACC agreement adjusts exit fees to the values below, with **penalties decreasing by $18M per year until 2030-31**. Additionally, withdrawing members will retain their media rights.



New ACC Revenue Distribution Model Resulting from the Settlement with Clemson and Florida State

ACC Success Initiatives – Illustrative Example
Verbal update

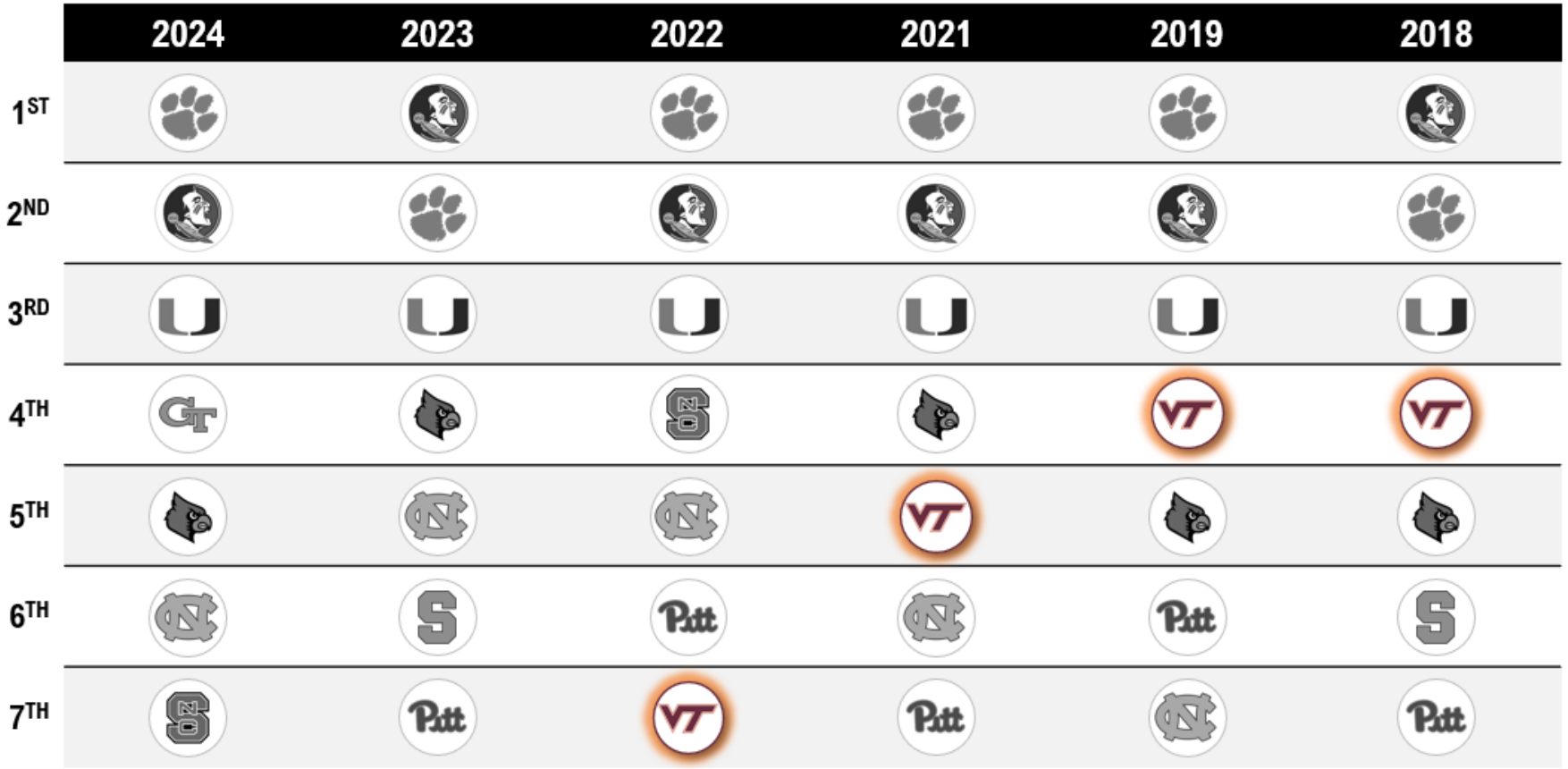
SCHOOL	COLLEGE FOOTBALL PLAYOFF	TOP 25	BOWL SEASON	MEN'S MARCH MADNESS	WOMEN'S MARCH MADNESS	TOTAL
Institution 1	$ ___ M	$ ___ M	$ ___ M	$ ___ M		$ ___ M
Institution 2	$ ___ M	$ ___ M	$ ___ M			$ ___ M
Institution 3			$ ___ M	$ ___ M	$ ___ M	$ ___ M
Institution 4		$ ___ M	$ ___ M			$ ___ M
Institution 5		$ ___ M	$ ___ M			$ ___ M
Institution 6			$ ___ M	$ ___ M	$ ___ M	$ ___ M
Institution 7			$ ___ M	$ ___ M	$ ___ M	$ ___ M
Institution 8			$ ___ M		$ ___ M	$ ___ M
Institution 9			$ ___ M		$ ___ M	$ ___ M
Institution 10			$ ___ M		$ ___ M	$ ___ M
Institution 11			$ ___ M			$ ___ M
Institution 12			$ ___ M			$ ___ M
Institution 13			$ ___ M			$ ___ M
Institution 14					$ ___ M	$ ___ M
Institution 15					$ ___ M	$ ___ M
TOTAL	$ ___ M	$ ___ M	$ ___ M	$ ___ M	$ ___ M	$ 40.0 M

New ACC Revenue Distribution Model Resulting from the Settlement with Clemson and Florida State

ACC Viewership Distribution – Illustrative Example
Verbal update

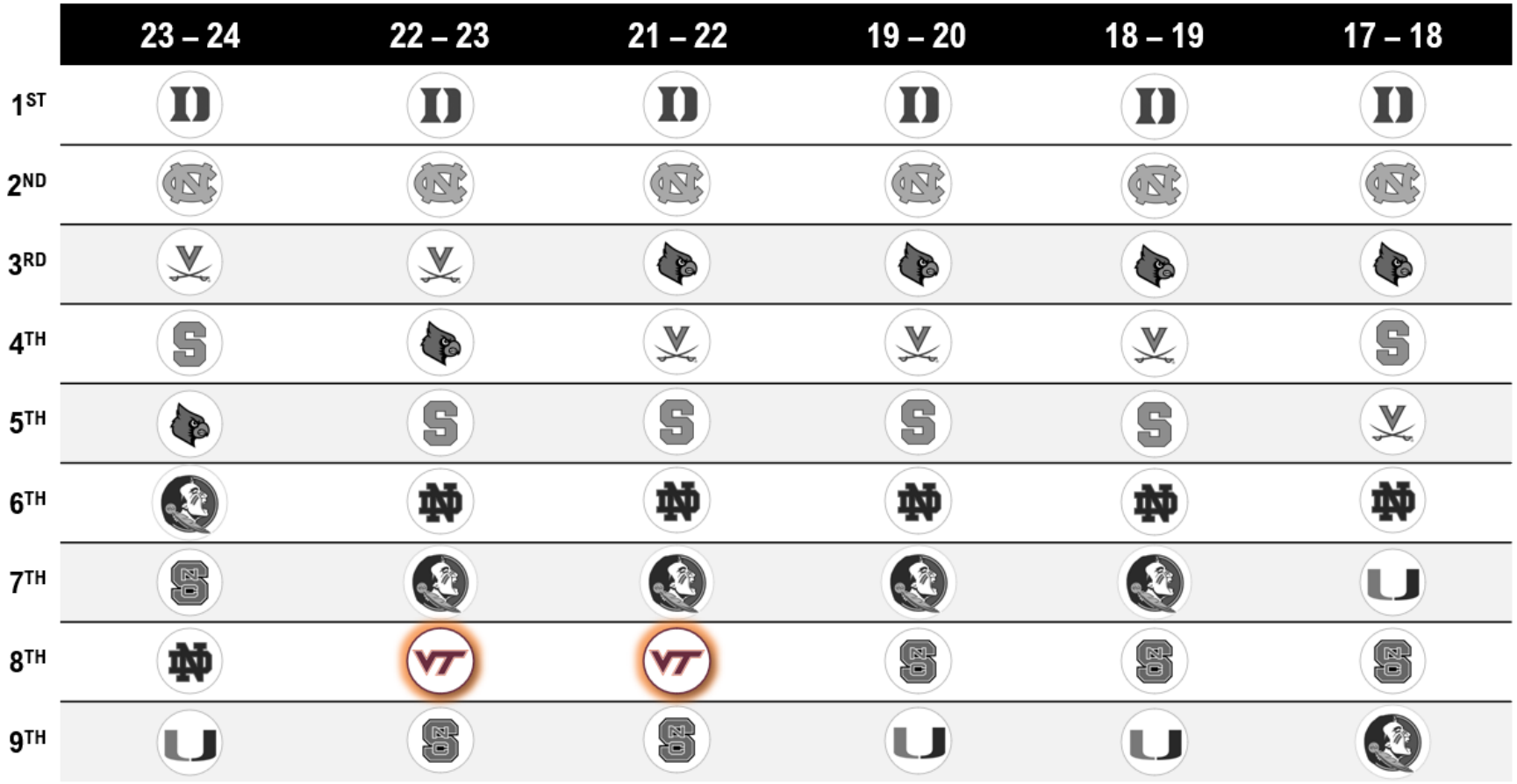
	Football Pool (75%)		Men's Basketball Pool (25%)		Total Viewership Pool	
	Percent Share	Distribution	Percent Share	Distribution	Percent Share	Distribution
School 1	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 2	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 3	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 4	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 5	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 6	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 7	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 8	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 9	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 10	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 11	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 12	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 13	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 14	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
School 15	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M
	___%	$ ____ M	___%	$ ____ M	___%	$ ____ M

5-year Rolling Average Viewership Ranking Football



New ACC Revenue Distribution Model Resulting from the Settlement with Clemson and Florida State

5-year Rolling Average Viewership Ranking
Men's Basketball



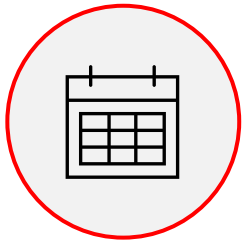
New ACC Revenue Distribution Model Resulting from the Settlement with Clemson and Florida State

Levers to Increase Viewership and Evaluate ROI

VIEWERSHIP LEVERS



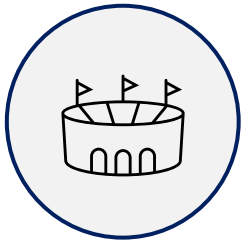
ON-FIELD PERFORMANCE



NON-CONF SCHEDULING



GAME BUYOUT ROI



STAND-ALONE GAME VALUE



TUNE-IN CAMPAIGNS

ROI EVALUATION



VALUE PER WIN



VIEWERSHIP "EXCHANGE RATE"

Incremental Value of Linear Football Games

Linear Game = ABC or ESPN Broadcast

1.82M

INCREMENTAL VIEWERS VS. NON-NETWORK GAME

$560K

INCREMENTAL YEAR 1 BRAND INITIATIVE PAYOUT

$1.61M

INCREMENTAL 5-YEAR BRAND INITIATIVE PAYOUT

Incremental Wins Analysis

WHAT THIS MEANS

Winning in the current season is **statistically significant in determining the number of network games** received.



EXPECTED NETWORK GAMES BASED ON AVERAGE WINS

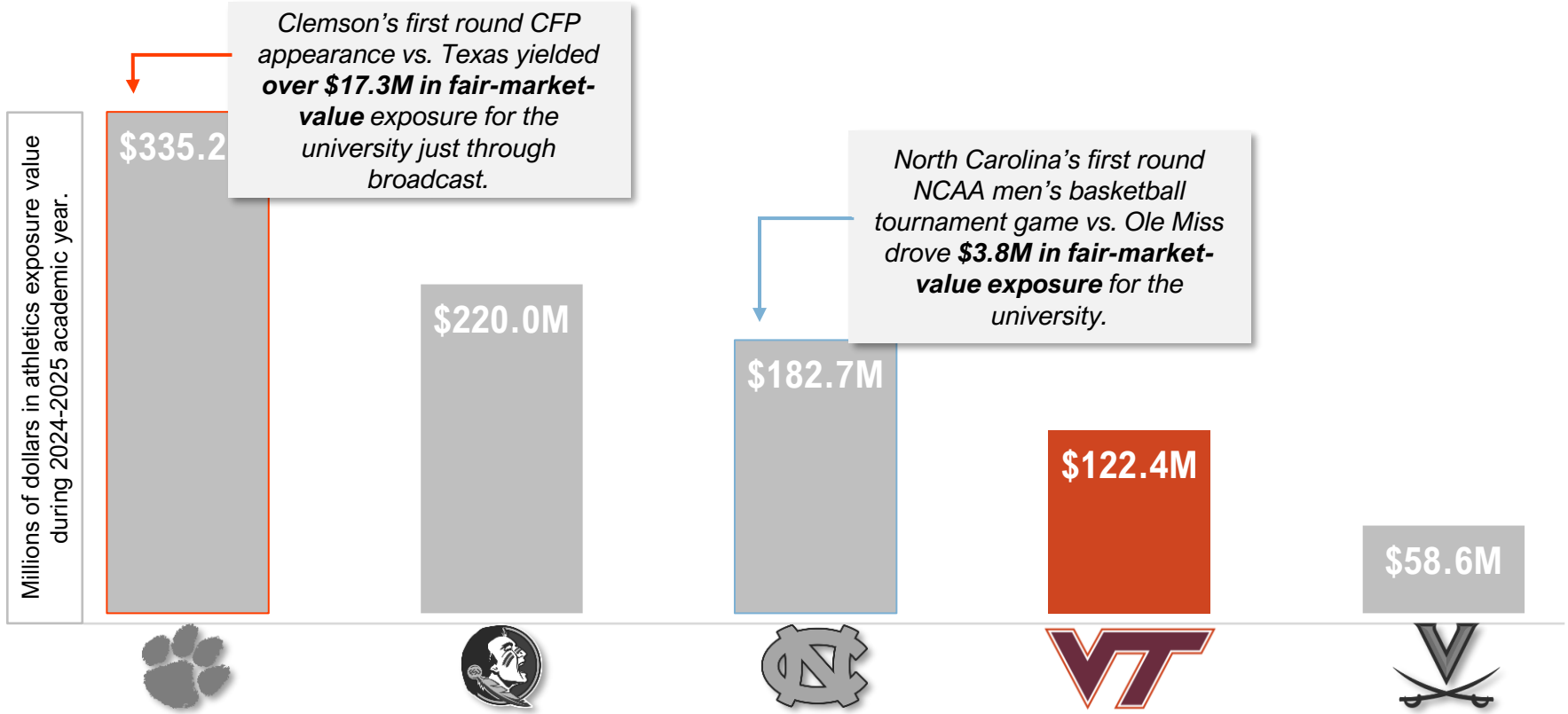
6 WINS	2
7-8 WINS	3
9 WINS	5
10 WINS	6
11 WINS	7

Projected Impact of Linear Games

	6 WINS	7 WINS	8 WINS	9 WINS	10 WINS	11 WINS
EXPECTED NETWORK GAMES	2	3	3	5	6	7
INCREMENTAL VIEWERS	0.0M	1.8M	1.8M	5.5M	7.3M	9.1M
YEAR 1 SHARE INCREASE %	0.0%	0.4%	0.4%	1.1%	1.5%	1.8%
YEAR 1 SHARE INCREASE $	$0.0M	$0.6M	$0.6M	$1.7M	$2.3M	$2.8M

Virginia Tech Peer Institutions Benchmark

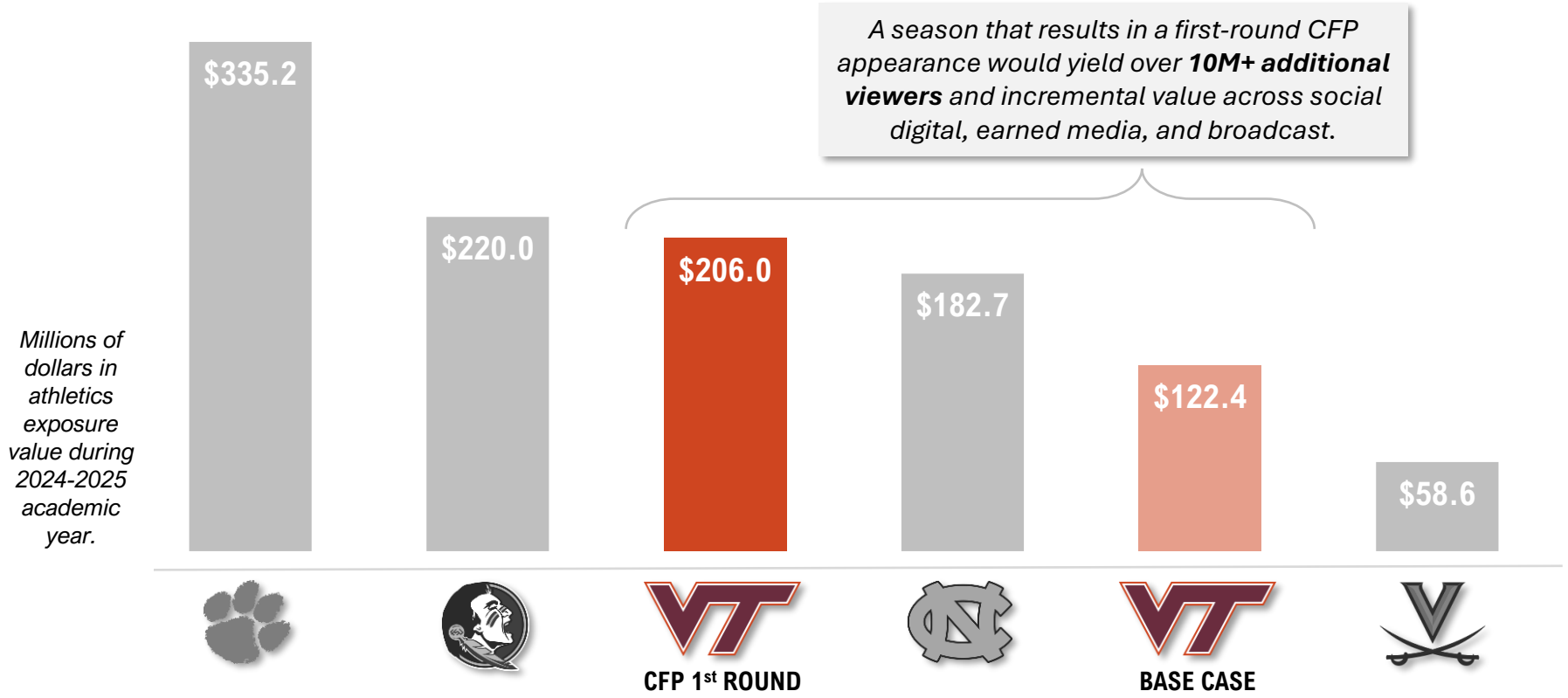
With viewership heavily tied to on-field performance, continued investment into athletics represents the greatest marketing and exposure opportunity for Virginia Tech moving forward.



New ACC Revenue Distribution Model Resulting from the Settlement with Clemson and Florida State

Impact of Strong Football Performance

Strong football on-field performance is the fastest way to grow exposure value, as playing in the ACC Championship and a first-round campus game in the CFP **generates an estimated $83M+ in incremental value for Virginia Tech.**



New ACC Revenue Distribution Model Resulting from the Settlement with Clemson and Florida State

3. VIRGINIA TECH ATHLETICS BUDGET AND RESOURCES: PEER ANALYSIS



3. Virginia Tech Athletics Budget and Resources: Peer Analysis

- Benchmarking vs ACC Peers
- Benchmarking vs Power 4 Schools
- Virginia Tech – Revenues and Expenses
- Challenges and Opportunities in the Commonwealth of Virginia
  - State of Virginia Division 1 peer analysis funding
  - Student Fees
  - Athletics Department creative Revenue Solutions
  - A range of campus solutions exist, even with State restrictions

ACC Operating Budget Estimates

as of July 1, 2025

Institution	Sponsored Sports	Athletics Budget	Rank
Private Institution		* $215 million	1
Clemson	21	$190 million	2
Florida State	18	$170 million	3
Private Institution		* $165 million	4
California	30	$160 million	5
Private Institution		* $160 million	6
Private Institution		* $155 million	7
Louisville	23	$145 million	8
North Carolina	28	$145 million	9
Georgia Tech	17	$140 million	10
Virginia	**27**	**$140 million**	**11**
Pittsburgh	19	$130 million	12
NC State	22	$125 million	13
Virginia Tech	22	$122 million	14
Private Institution		* $120 million	15
Private Institution		* $110 million	16
Private Institution		* $110 million	16
Private Institution		* $85 million	18
AVERAGE	**23**	**$143.7 million**	



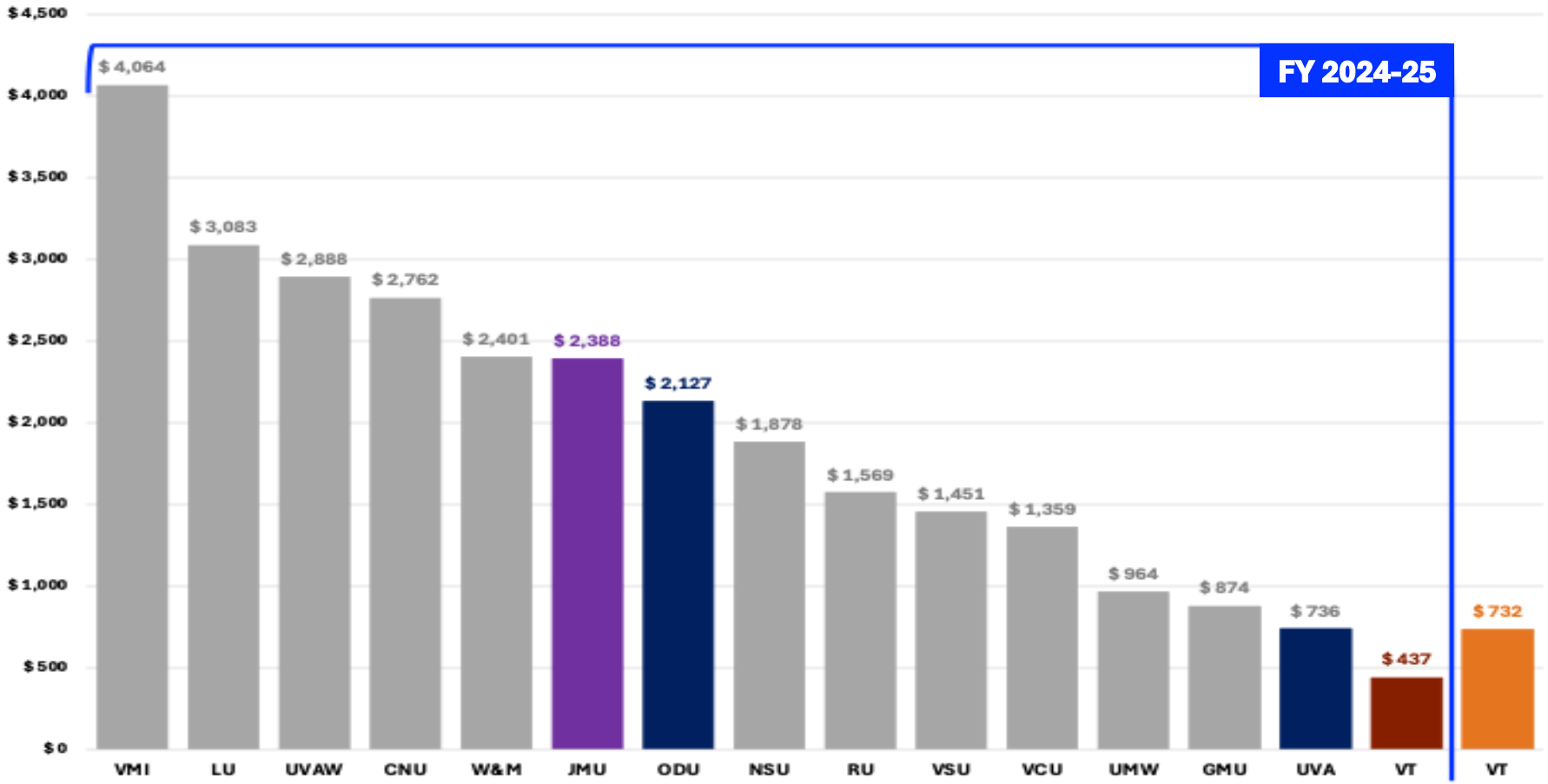
ACC Public Institutions
Discretionary Budget Analysis

FY 2023-24	Sports	Total Expenses	Rank	Debt Service	Rank	Budget (less Debt)	Rank	Scholarships	Rank	Discretionary Budget	Rank
Florida State	18	$ 169.77 M	2	$ 4.81 M	7	$ 164.96 M	2	$ 9.85 M	9	**$ 155.11 M**	1
Clemson	21	$ 181.92 M	1	$ 10.90 M	2	$ 171.02 M	1	$ 24.50 M	1	**$ 146.52 M**	2
North Carolina	28	$ 155.94 M	3	$ 5.32 M	6	$ 150.62 M	3	$ 16.20 M	4	**$ 134.42 M**	3
California	30	$ 146.56 M	4	$ 9.93 M	3	$ 136.63 M	5	$ 16.03 M	5	**$ 120.60 M**	4
Virginia	27	$ 145.61 M	5	$ 1.19 M	9	$ 144.42 M	4	$ 24.38 M	2	**$ 120.04 M**	5
Louisville	23	$ 141.00 M	7	$ 5.50 M	5	$ 135.50 M	6	$ 16.00 M	6	**$ 119.50 M**	6
Georgia Tech	17	$ 141.43 M	6	$ 13.61 M	1	$ 127.82 M	7	$ 15.26 M	7	**$ 112.56 M**	7
NC State	22	$ 124.90 M	9	$ 3.28 M	8	$ 121.62 M	9	$ 12.01 M	8	**$ 109.61 M**	8
Virginia Tech	**22**	**$ 132.76 M**	**8**	**$ 6.84 M**	**4**	**$ 125.92 M**	**8**	**$ 19.82 M**	**3**	**$ 106.10 M**	9
Average	**23**	**$ 148.88 M**		**$ 6.82 M**		**$ 127.85 M**		**$ 17.12 M**		**$ 112.45 M**	

ACC	Total Expenses	VT Gap
Top 3:	$156M - $182M	$31M - $57M
Middle 3:	$142M - $147M	$17M - $22M
Bottom 3:	$125M - $141M	

Source: NCAA Agreed Upon Procedures Revenue and Expense Reports

VT has the lowest Athletic Fee in the state of VA



Public Institutions in the State of Virginia

Athletic Fees and Institutional Support: FY 2023-24

Virginia Institution	Indirect Institutional Support	Indirect Debt Service Support	Athletic Student Fee	Direct Institutional Support	Total Inst / Non-Dept Support	Rank	Total Support as a Percent of Budget	Rank
Radford	2,200,000	-	8,970,000	208,000	11,378,000	10	94.9%	1
Longwood	-	-	8,180,000	6,690,000	14,870,000	9	84.1%	2
Norfolk State	-	-	9,110,000	9,340,000	18,450,000	8	82.4%	3
George Mason	2,120,000	3,680,000	24,480,000	-	30,280,000	4	82.1%	4
JMU	-	-	55,530,000	1,790,000	57,320,000	1	75.0%	5
VCU	211,000	-	26,220,000	6,500,000	32,931,000	2	72.8%	6
ODU	-	-	32,390,000	-	32,390,000	3	61.1%	7
William & Mary	-	307,000	17,760,000	313,000	18,380,000	6	50.5%	8
Virginia	1,440,000	563,000	16,670,000	7,470,000	26,143,000	5	17.0%	9
VIRGINIA TECH	1,600,000	-	14,540,000	825,000	16,965,000	7	12.2%	10
State Average	757,100	455,000	21,385,000	3,313,600	25,910,700		63.2%	

Institutional Support: ACC Schools in Virginia

Athletic Fees and Institutional Support: Last 5 Years

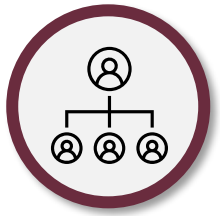
VIRGINIA	Student Fees	Direct Support	Indirect Supp	TOTAL
2020	14,720,000	1,450,000	1,180,000	17,350,000
2021	13,240,000	18,490,000	933,083	32,663,083
2022	15,830,000	7,140,000	1,498,781	24,468,781
2023	16,150,000	6,700,000	1,572,641	24,422,641
2024	16,670,000	7,470,000	2,002,641	26,142,641

VIRGINIA TECH	Student Fees	Direct Support	Indirect Supp	TOTAL
2020	10,920,000	2,428	-	10,922,428
2021	10,890,000	13,033,715	5,450,000	29,373,715
2022	12,470,000	-	1,400,000	13,870,000
2023	13,590,000	600,000	1,550,000	15,740,000
2024	14,540,000	825,000	1,600,000	16,965,000

VARIANCE	Student Fees	Direct Support	Indirect Supp	TOTAL
2020	(3,800,000)	(1,447,572)	(1,180,000)	**(6,427,572)**
2021	(2,350,000)	(5,456,285)	4,516,917	**(3,289,368)**
2022	(3,360,000)	(7,140,000)	(98,781)	**(10,598,781)**
2023	(2,560,000)	(6,100,000)	(22,641)	**(8,682,641)**
2024	(2,130,000)	(6,645,000)	(402,641)	**(9,177,641)**
5-yr Variance	(14,200,000)	(26,788,857)	2,812,854	(38,176,003)

Source: NCAA Agreed Upon Procedures Revenue and Expense Reports

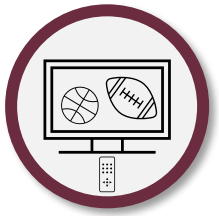
Future Revenue Solutions



ORGANIZATIONAL STRATEGY



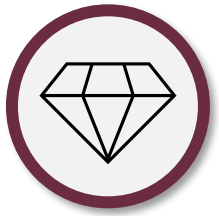
CRM OPTIMIZATION



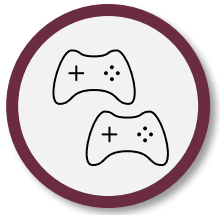
STRENGTHEN TV STRATEGY



MIXED-USE REAL ESTATE



ENHANCED PREMIUM EXPERIENCES



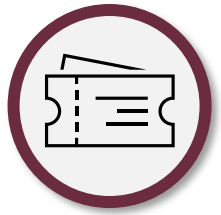
CREATED & OWNED IP / EVENTS



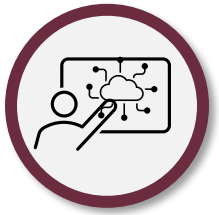
DIGITAL CONTENT STRATEGY



OUTSIDE CAPITAL OPPORTUNITIES



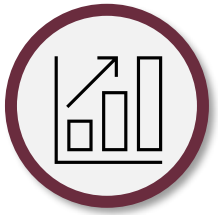
IMPROVED TICKETING AND PARKING



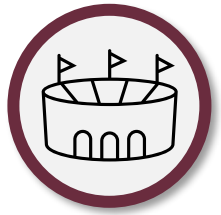
PROFESSIONALIZE FUNDRAISING INITIATIVES



ON FIELD/ COURT SUCCESS



PRO-STYLE REVENUE GENERATION



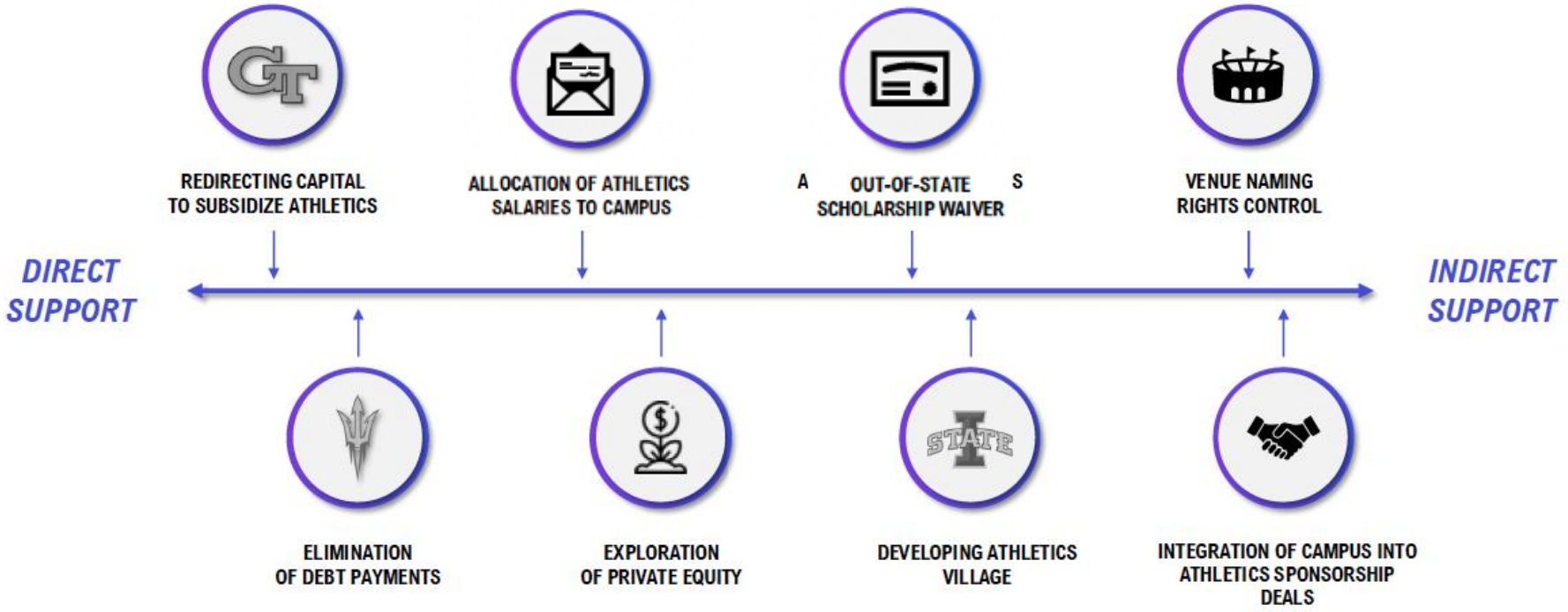
SPECIAL EVENTS (FACILITY UTILIZATION)



ATHLETICS-LED MAJOR PARTNERSHIPS

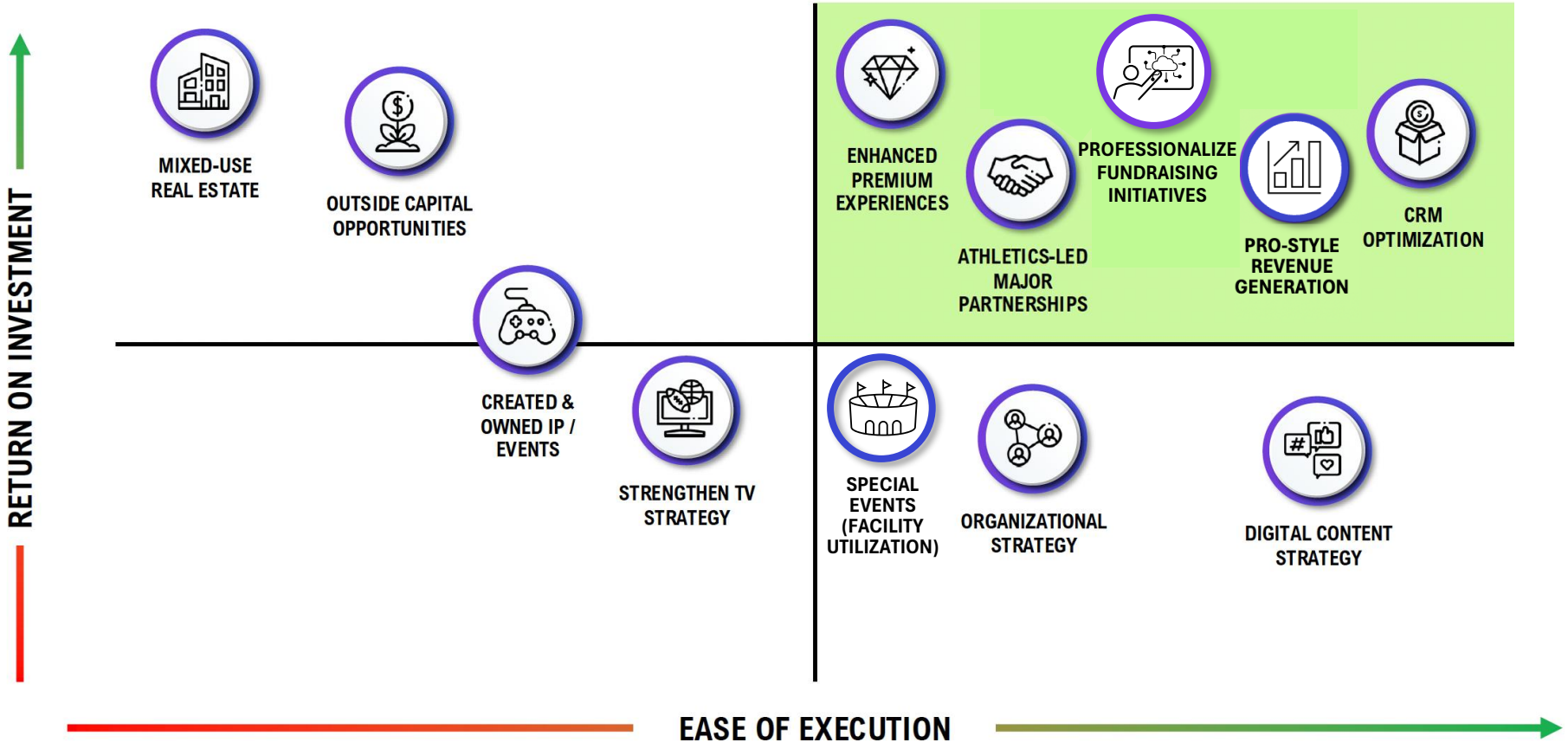
Institutional Support Examples

Solutions to the financial obstacles are wide-ranging from direct financial support from campus to granting athletics autonomy to act over select assets with unrealized revenue potential.



ROI vs Execution Matrix

Which projects can be executed in the short term to help close the financial gap?



Sustainability Measure: VA's FBS Programs

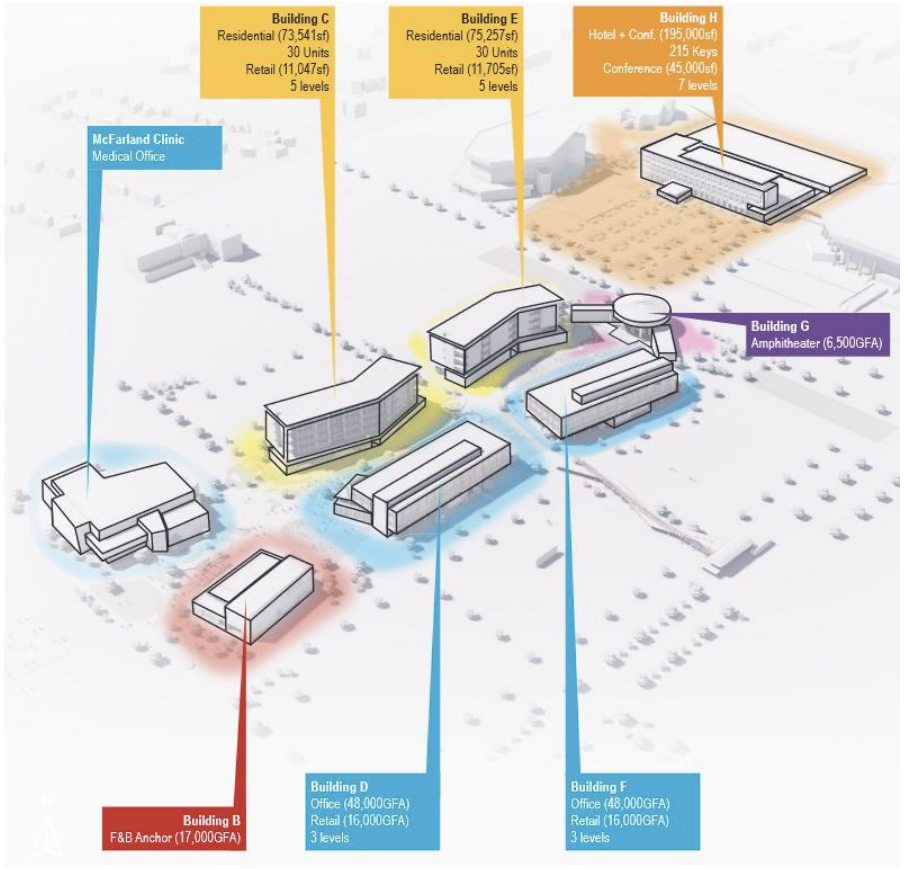
Revenue Category	JAMES MADISON		OLD DOMINION		VIRGINIA		VIRGINIA TECH	
^ Conf/NCAA Distributions	3,017,403	4.0%	3,407,651	6.4%	47,870,589	31.2%	47,870,708	34.3%
^ Donor Contributions	5,684,788	7.4%	8,484,605	16.0%	38,857,053	25.3%	31,781,778	22.8%
^ Endowment Earnings	-	0.0%	-	0.0%	7,223,382	4.7%	4,726,936	3.4%
^ Licensing & Gameday	-	0.0%	1,163,103	2.2%	3,420,443	2.2%	2,802,121	2.0%
^ Sponsorships & Advertising	1,839,157	2.4%	3,522,847	6.6%	11,060,211	7.2%	14,287,549	10.2%
Student Fees & Campus Support	57,316,129	75.0%	32,387,635	61.1%	26,141,497	17.0%	16,962,770	12.2%
^ Ticket Sales	4,872,854	6.4%	3,173,132	6.0%	16,586,280	10.8%	19,313,687	13.8%
^ Other Revenues	3,652,309	4.8%	868,192	1.6%	2,376,500	1.5%	1,713,247	1.2%
Total Revenues	**76,382,640**		**53,007,165**		**153,535,955**		**139,458,796**	
Self-Generated	**19,066,511**	**25.0%**	**20,619,530**	**38.9%**	**127,394,458**	**83.0%**	**122,496,026**	**87.8%**

Source: NCAA Agreed Upon Procedures Revenue and Expense Reports

Multi-Use Developments:

CyTown (Iowa State) & TitleTown (Green Bay Packers)

Iowa State // CyTown



Green Bay Packers // TitleTown



4. STRATEGIC INVESTMENT OPPORTUNITIES

INVESTMENTS TO WIN

4. Strategic Investment Opportunities: Investments to WIN

- Raising the Virginia Tech profile and examples of those institutions that “Have”
- Lost Opportunity Costs – Getting “Left Behind”
- Football-specific needs and strategic investments – Vision to Win
  - Peer comparison data
  - Vision to Win and investment priorities
- Virginia Tech 2030 Strategic Summit – Now is the Time; This is the Place

Investment in Athletics

Announced it will increase scholarship allotment by nearly 200 (from 338 to 532), and is preparing for +$30M budget growth for FY 2025-26.

To assist with the deficit in Athletics, the University is kicking in an additional $7M in support, and Athletics has secured a $25M line of credit.

Projecting a balanced budget of $266.3M for FY26, with $15M in support from the university to help offset House-related expenses.

Board of Trustees approves the use of $22.5M in auxiliary funding for the Seminoles' athletics program.

In the last decade alone, Tennessee's State Building Commission approved $500 million worth of improvement projects for University of Tennessee athletics facilities.

Board of Trustees approves an athletic student fee for the first time ever, resulting in an immediate $7-8M annual revenue increase.

In addition to $8M in student fees, UNC supplied $21.4M to support athletics last year between direct payments, services, debt payments, and rental fees.

Implementing a new $200 per year student fee specifically to support Athletics. The fee was introduced due to increased financial pressures on the athletic department.

President remarked: "We made a decision, the Board made a decision, that we were going to invest and be competitive at the highest level."

- **Lost Opportunity Costs**
- **Getting Left Behind**
- **It Costs Money to Win**
  It Costs Money to Lose

Investment in Football

Football Benchmarking				
Head Coach Salary	$ 11.5 M	$ 10.0 M	$ 10.0 M	$ 4.8 M
Assistant Coach Pool	$ 10.1 M	$ 11.0 M	$ 10.0 M	$ 5.5 M
Support Staff Pool	$ 10.5 M	$ 6.5 M	$ 6.3 M	$ 3.4 M
Number of Staff	87	74	56	55
Football Budget	$ 67.8 M	$ 61.1 M	$ 48.0 M	$ 41.0 M
Recruiting Budget	$ 3.1 M	$ 1.8 M	TBD	$ 1.2 M
Rev Share cash payments (EST)	$ 15.0 M	TBD	$ 13.0 M	$ 14.0 M
Football Budget - excluding Scholarships	$ 60.5 M	$ 58.8 M	$ 43.7 M	$ 35.8 M
New Scholarships added (all sports)	200	TBD	200	45

Sources: NCAA Agreed Upon Procedures Revenue and Expense Report,
"UNC's big bet on football and Bill Belichick," Zachery Eanes, Axios Raleigh, 3/13/25.
"Carolina Athletics Adapting & Evolving After House Settlement," Bubba Cunningham, goheels.com, 6/23/25.

VT vs. ACC Publics - Expenses by Sport

Rank	Institution	Football	Men's Basketball	Women's Basketball	Other Expenses	Total Expenses	Football Capacity	Basketball Capacity	Undergrad Enrollment
1	Clemson	$67,787,017	$11,672,038	$6,506,099	$95,955,869	$181,921,023	81,500	9,000	22,566
2	Florida State	$61,109,773	$10,893,720	$5,756,618	$92,009,856	$169,769,967	79,560	12,500	32,936
3	Louisville	$38,777,030	$21,044,530	$6,834,001	$98,513,243	$165,168,804	61,000	22,090	15,921
4	North Carolina	$40,066,790	$13,601,824	$5,292,019	$96,974,880	$155,935,513	50,500	21,750	20,029
5	Virginia	$33,041,491	$14,238,084	$5,052,941	$93,280,520	$145,613,036	61,500	14,593	17,444
6	Georgia Tech	$41,888,740	$10,164,043	$5,983,602	$83,397,587	$141,433,972	51,913	8,600	18,415
8	North Carolina State	$34,999,026	$11,953,373	$6,450,749	$71,497,946	$124,901,094	56,919	19,722	26,254
	ACC Peer Average	**$45,381,410**	**$13,366,802**	**$5,982,290**	**$90,232,843**	**$154,963,344**	**63,270**	**15,465**	**21,938**
7	**Virginia Tech**	**$40,976,224**	**$9,662,190**	**$7,143,445**	**$74,976,389**	**$132,758,248**	**65,632**	**8,925**	**30,434**
	Above/(Below) Average	**($4,405,186)**	**($3,704,612)**	**$1,161,155**	**($15,256,454)**	**($22,205,096)**	**2,362**	**(6,540)**	**8,496**

Sources: Knight-Newhouse College Athletics Database

EADA database

Plan For Success – Investments to WIN

- ❑ Increase Football-specific Budget
  - ➢ Staffing – Hire (and retain) Experienced and Proven Personnel, shorten the learning curve
  - ➢ Provide overall Football staffing and Infrastructure/salary support more on par with Top Tier ACC schools and Top 25 teams nationally (analysts, recruiting staff, player development, content production, nutrition, Sports Science, athletic training, financial education/advising, etc) — $5.0M
  - ➢ Strengthen Recruiting Budget (and increased Private Air travel for recruiting) — $2.2M
  - ➢ Enhance Team Travel Budget — $1.3M
  - ➢ Recovery areas, Bod Pods, Cryotherapy, etc… [one-time expense] — $1.5M
  - ➢ Boost budget for Guarantee Buy Games (i.e. more Home games, more viewership) — $1.5M
  - ➢ Develop more robust, Pro-Style Front Office and Data Analytics Department — $2.0M

Continued on next page

Plan For Success – Investments to WIN (continued)

❑ Enhance Fundraising Department efforts, and increase staffing	$2.0M
❑ Enhance/develop outbound NIL Sales and Revenue Generation 'team'	$2.0M
❑ Hire Staffing (university) to facilitate and modernize the New Era model necessary for Admissions, Registrar, Bursar's Office, Housing, Transfers, etc… Improve alignment and Processes – ease strain on current Campus Systems	$0.5M
❑ Wi-Fi enhancements to Lane – Revenue Generation and Fan Amenities [one-time expense]	$4.0M
❑ Initiate study / Task Force to explore and develop Multi-Use Development in close proximity to Lane Stadium – See Iowa State (CyTown), Green Bay Packers, Atlanta Braves	TBD
❑ Premium Seating upgrades and fan amenity enhancements for Cassell and Lane (Revenue) [one-time expense]	$5.0M

Continued on next page

Plan For Success – Investments to WIN (continued)

❑ Heat Indoor Practice Facility for year-round use [one-time expense]	$8.0M
❑ Replace severely outdated Lane Stadium videoboard [one-time expense]	$5.5M
❑ LED Lights [one-time expense]	$2.0M
❑ Add 100 Scholarships to Olympic Sports AND increase Budgets/Staffing to be on par with ACC Top Tier institutions	$5.5M
❑ Olympic Sports Facility enhancements – Track and Field, Softball, Tennis, Golf, Soccer	$4.0M
❑ Finalize Multi-Use Development to provide perpetual (new) Revenue streams	TBD

Investments to WIN Total: $52 M

Why We're Here Today

COLLEGIATE ATHLETICS FACES RADICAL CHANGES



NIL & House Settlement

Potential for Further Conference Realignment / Consolidation

CFP Expansion

Explosion of Interest in Women's Sports

FALL INTO IRRELEVANCE

MAINTAIN STATUS QUO

RADICALLY LEAP FORWARD

WHY THIS MATTERS TO YOU



High school graduates to **decrease by 11%**

Budgetary Stressors can be Addressed

Athletic Success = Exposure, Interest, and Applications

The New Era of College Athletics – A Critical Moment in Time; BOV Discussion Topics:

1. What is the role of Athletics at Virginia Tech; how important is it? Where does the Board aspire to be positioned within the ACC and nationally as a Department?

2. Where does the Board aspire to be positioned - specifically with our investment levels in Football? (For M/W Basketball; our Olympics Sports)?

3. What is the best approach or process to strategically evolve and modernize dated guidelines, policies, and restrictions related to Athletics funding within the University and with State Government moving forward, to be more in alignment with our ACC peers, and to thrive in this new era? (Task Force with BOV representation?)


Now is the TIME
This is the PLACE
VIRGINIA TECH

House settlement primer, from back damages to buyouts for college athletes

By DAVID TEEL | Staff writer
June 24, 2025 at 8:37 AM EDT

Long brewing, the revolution has arrived. Starting July 1, NCAA Division I schools will be permitted to pay their athletes directly.

How college sports arrived here has been a decades-long saga, prolonged by old-school stubbornness and driven by legal mandates. But the end game, justly, is that a billion-dollar industry will finally share revenue with the young people who produce it.

The green light came on the evening of June 6, when U.S. District Court Judge Claudia Wilken approved the joint

settlement of three antitrust cases, collectively known as House, brought by former athletes against the NCAA and its power conferences — the ACC, Big Ten, Big 12, SEC and Pac-12.

So in Q&A form, here's an explanation of the basics.

What does the settlement mandate and allow?

The 10-year agreement has four components — back damages, revenue sharing, name, image and likeness (NIL) oversight and roster caps.

Athletes who opted in to the settlement will receive $2.8 billion in damages for lost compensation, $280 million per year.

As the Business of College Sports broke down, power conference football and men's basketball athletes will receive a vast majority of the back pay, banking on average $135,000 total over the 10-year term. Women's basketball's average allocation is about $35,000.

The damages will cost power conference schools such as Virginia and Virginia Tech $1-2 million annually in decreased league distributions, other Division I members far less than $500,000.

Moving forward, Division I schools are allowed, but not required, to share their athletics revenue with players. The per-school cap starts at $20.5 million and will increase annually.

In addition to the new revenue sharing contracts, athletes will continue to negotiate NIL deals. But in contrast to the deregulation in place since NIL's 2021 inception, the settlement creates an auditing arm, dubbed NIL Go, run jointly by Deloitte and the newly formed College Sports Commission.

Within five days of execution, athletes are required to submit all outside contracts worth $600 or more to NIL Go, which will use an algorithm to determine if they are of fair market value.

Finally, the settlement replaces the NCAA's longstanding scholarship limits with roster caps.Unlike in the past, when, for example, a baseball program could allocate a maximum of 11.7 scholarships among 35-40 players,

baseball will have a 34-man roster limit, with everyone eligible for a full scholarship.

How was the revenue-sharing cap calculated?

Using the detailed financial disclosures schools submit annually to the NCAA, officials calculated the average power-conference revenue from eight sources, chief among them media rights, licensing, ticket sales and bowls. The $20.5 million cap for this academic year is 22% of that $93.2 million average.

How will the cap be adjusted?

The amount will increase 4% in each of the next two years, to $21.3 million and $22.2 million, respectively. Officials then

will recalibrate the 22% cap using more recent NCAA financial reports.

Does the settlement dictate how the shared revenue is allocated?

No. Those are institutional decisions, though as with the back damages, football and men's basketball will receive about 90% of the money at many schools.

What about gender equity/Title IX?

Some female athletes already are contesting the back damages, and universities are bracing for similar Title IX challenges to their revenue sharing distributions. But schools believe they are on firm legal ground basing rev shares on profitability rather than gender equity.

“Revenue sharing with revenue-producing sports will fuel the viability and success of athletic departments moving forward,” Virginia athletic director Carla Williams wrote in a letter to supporters June 12.

What about schools that don’t play football?

Basketball-centric universities such as the Atlantic 10’s VCU and George Mason, and the Big East’s St. John’s and Marquette, figure to earmark most of their rev shares for men’s hoops. But without the football television windfalls enjoyed by power conference members, those schools aren’t positioned to share the full $20.5 million.

Case in point, VCU’s 2023-24 revenue of $42 million was less than one-third of Virginia Tech’s $139.5 million.

What about universities that play football in the Group of Five FBS conferences or Championship Subdivision?

Institutions such as Old Dominion, Norfolk State and James Madison have opted in to the settlement and intend to pay athletes. But again, without power conference TV monies, they can't afford to approach the $20.5 million cap.

Can universities opt in and out of the settlement terms?

Yes. According to a settlement FAQ document, schools must communicate to the NCAA their intentions for the following July-June fiscal year by March 1.

Are any of Virginia's 14 Division I schools not participating in the settlement?

William & Mary announced in February that it will not opt in until 2026-27.

Do additional scholarships that reflect the new roster caps count toward revenue shares?

Yes, up to $2.5 million. In fact, on a post-settlement podcast with Virginia Tech radio voice Bill Roth, Hokies athletic director Whit Babcock said that given the roster caps, his department is funding 45 new scholarships valued at $2.5 million.

That leaves the Hokies $18 million this year to pay directly to athletes.

UVA's Williams outlined a similar approach — about $2.5 million in additional scholarships — for the Cavaliers.

How will revenue sharing be monitored?

The College Sports Commission and power conferences have contracted with the software company LBi, which also manages Major League Baseball's complex salary cap.

With the new roster caps, can a program replace an athlete injured during the season?

No. Once rosters are submitted to the CSC, replacements are not allowed, unless an athlete sustains a documented season-ending injury before the opening competition.

Can a university and/or its multimedia rights holder strike NIL brand endorsement deals with athletes?

Yes, but since those payments are school-to-athlete, they count against the revenue sharing cap.

What are the cap calculations for multi-year contracts between athletes and institutions?

The payments count only in the year they are provided.

What about buyouts?

If an athlete with a contracted $50,000 buyout transferred from UVA to Old Dominion, and ODU paid the buyout to Virginia, the $50,000 would count against the Monarchs' cap.

When are schools permitted to offer, in writing, revenue sharing and NIL contracts to a high school athlete?

The earliest date is Aug. 1 of the athlete's senior year.

Can an athlete suspended from competition for disciplinary reasons continue to receive payments?

Yes, provided the athlete is enrolled and academically eligible.

What is the appeals process for athletes and schools challenging decisions and penalties rendered by the College Sports Commission?

Binding arbitration. A neutral arbiter will be assigned to each appeal and have 45 days to rule. Schools are permitted to pay attorneys' fees incurred by athletes during arbitration.

Were current athletes consulted regarding these settlement terms?

No.

Is that a problem?

Hmmmmmm.

What happens June 30, 2025, when the settlement expires?

Don’t believe anyone who says they know.

David Teel: ACC goes Darwinian in settling lawsuits with FSU, Clemson

By David Teel | Staff writer

UPDATED:

March 5, 2025 at 5:44 AM EST

For most of its 73 years, the ACC was a compact, largely collegial bunch that played round-robin conference schedules and shared the wealth equally. Alas, the past two decades have brought a gradual and necessary erosion of those quaint approaches, and Tuesday marked another step in that evolution.

Following more than 14 months of legal skirmishes, Florida State, Clemson and the ACC announced a settlement of the schools' lawsuits challenging the league's grant of media rights and exit fees. The agreements stabilize membership in the near-term, mitigate departure costs incrementally and usher in a second Darwinian approach to revenue sharing.

No one got everything it wanted. Everyone got something. That's what happens in negotiations.

And to the spin doctors who will project the settlement's long-term impact, a word of caution: No one knows what major college sports will resemble in five months, let alone five years.

The ACC's first revenue-sharing alteration, adopted in 2023 and implemented last fall, rewards on-the-field performance, primarily in football, secondarily in men's basketball. Conference officials term this a "success initiative."

The second, an integral component of Tuesday's settlement, ties a portion of revenue shares to regular-season football and basketball television viewership, a far more nuanced and capricious metric than the scoreboard.

There's no secret to what drives TV ratings: Quality teams competing against one another on the most visible networks in the most desirable time windows, the latter two dependent on the weekly whims of the football schedule makers at ESPN and other rights holders.

Saturday will always be college football's holy day. But Monday's release of the previous week's top audiences and upcoming kickoff times/network designations will prompt new levels of angst and analysis among fans, media and administrators.

ACC commissioner Jim Phillips steered the league through the settlement minefield, and in Tuesday's announcement he rightfully called the viewership component innovative. The conference is incentivizing competition and ambitious scheduling, and the rewards are available to all.

Indeed, it will be fascinating to see if the Big Ten and SEC's top brands push for similar moves away from the egalitarian revenue sharing that most power conferences have long followed.

Left unsaid in the ACC's release is the inherent risk. Economic divisions can sow resentment, especially if those in arrears believe the game is rigged against them.

Which brings us to the settlement's second tenet, a revision of the ACC's exit costs.

Florida State in December 2023, and Clemson last March sued the conference to overturn the grant of rights, which conveys each school's television rights to the league through 2035-36. FSU's counsel estimated that the GOR and the league's exit fee, which is based on the ACC's annual budget, amounted to more than $600 million in departure costs.

The settlement will dramatically ease that burden. Per Clemson's Board of Trustees presentation Tuesday, the $165 million exit fee for 2025-26 will decrease by $18 million per year until it reaches $75 million in 2030-31.

Upon payment of the fee, a departing school immediately regains its media rights.

That appeases Florida State, a chronic malcontent that believes the Big Ten and/or SEC will grovel for its brand whenever the Seminoles become available. The wisdom in that arrogance is debatable, as those leagues have plenty of mouths to feed and no intention of diminishing their current members' annual revenue shares.

But de-escalating exit costs gives every school flexibility, while also stabilizing membership for a few years.

"The settlements, coupled with the ACC's continued partnership with ESPN, allow us to focus on our collective future — including Clemson and Florida State — united in an 18-member conference demonstrating the best in intercollegiate athletics," Phillips said in a statement.

Unlike Florida State, which joined the league in 1991, Clemson is among the ACC's seven charter members, not to mention exponentially more reasonable, and the Tigers seem far more likely to buy into Phillips' vision of a "united" conference.

"The ACC is an excellent fit for Clemson," Tigers athletic director Graham Neff said at the school's Board of Trustees meeting Tuesday, as reported by ESPN. "The academic prestige and reputation we so emphasize here at Clemson is a natural fit with other members of the ACC. The historic football success the league has had and that Clemson has had in the ACC and access to the College Football Playoff currently — this is a great home for Clemson."

Florida State, Clemson and Miami football, plus Duke and North Carolina basketball, are the ACC's most powerful television brands, and based on a five-year rolling average of ratings — this includes the ACC football championship game and basketball tournament — the viewership initiative will start in fiscal 2025-26.

Contracted increases that reflect the expanded membership figure to grow the ACC's annual media revenue to roughly $600 million in 2025-26. Under the 60%-40% split adopted by ACC presidents, that would translate to $360 million for the viewership distributions, with the remaining $240 million shared equally.

The performance and TV bonuses will create the widest variances among school revenue shares in ACC history.

For example, in 2022-23, the most recent year for which tax documents are available, the gulf between the largest share, North Carolina's $46.9 million, and smallest cut, Georgia Tech's $43.3 million, was less than $4 million. That disparity could mushroom to $20 million and beyond in the new model.

The prospects of earning a larger distribution from the conference, plus narrowing the Big Ten and SEC's financial advantages, are especially alluring as major college sports approaches a new era of revenue sharing with athletes. If approved by a judge in April, Division I schools will be permitted, starting July 1, to share up to $20.5 million annually with their athletes.

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Evolve Or Perish

So the task for ACC programs is to craft appealing non-conference schedules, invest heavily in player acquisition and win. Want your games to air on ABC or ESPN instead of ESPN2, ESPNU or the ACC Network? Want television executives to showcase your team in exclusive windows such as Week 0 and Labor Day Night?

Just win, baby.

Consider the ACC's most-watched games in 2024, per SportsMediaWatch.com. The top three were versus marquee SEC opponents: Georgia Tech-Georgia, Clemson-Georgia, and Miami-Florida. Fifth on the list was Boston College at Florida State on Labor Day, with Virginia Tech at Miami on a Friday night eighth.

Virginia and Virginia Tech's highest-rated contests in the last decade also reflect the value of exclusive windows and renowned opponents.

The Hokies' top three were Labor Day 2015 against Ohio State, the Battle at Bristol versus Tennessee in 2016 and Labor Day 2018 at Florida State. The clash with Ohio State drew 10.59 million viewers, fourth-best among all conferences during that regular season behind only LSU-Alabama, Michigan State-Ohio State and Michigan-Ohio State.

UVA's top three were 2015 against Notre Dame, 2019 versus Clemson in the ACC championship game and Black Friday 2018 at Virginia Tech.

College football's opening weekend is always a ratings bonanza, and North Carolina, Virginia Tech, Clemson, Florida State, Miami and Georgia Tech should pounce in 2025.

The Hokies play South Carolina at Atlanta's Mercedes-Benz Stadium in an exclusive Sunday window; the Tar Heels welcome TCU on Labor Day in Bill Belichick's college coaching debut; the Tigers, Seminoles and Hurricanes host LSU, Alabama and Notre Dame, respectively; the Yellow Jackets travel to Colorado, coached by ratings magnet Deion Sanders.

As recently as 2003-04, ACC membership consisted of nine schools in six contiguous Eastern states from Maryland to Florida. Following last summer's additions of Stanford, Cal and SMU, the conference includes 18 schools from a dozen states as far flung as Texas, California, Indiana, Massachusetts and New York.

Similarly, the Big Ten has expanded to 18 teams, the Big 12 and SEC to 16 each, all part of a money/power grab that defies geography and common sense. But the Pac-12's demise as a power conference last year scarred the entire industry and taught a time-honored lesson.

Evolve or perish.

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Most-watched ACC football games 2024

Georgia Tech at Georgia 8.5 million viewers

Clemson vs. Georgia 7.58M*

Miami at Florida 6.36M

Clemson vs. SMU 5.98M**

Florida State vs. Georgia Tech 4.99M***

Boston College at Florida State 4.44

Miami at Louisville 4.07M

Miami at Georgia Tech 3.46M

Virginia Tech at Miami 3.26M

Tennessee vs. NC State 2.96M****

* in Atlanta

** ACC title game in Charlotte

*** in Dublin, Ireland

**** in Charlotte

Source: Sports Media Watch

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Virginia Tech's most-watched football games 2015-24

Ohio State 2015 Labor Day 10.59M

Tennessee 2016 at Bristol Motor Speedway 5.79M

Florida State 2018 Labor Day 5.58M

Clemson 2016 ACC championship game 5.34M

West Virginia 2017 in Landover, MD. 4.65M

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Virginia's most-watched

Notre Dame 2015 5.74M

Clemson 2019 ACC championship game 3.97M

At Virginia Tech 2018 Black Friday 3.55M

At Miami 2017 3.34M

Notre Dame 2021 3.28M

Topic 4:
Resourcing our Strategic Priorities

Topic Leader: Amy Sebring

Contributors: Cyril Clarke, Simon Allen, Elizabeth McClanahan

Key Discussion Areas

- Investing in Global Distinction
- Funding Athletics as an Emerging Focus
- Competing for Resources – Balancing Strategic Priorities in an Uncertain Environment
- Real Estate as a Strategic Asset
- Take Aways

Resourcing ***Global Distinction***: Key talent elements

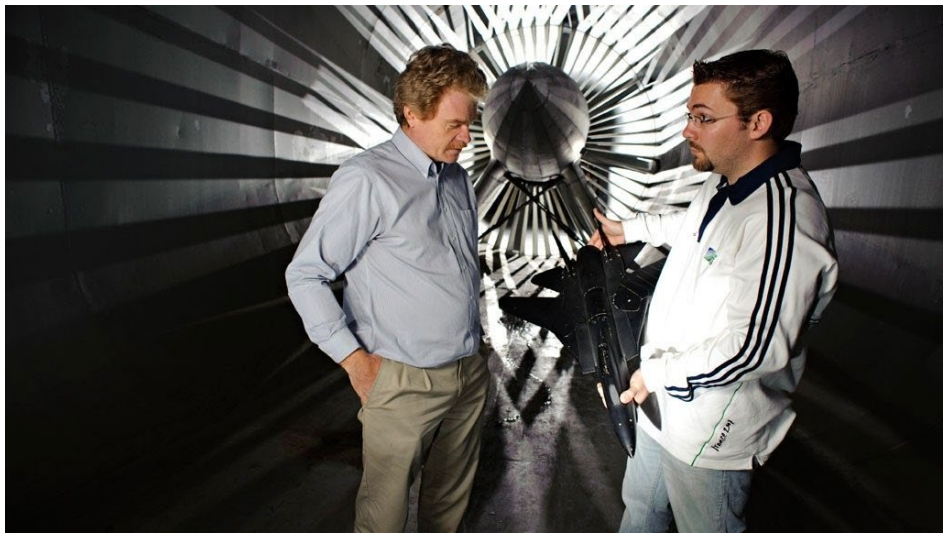
How do we increase faculty positions to grow research?

- Goal to grow tenure-track teaching and research faculty by 5% annually over the next four years. Assuming 50% salary support for instructional and service activities, available sources of funding include:
  - Incremental tuition revenue
  - Reinvestments
  - State General Fund
  - Private funds

How do we fund growth in graduate Ph.D.s to approach a 4:1 ratio of undergrads to grads?

- Funding for tuition remission and stipends primarily covered through:
  - Incremental undergraduate/PGP tuition revenue
  - Reinvestments
  - Grants and contracts
  - Private funds

Note: Additional enabling infrastructure (e.g., environmental health and safety, pre- and post-award management, etc.) may be needed. **But, talent is the driver.**



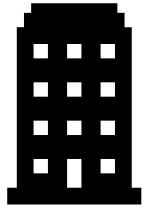
Key Question

How will uncertainty around federal funding impact our ability to grow research Ph.D. students and faculty?

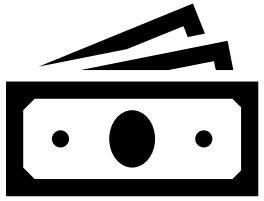
Challenge:
In the face of declining extramural funding, how do we increase talent investments to drive Global Distinction?



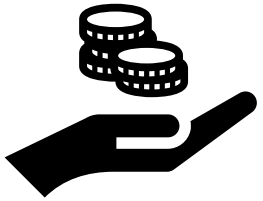
- Grow undergraduate enrollment. Each 1% growth (~300 students) nets ~$3.0M
- Grow professional graduate programs (PGP)
- Significant enrollment increases will require investments in infrastructure to address capacity limitations



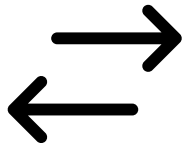
- Seek extramural funding to cover research effort
- Sustainability of extramural funding in question



- Increase tuition rates. Each 1% increase generates $6.1M
- Pulls against VT Advantage and broader affordability goals
- Price elasticity may negatively impact enrollment, particularly for out-of-state undergrads



- Increase philanthropy. Alumni demographics suggest significant capacity for growth
- Requires investments in the advancement "engine"
- Donor restrictions may limit flexibility



- Reallocate base funding to support strategic priorities
- $15M over two years delivered to date
- Limits on discretionary funds; discontinuation of services or functions may take time to realize.
- Not all resources are fungible.

Estimated investment needed: $80-100M to support talent growth, including one-time start up funds

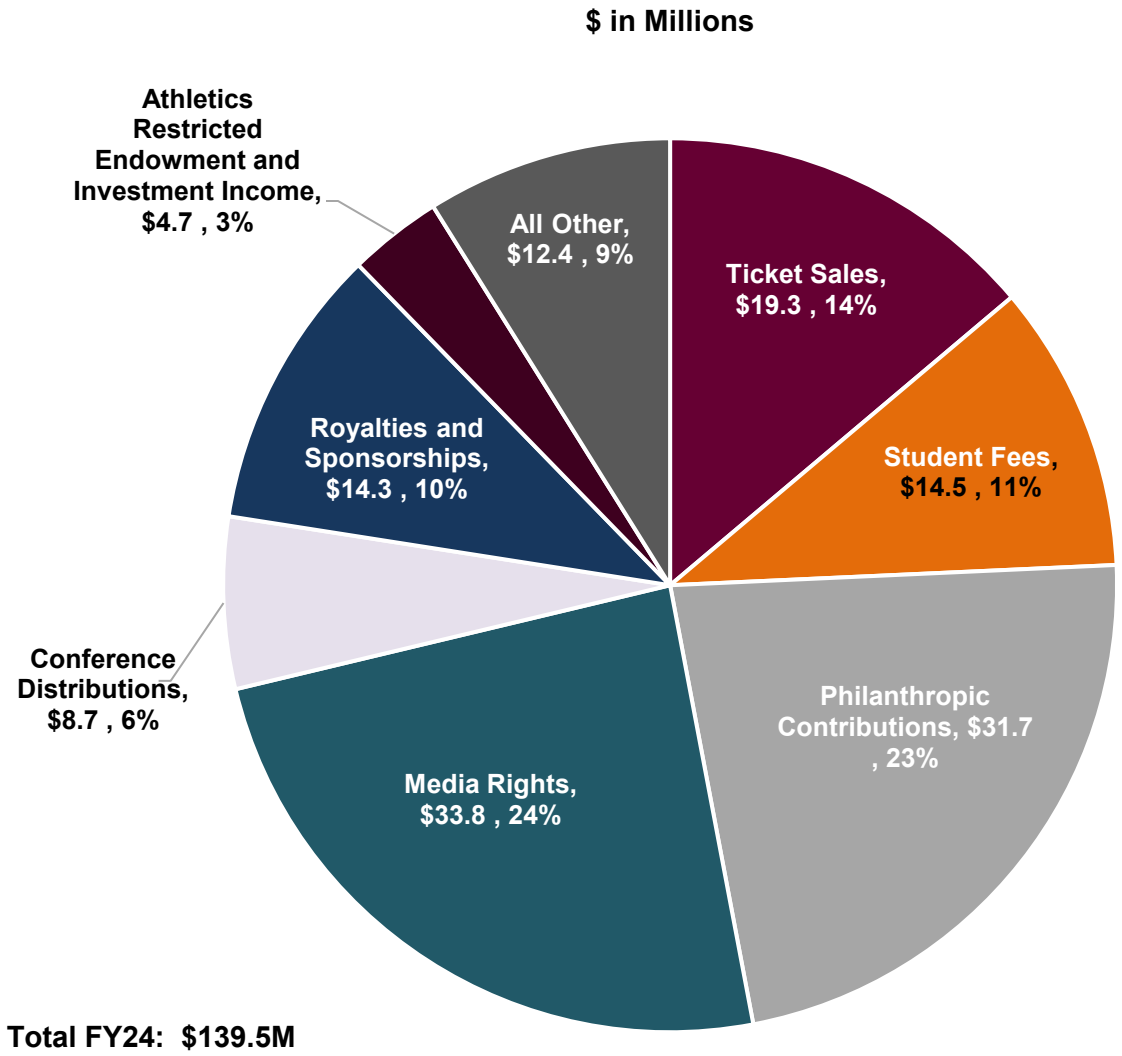
Funding **Athletics** as an Emerging Focus

How do we fund Athletics to be competitive within the ACC?

Where are the current revenue gaps?

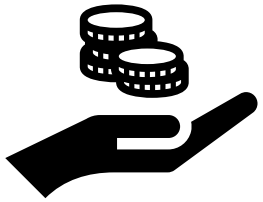
- Conference Distributions
- Donor contributions
- Institutional support
- Ticket sales
  - Cassell Coliseum
- Other revenues

How can new resources be leveraged to grow other sources?

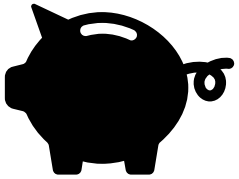


FY24 Revenues, NCAA Financial Report as reviewed by Virginia's Auditor of Public Accounts.

Challenge:
How do we increase Athletics funding?



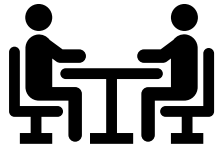
- Increase philanthropy. Alumni demographics suggest significant capacity for growth
- Requires investments in the advancement “engine”
- May pull against fundraising efforts for VT Advantage and Global Distinction



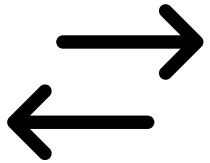
- Increase student fee to reach 20% maximum
- Each $100 increase generates $3.5M
- State appropriation act sets expectations around total fee increases
- Will put pressure on total cost of attendance



- Increase non-fee portion of institutional subsidy to reach 20% maximum
- Limited new sources of funding exist. Current unrestricted private funds fully allocated.
- May supplant funding from academic programs or other student services



- Increase self-generated revenue and third-party partnerships
- Maximize ACC viewership share
- Emerging focus on third-party partners require clear alignment. Capacity unknown.



- Reallocate base funding to support strategic priorities.
- Will reduce available funds for academic priorities, including Global Distinction and VT Advantage.
- Not all resources are fungible.

Estimated annual revenue gap: $10M - $40M+

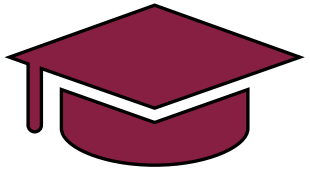
How do we prepare for financial uncertainty while moving ahead on our strategic goals?

	Strategic Priorities		Emerging Focus	Enabling Infrastructure		Inflation/ Economic Disruption
Funding Sources	Global Distinction	VT Advantage	Athletics	Advancement	Other Enabling Infrastructure	
Incremental Tuition Revenue	Yes	Yes	Limited	Limited	Yes	Yes
Reallocation of Existing Base Funds ("Reinvestment") –	Yes	Yes	Limited	Yes	Yes	Yes
Incremental State General Fund Support	Yes	Yes	No	Limited	Limited	No
Student Athletic Fee	No	No	Yes	No	No	No
Private Funds	Yes*	Yes*	Yes*	Yes*	Limited	Limited

*within fund restrictions

- Reinvestments and incremental funds also cover inflationary costs (e.g., salary and fringe benefit increases, contract escalations, economic downturn).
  - Typically, inflationary pressures require incremental funding that is 2-3x the university's capacity for strategic investment
- Importantly, these same funding sources are used to absorb reductions in other funding streams due to economic downturns or other unanticipated events

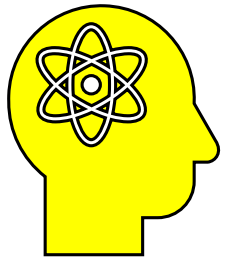
Board Exercise



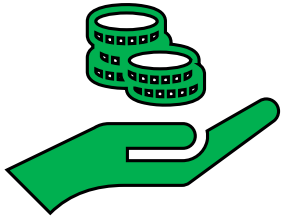
Virginia Tech Advantage



Athletics



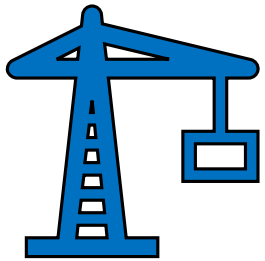
Global Distinction



Advancement

Break into groups of 3 or 4:

1. How do you prioritize Global Distinction, VT Advantage, Athletics and Advancement?
2. If economic uncertainties, inflationary impacts or other critical needs (e.g., technology, safety, compliance) dilute our ability to invest does that change the ranking?
3. If your ranking remains unchanged, can the timeline for investment expand?



Enabling Infrastructure



Inflation/ Economic Downturn

Real Estate as a Strategic Asset

Real Estate Structure

- Assets held by:
  - Virginia Tech (state property),
  - VT Foundation (501c3),
  - Corporate Research Center (for-profit)
- State assets are strictly for the advancement of the university's land-grant mission
- VT Foundation assets support the university's activities by providing physical and/or financial resources that advance the university's mission
- Corporate Research Center provides opportunities to create a nexus between the university and private industry

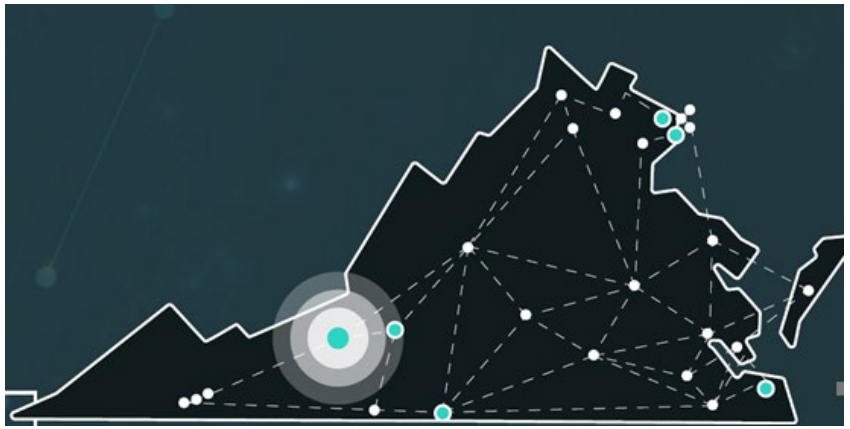
What are the primary purposes of VTF-held assets?

1. **Operational:** Support the university's current educational, research and service activities ("Make No-Lose No" principle)

2. **Strategic:** Hold properties that are in the long-term interest of the university, allowing for mission-related growth and expansion over time

3. **Industry Collaborations:** Provide opportunities through the CRC to bring together the university and industry consistent with the university's research and discovery goals

4. **Financial Returns:** In the absence of a mission-related purpose, generate a financial return to be reinvested in advancing the university's mission



What are the pros/cons to assets held by each entity?

University Ownership

Pros:

- Tax exempt
- Not subject to local zoning
- University building official
- Larger debt capacity at lower borrowing costs

Cons:

- Subject to state rules governing real property including surplus property
- 50-year limit on ground lease terms
- State agency oversight of construction/uses

Foundation Ownership

Pros:

- Tax exempt
- Not subject to state rules governing real property including surplus property
- Longer ground lease terms
- Lower cost of construction
- Standalone financing risk remote from university

Cons:

- Subject to local zoning
- Higher insurance requirements
- Local building officials

Wrap-Up and Take-Aways

- Funding sources must align with uses
- Existing revenues are fully allocated. Future investments contingent on new revenues or reinvestments
- Headwinds suggest some existing fund sources likely to contract
- Unavoidable cost increases will dilute capacity for strategic investments
- Managing the business tightly will be critical
  - Sunsetting lower priority functions
  - Focusing on delivering programs and services efficiently and effectively
- Philanthropy will be a growing part of the solution
- Real estate serves as both a strategic asset and potentially a long-term financial asset

Topic 4: Resourcing Our Strategic Priorities

PRE-READ MATERIALS

Topic 4: Reference Materials

- ACC Public Peer Data (PR 1-2)
- State Requirements for Funding Athletics (PR 3-5)
- Funding Advancement and Return on Investment (PR 6-10)
- VT Tuition Trends (PR-11)
- JLARC Efficiency Review (PR 12)
- Expanding Investment Capacity (PR 13)

VT vs. ACC Publics in Expenses by Sport

Fiscal Year 2024

	Institution	Football
1	Clemson University	67,787,017
2	Florida State University	61,109,773
3	Georgia Tech	41,888,740
4	**Virginia Tech**	**40,976,224**
5	University of North Craolina	40,066,790
6	University of Louisville	38,777,030
7	NC State	34,999,026
8	University of Virignia	33,041,491
	Difference between VT and #3	($912,516)
	Difference between VT and #2	($20,133,549)
	Difference between VT and #1	($26,810,793)

	Institution	Men's Basketball
1	University of Louisville	21,044,530
2	Universit y of Virginia	14,238,084
3	University of North Carolina	13,601,824
4	NC State	11,953,373
5	Clemson University	11,672,038
6	Florida State University	10,893,720
7	Georgia Tech	10,164,043
8	**Virginia Tech**	**9,662,190**
	Difference between VT and #3	($3,939,634)
	Difference between VT and #2	($4,575,894)
	Difference between VT and #1	($11,382,340)

Football and MBB Combined	
Difference between VT and #3	($4,852,150)
Difference between VT and #2	($24,709,443)
Difference between VT and #1	($38,193,133)

Sources:
1. Knight-Newhouse College Athletics Database (total exp, football)
2. EADA Database (basketball) https://ope.ed.gov/athletics/#/datafile/list

VT vs. ACC Publics, by Revenue Source

Fiscal Year 2024

Institution	Rank	Total Revenue
Clemson University	1	$193,923,108
Florida State University	2	$185,000,688
University of North Carolina (UNC)	3	$164,476,330
University of Virginia (UVA)	4	$153,535,955
University of Louisville	5	$150,603,594
Georgia Tech	7	$141,821,387
Virginia Tech	8	$139,458,796
NC State	9	$133,227,278
Difference between VT and #3		($25,017,534)
Difference between VT and #2		($45,541,892)
Difference between VT and #1		($54,464,312)

	NCAA/ Conference Distributions/ Media Rights
NC State	$55,177,964
Georgia Tech	$54,148,584
Virginia Tech	$47,870,708
UVA	$47,870,589
UNC	$47,594,207
Florida State	$47,188,083
Clemson	$45,917,440
Lousiville	$45,658,742
	$0
	($6,277,876)
	($7,307,256)

	Donor Contributions
Clemson	$70,124,390
Florida State	$62,627,863
UVA	$38,857,053
Virginia Tech	$31,781,778
UNC	$28,468,524
Georgia Tech	$24,003,811
Louisville	$23,060,390
NC State	$17,355,740
	($7,075,275)
	($30,846,085)
	($38,342,612)

	Ticket Sales
Clemson	$39,272,954
Louisville	$32,823,030
UNC	$31,233,681
Florida State	$26,992,184
NC State	$26,600,318
Virginia Tech	$19,313,687
UVA	$16,586,280
Georgia Tech	$13,034,560
	($11,919,994)
	($13,509,343)
	($19,959,267)

	Student Fees & Institutional/ Govt Spport
UNC	$29,461,435
UVA	$26,142,497
NC State	$21,862,363
Virginia Tech	$16,962,770
Georgia Tech	$16,135,760
Clemson	$13,373,784
Louisville	$11,161,855
Florida State	$8,606,675
	($4,899,593)
	($9,179,727)
	($12,498,665)

	Other Revenue
Florida State	$39,585,883
Louisville	$37,899,577
Georgia Tech	$34,498,672
UNC	$27,718,483
Clemson	$25,234,540
UVA	$24,079,536
Virginia Tech	$23,529,853
NC State	$12,230,893
	($10,968,819)
	($14,369,724)
	($16,056,030)

- Virginia Tech lags leading ACC publics in donor contributions
  - Donor contributions include funding for capital projects, which can create year-to-year fluctuations
  - VT Athletics fundraising increased to $42M in FY25.
- Ticket sales dependent upon pricing, participation, seating (capacity and premium options)
- Virginia Tech has closed the gap on student fees/institutional support, increasing support by $20.5M between FY24 (above) and FY26

Sources:
1. Knight-Newhouse College Athletics Database (total exp, football)
2. EADA Database (basketball) https://ope.ed.gov/athletics/#/datafile/list

Institutional Subsidy for Athletics Capped at 20%

- In FY26, Virginia Tech will provide $37.5M in institutional subsidy to Athletics (15%) up from $17.0M in FY24 (8%).
    - Revenue from the athletic fee will contribute $26.7M of that amount.
    - Support from institutional funds will contribute the remaining $10.8M.
    - The Code of Virginia caps total institutional subsidy from the combination of student fees and other institutional funds at 20% of total Athletic revenue, leaving a projected $10.8M capacity for incremental institutional subsidy growth.

INSTITUTIONAL SUBSIDY

Code of Virginia §23.1-1309 (HB1897) Intercollegiate Athletic Programs (Subsidy Guidance)

- Section C, requires subsidy percentage not to exceed 20%
- "Subsidy" means the sum of school funds and student fees.
- "School funds" includes state funds, tuition, tuition waivers, federal work awards for student athletes, administrative costs, facilities and grounds maintenance, security, risk management, utilities, and depreciation and debt services.

Indirect Cost Recoveries for Auxiliary Enterprises
(including Intercollegiate Athletics)

Appropriation Act §3-4.01

- https://budget.lis.virginia.gov/item/2021/2/HB1800/Chapter/3/3-4.01/
- Requires Auxiliary Enterprises to be 100% self-supporting
- Requires institutions of higher education to recover the full indirect cost of auxiliary enterprises
- The institution is required to certify the full recovery of auxiliary indirect costs to the State Comptroller each fiscal year

Administrative Guidance: Department of Accounts (DOA) and State Council of Higher Education in Virginia (SCHEV)

- https://www.schev.edu/home/showpublisheddocument/516/637810342246730000, Virginia Chart of Accounts for Virginia State-Supported Colleges and Universities
- "A test of "self-supporting" should be applied by each institution to its auxiliary enterprises."
- "Each institution's auxiliary system, as well as its intercollegiate athletic program, must meet the test of "self-supporting", including direct and indirect costs."

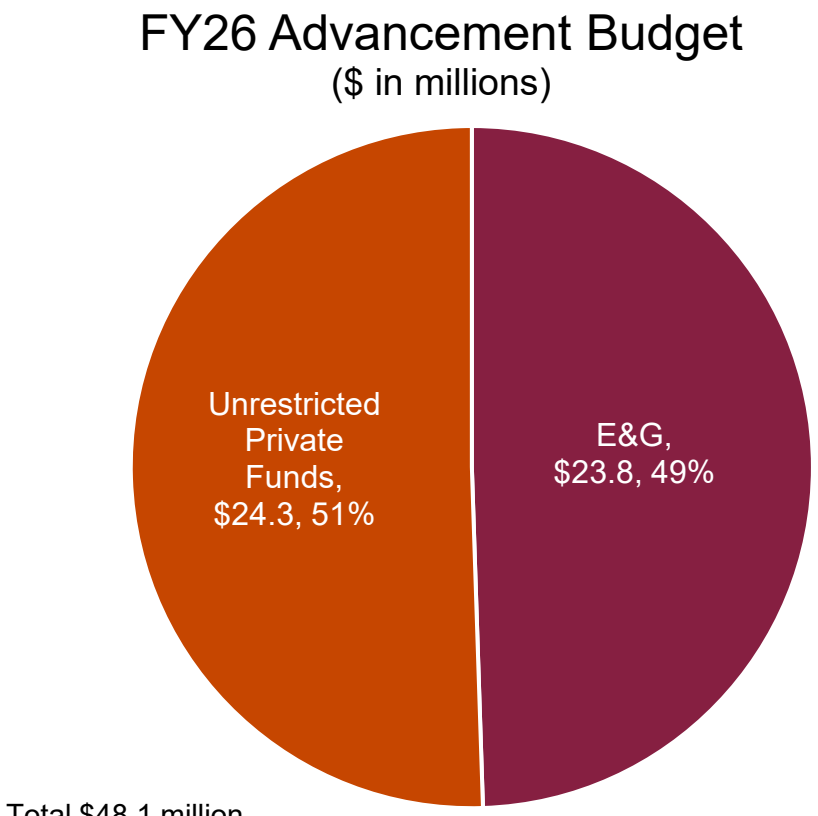
VT vs. UVA
Indirect & Direct Assessments

VT has lower indirect & direct overhead expenses $ than UVA
VT has lower indirect & direct overhead expenses % than UVA

	Indirect & Direct Overhead Expenses	Total Operating Costs	%
VT	17,423,189	132,758,246	13.1%
UVA	25,876,547	145,613,035	17.8%

Source: FY24 Virginia Auditor of Public Accounts NCAA Reports for VT & UVA

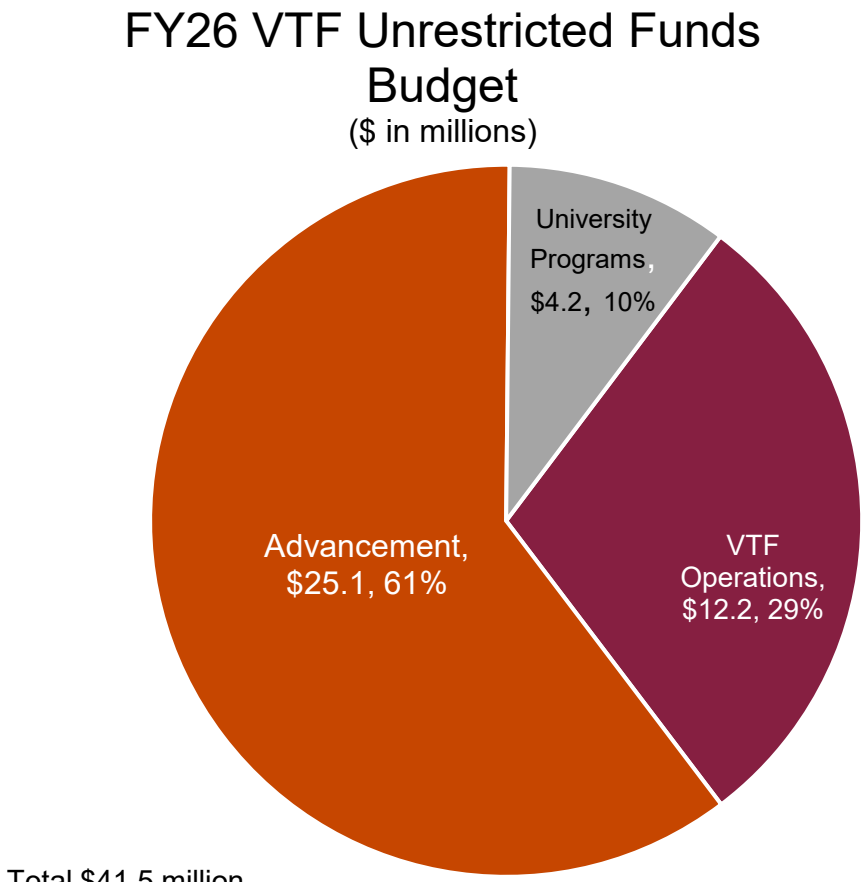
Funding for Advancement's operating budget is shared between VT and VTF



Total $48.1 million
Note: Includes fundraising and all Advancement functions

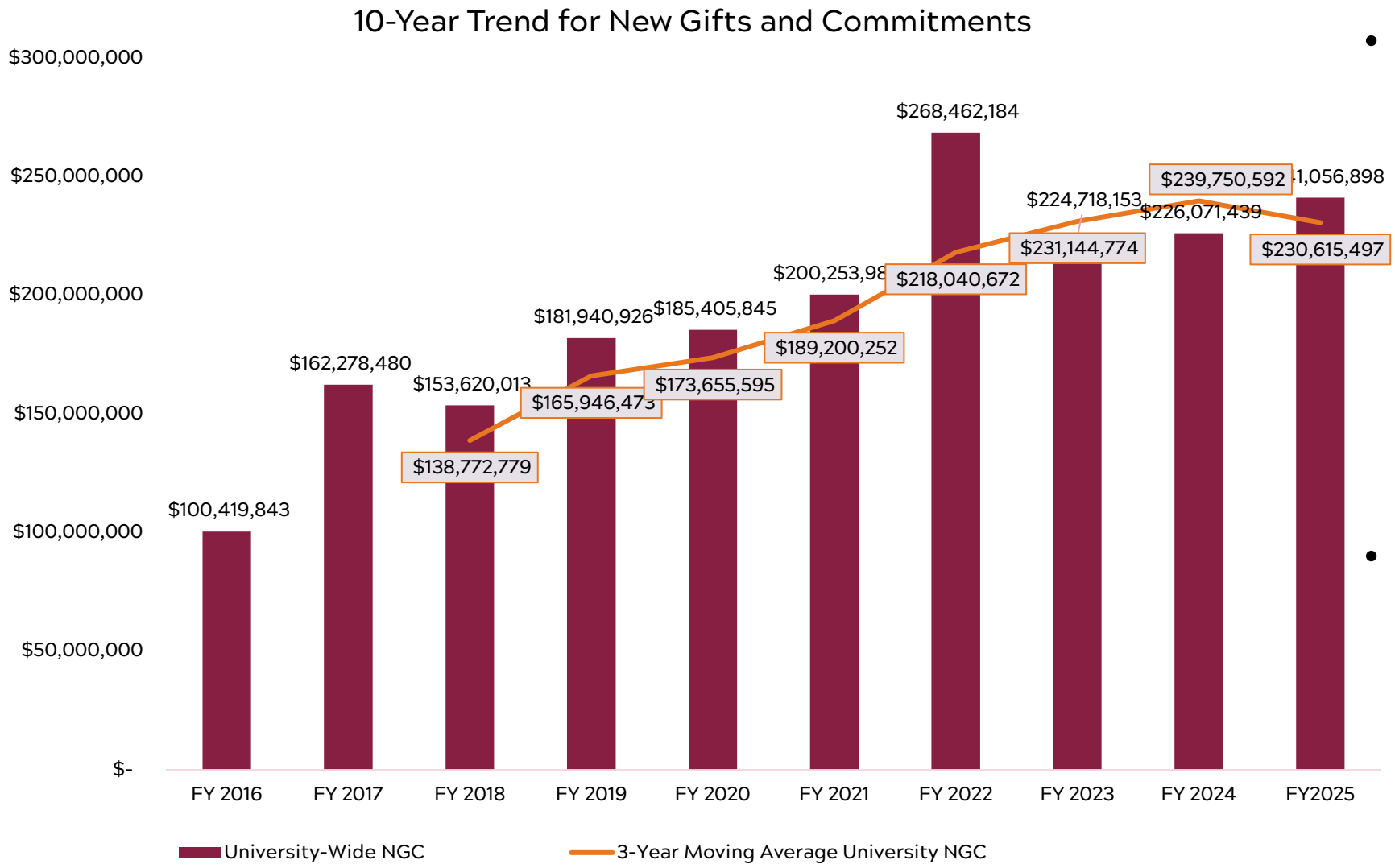
- Advancement is jointly funded by the University (E&G) and Virginia Tech Foundation (Unrestricted Private Funds)
- Since FY19, Advancement annual operating budget has grown $18.8M or 64%
  - FY19 budget = $29.3M; FY26 = $48.1M
- Three-year average of new gifts and commitments has grown 66% or $91.8M
  - $138.8M in FY19 to $230.6M in FY25
- ROI = ~5x

61% of VTF unrestricted funds budget allocated to Advancement



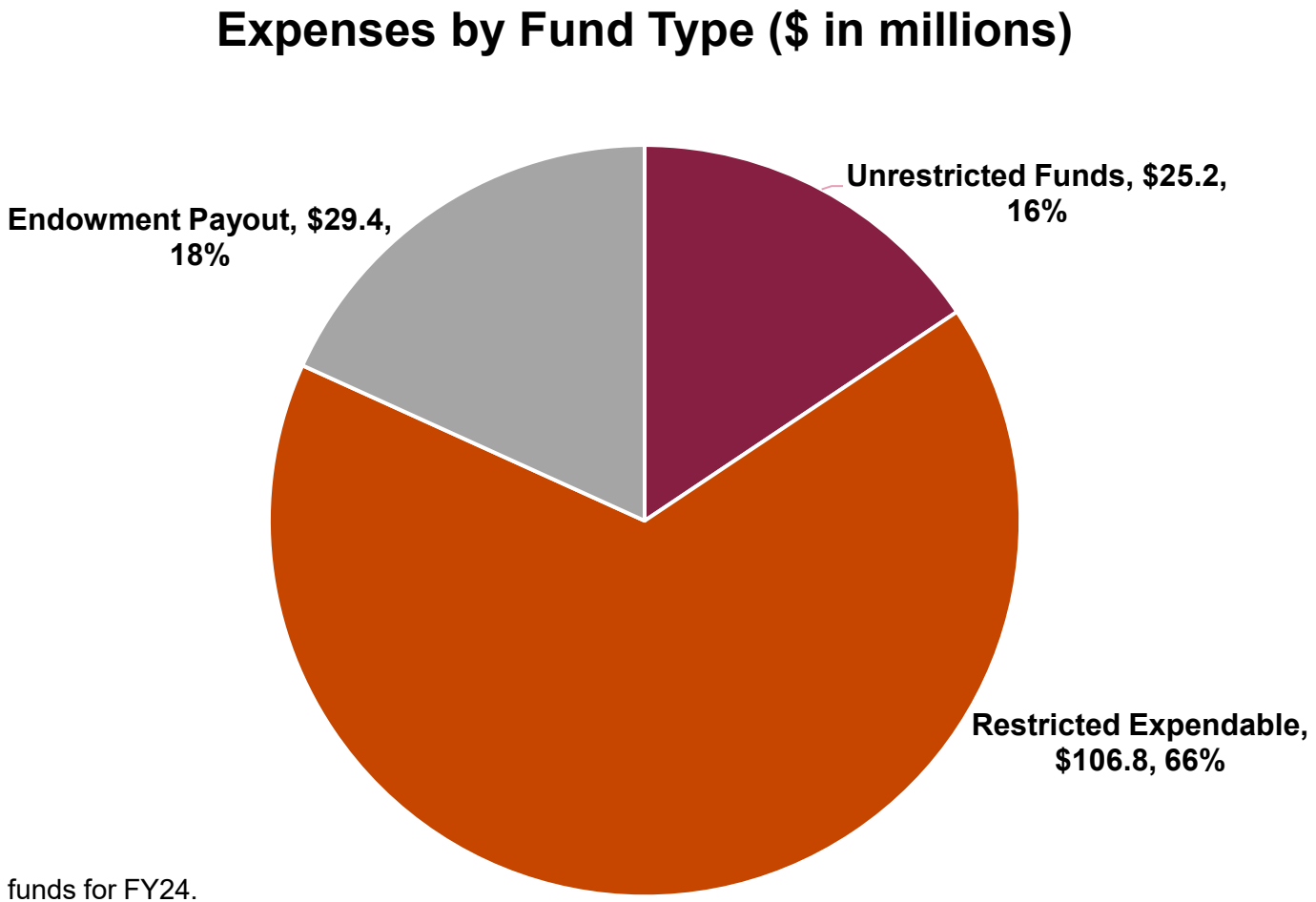
- The foundation's unrestricted budget (i.e., dollars not restricted by donor preferences & available for unrestricted uses) accounts for less than 20% of total foundation expenditures
- Four sources account for virtually all of the unrestricted fund:
  - VTF internally managed investments = $14.1M
  - Endowment Fee = $19.1M
  - Reinvestment Fee = $5.0M
  - Endowment Payout Hold = $2.5M
- Real estate losses projected to be at ($2.3M) overall.
  - Sustained year-over-year losses at Gilbert Place, Collegiate Square and Arlington Research Center push overall portfolio to a loss
- **Growth in unrestricted funds is essential to funding growth in Advancement**

Growth in philanthropy is critical to strategic investments



- Advancement's success in growing restricted gifts and commitments – if aligned with the university's strategic direction – will support Global Distinction, Virginia Tech Advantage and Athletics.
- Growth in gifts and endowments also increases revenues that support the unrestricted budget.

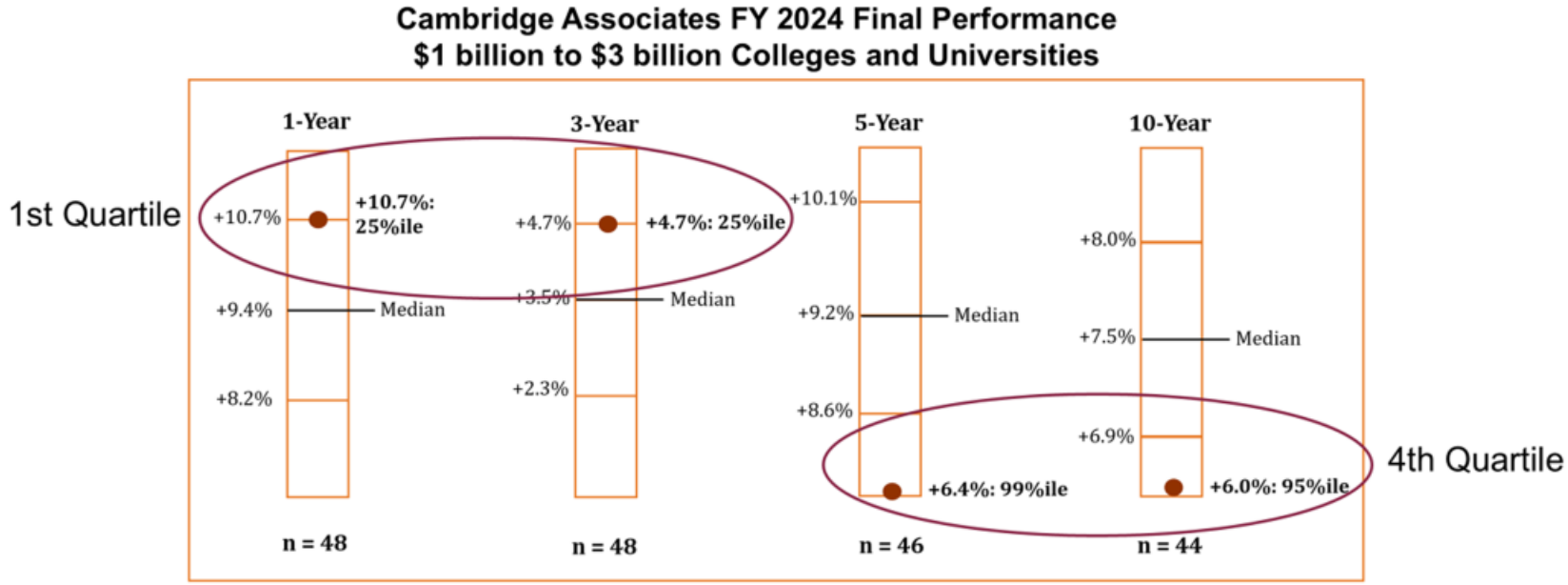
In FY24, Virginia Tech had $161M in private funds available for programmatic use



Total $161.4M allocated private funds for FY24.
Notes: Includes capital expenditures. Restricted expendable and endowment payout allocated based on donor intent.

Endowment Performance

Significantly improved endowment performance strengthens both the restricted and unrestricted resources available to the university.

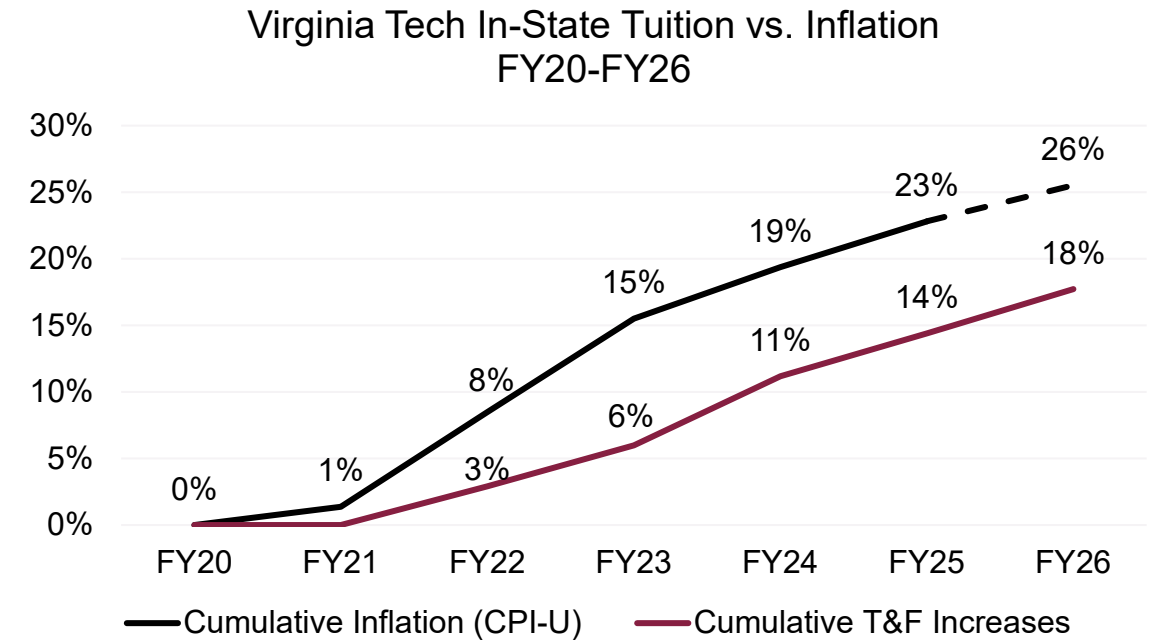


Virginia Tech's tuition increases remain below CPI and still maintains a competitive position

Over the past six years:

Consumer Price Index (inflation) has increased **26%**

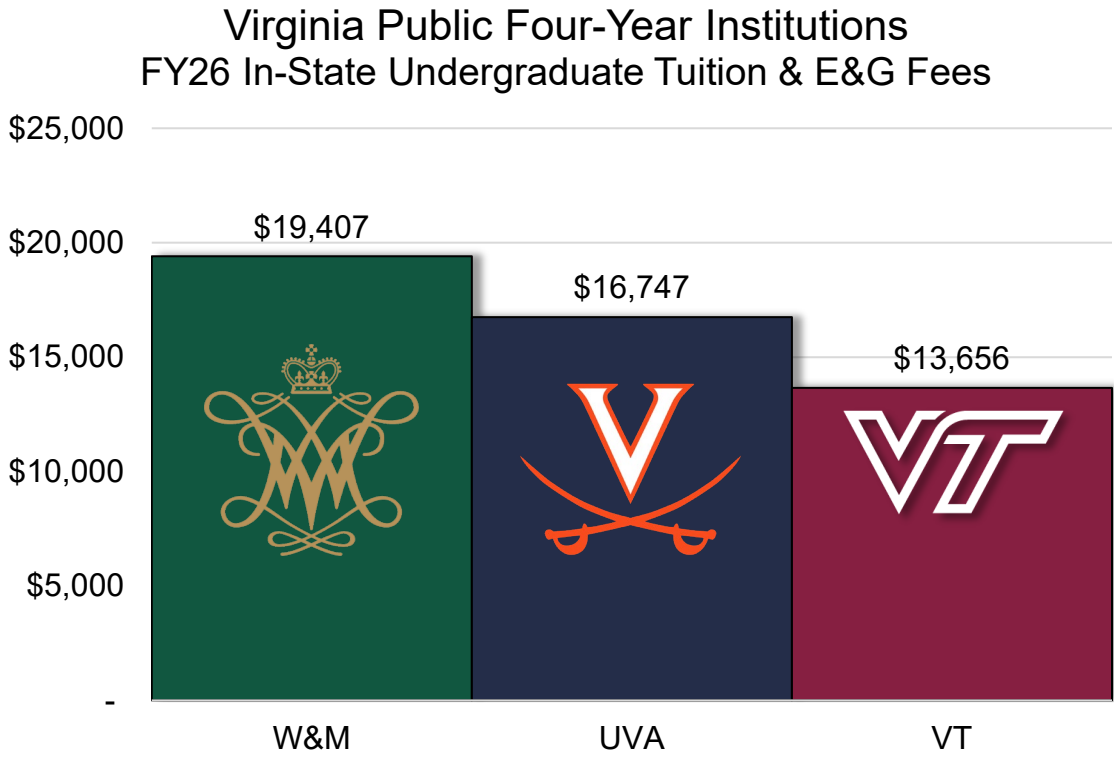
In-State undergraduate tuition has increased just **18%**



* FY26 inflation measure represents YTD increase in CPI-U

Tuition Rate Increase by Year					
FY21	FY22	FY23	FY24	FY25	FY26
0.0%	2.9%	3.0%	4.9%	2.9%	2.9%

Virginia Tech's sticker price will remain competitive for in-state undergraduate students



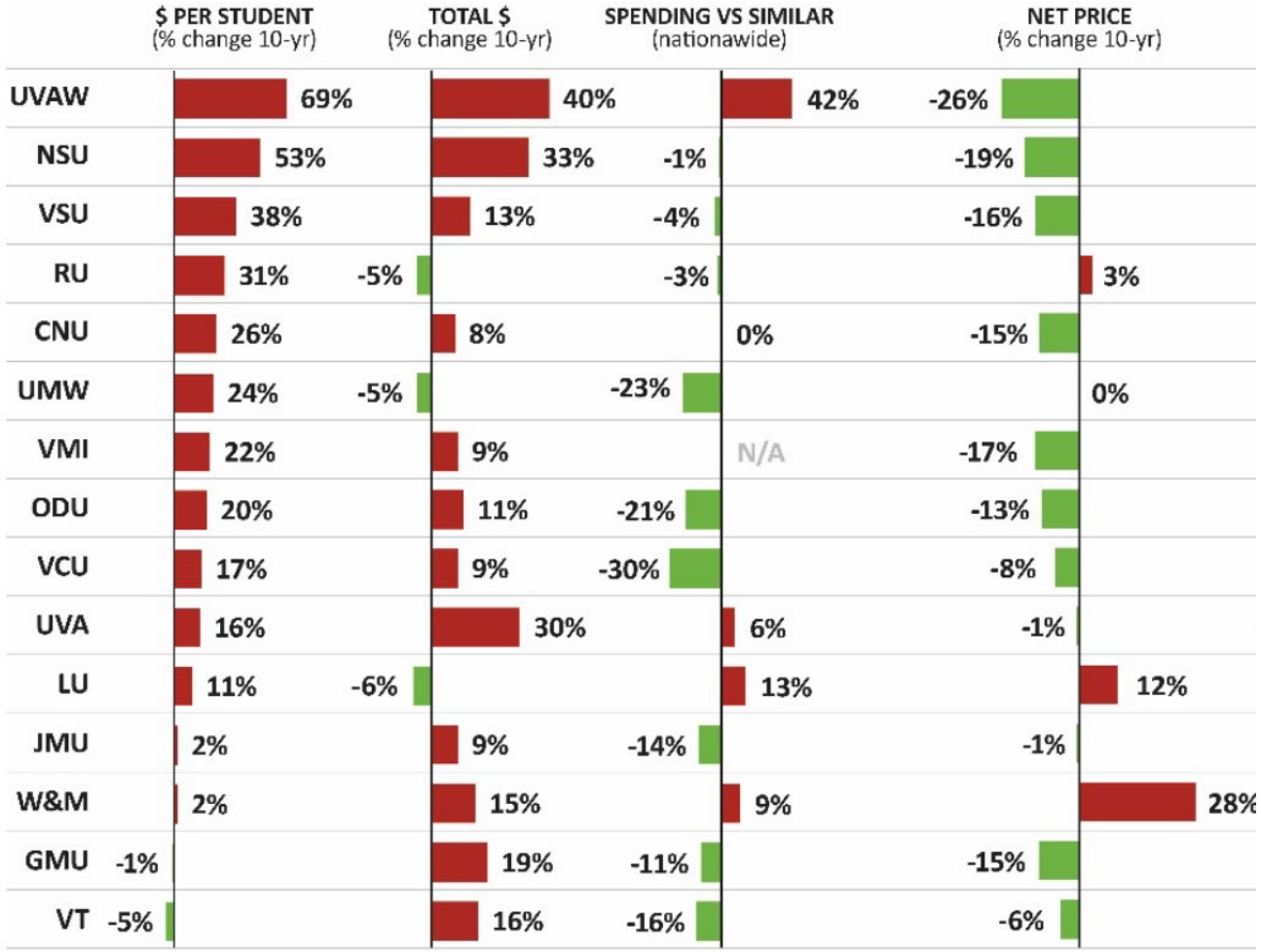
* Does not include program fees

JLARC Efficiency Review

Recent report of the Joint Legislative Audit Review Committee (JLARC) found:

- VT spending per student has ***decreased*** over the last decade
- VT spends ***16% less*** per student than similar institutions nationally
- VT's net price to students has ***decreased*** 6% over the last decade
- Instruction and Student Financial Aid are VT's largest cost drivers

Figure 7-1: Institutions' changes in spending and net price vary, as do each institution's spending drivers (FY14-FY23)



Reference Tool: How do we build resource capacity?

Potential Source of Funding	Opportunities to Build Capacity	Potential Headwinds
Incremental Tuition Revenue	Increase Price Increase Quantity Increase IS/OOS Mix Increased Net Revenue Professional Graduate Programs Adult Learner/Micro-credentials	Price Sensitivity Enrollment Cliff Limitations on OOS % Cost escalations in high demand fields Start-up costs for new offerings
Incremental State General Fund Support	Value Proposition Strategic Alignment Government Relations Engagement	Shift in federal priorities will put focus on state general fund Future economic downturn
Student Athletics Fee	Within current Code constraints	Price sensitivity State/federal legislation
Reinvestments/Reallocation	Manage Spend Eliminate Work Reduce Redundancy Automation	Base budget fully subscribed Enabling infrastructure will require continued investment Inflationary costs will limit ability to repurpose strategically
Third-Party Partnerships	Alignment with strategic priorities	Alignment with strategic priorities
Private Funds	Invest in Advancement Focus on donor alignment	Investments in advancement infrastructure needed

Summary of Virginia Tech and Virginia Tech Foundation Real Estate Holdings

July 2025

Virginia Tech Real Property

University Real Estate



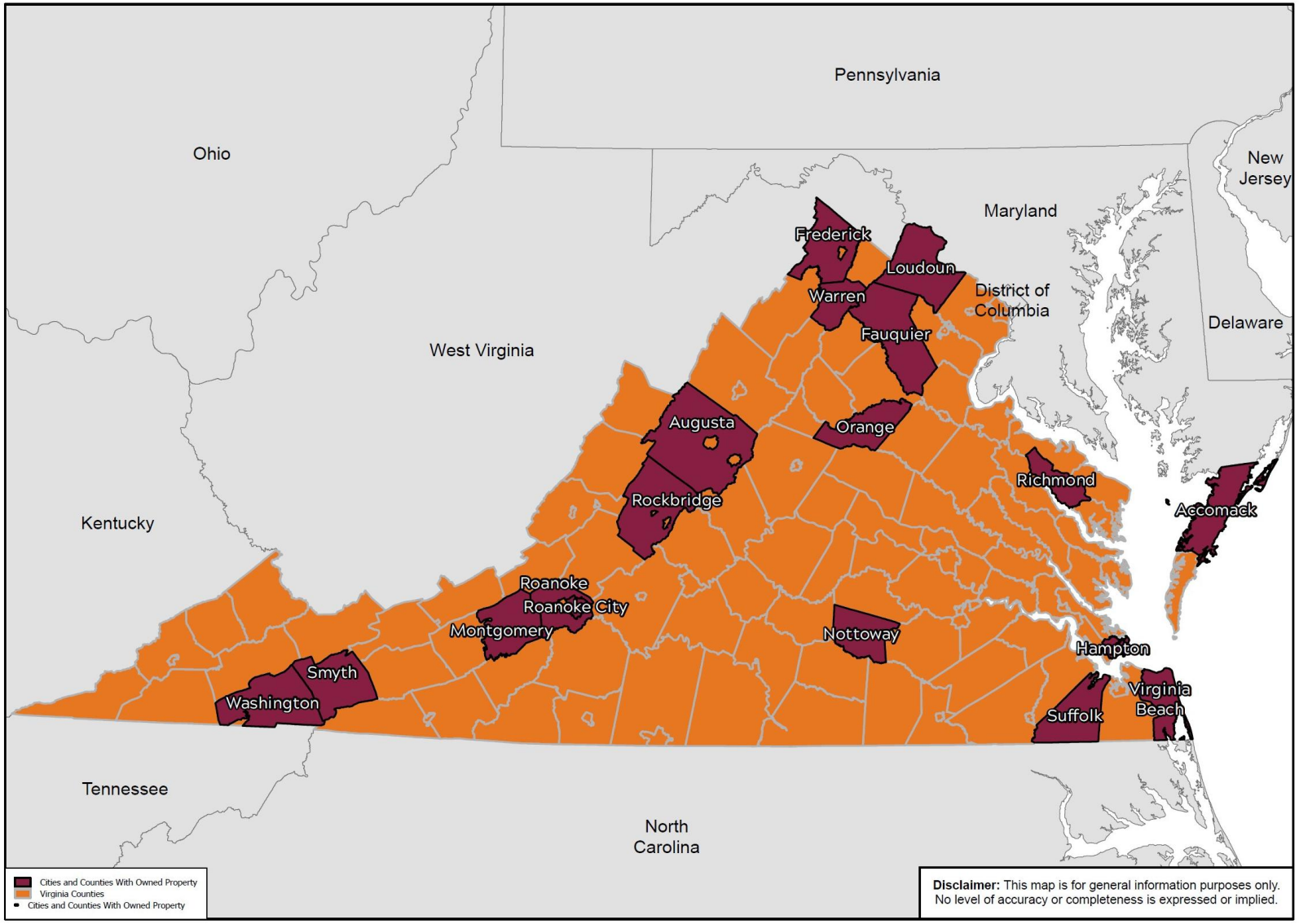




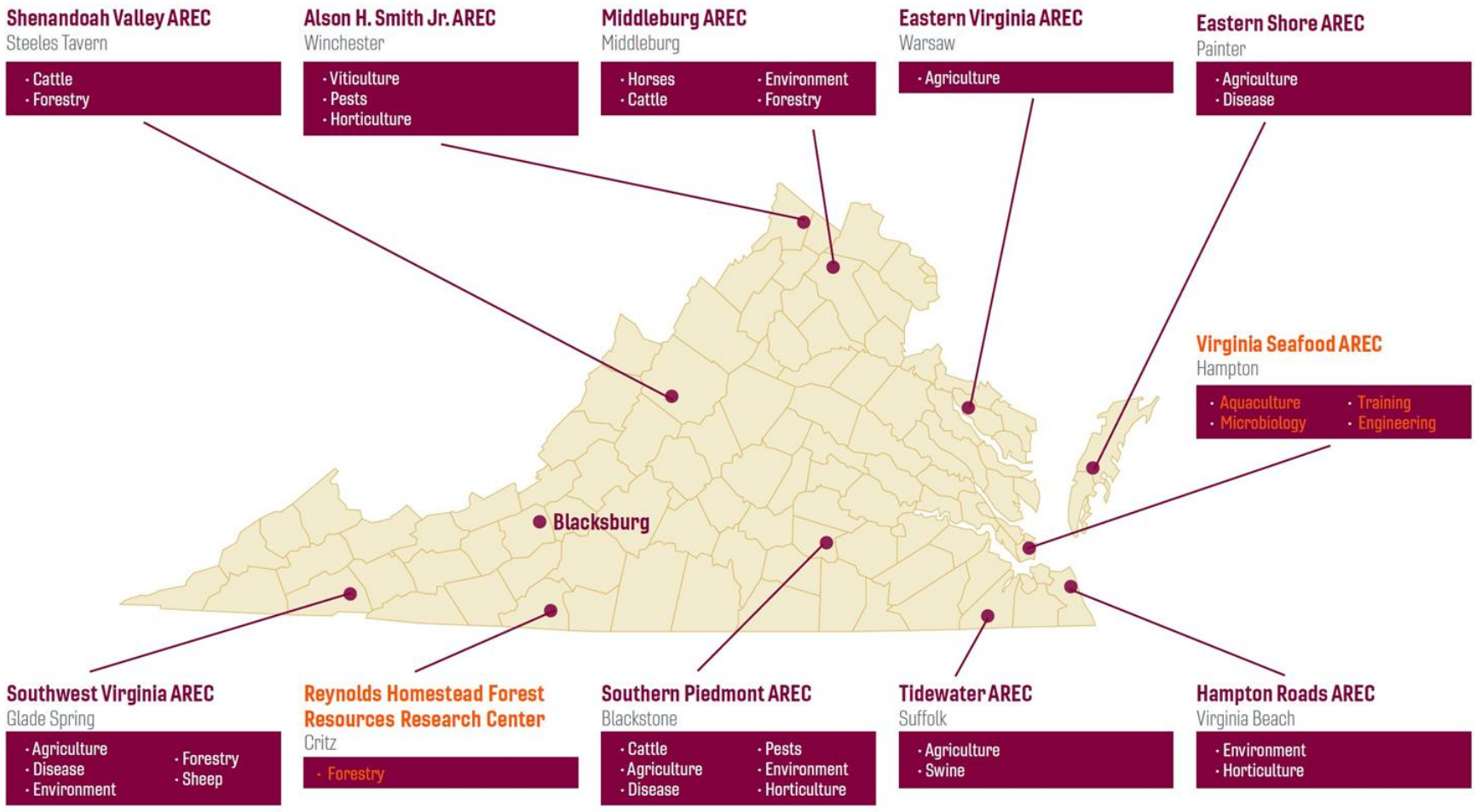
- Since accepting its first deed (containing five acres) in 1872, the university continues its mission of building a community of knowledge, discovery, and creativity.
- Virginia Tech has certain delegated authorities for oversight of real property (§ 23.1-1019) and leases of property (§ 23.1-1028). Acquisitions and conveyances related to real property acquired or constructed with general fund appropriations or proceeds or proceeds from a general obligation bond require approval by the Governor.
- Real property acquired or constructed with general funds is also subject to Virginia Code requirements related to the sale or lease of surplus property (§ 2.2-1156).
- Each parcel is managed based on how it was acquired and all deed restrictions/requirements.

University Acreage and Structures

- Virginia Tech only owns property in Virginia.
- 9,680 acres:
  - Close to 5,600 in Montgomery County
  - 1,100+ structures
  - 617 in Montgomery County



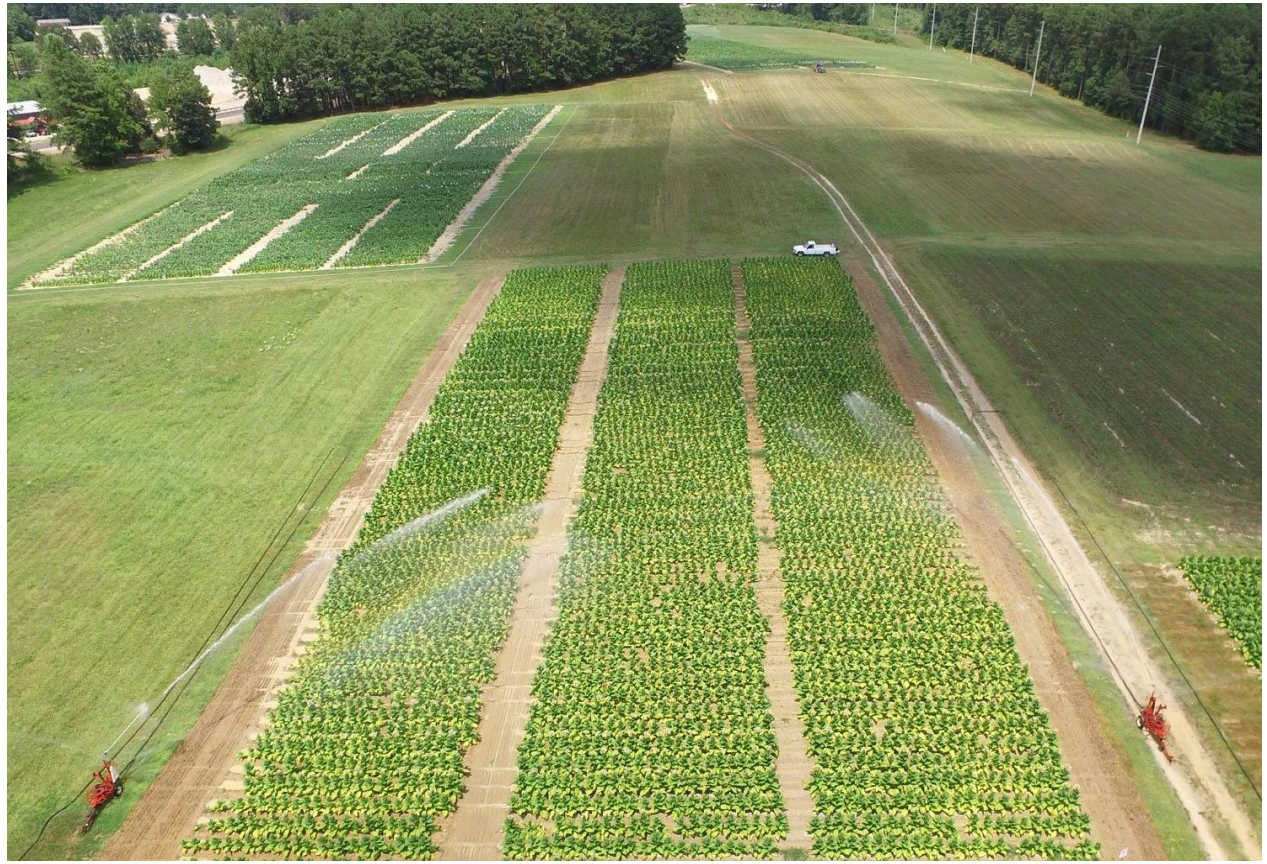
Agricultural Research and Extension Centers (ARECs)



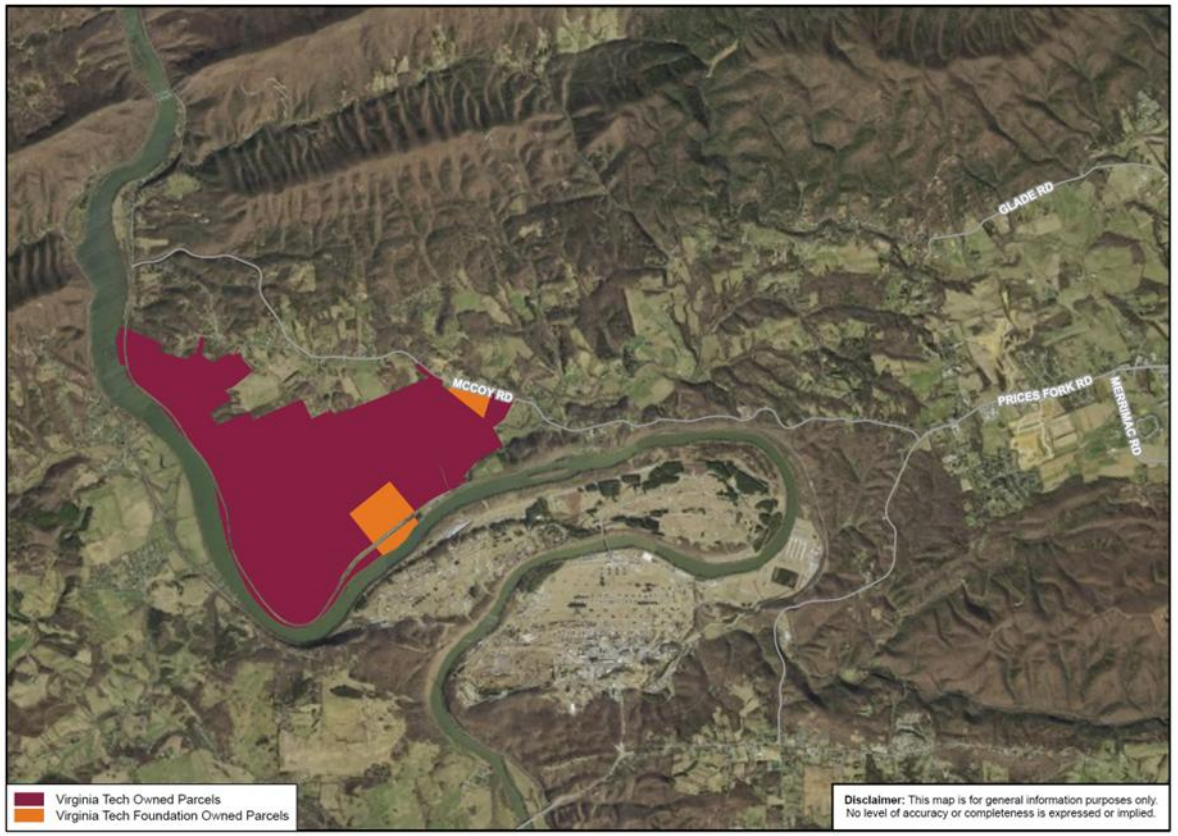
- The majority of university-owned land outside Montgomery County supports 9 of the 11 ARECs.
- The two ARECs that are not on university property are the Reynold's Homestead in Critz and the Virginia Seafood AREC in Hampton.

Southern Piedmont AREC

- Located in Blackstone is the university's largest AREC in terms of acreage at over 1,100 acres.
- The property (previously known as Fort Pickett) was accepted from the federal government in 2002 with certain reporting requirement obligations, as well permanent deed restrictions imposed on the property through 2032.



Kentland Farm



- 1,880 acres
- Acquired in 1986
- 350 acres of the farm was added to the Virginia Landmarks Registry and to the National Register of Historic Places in 1991
- Over 30 different structures on the property



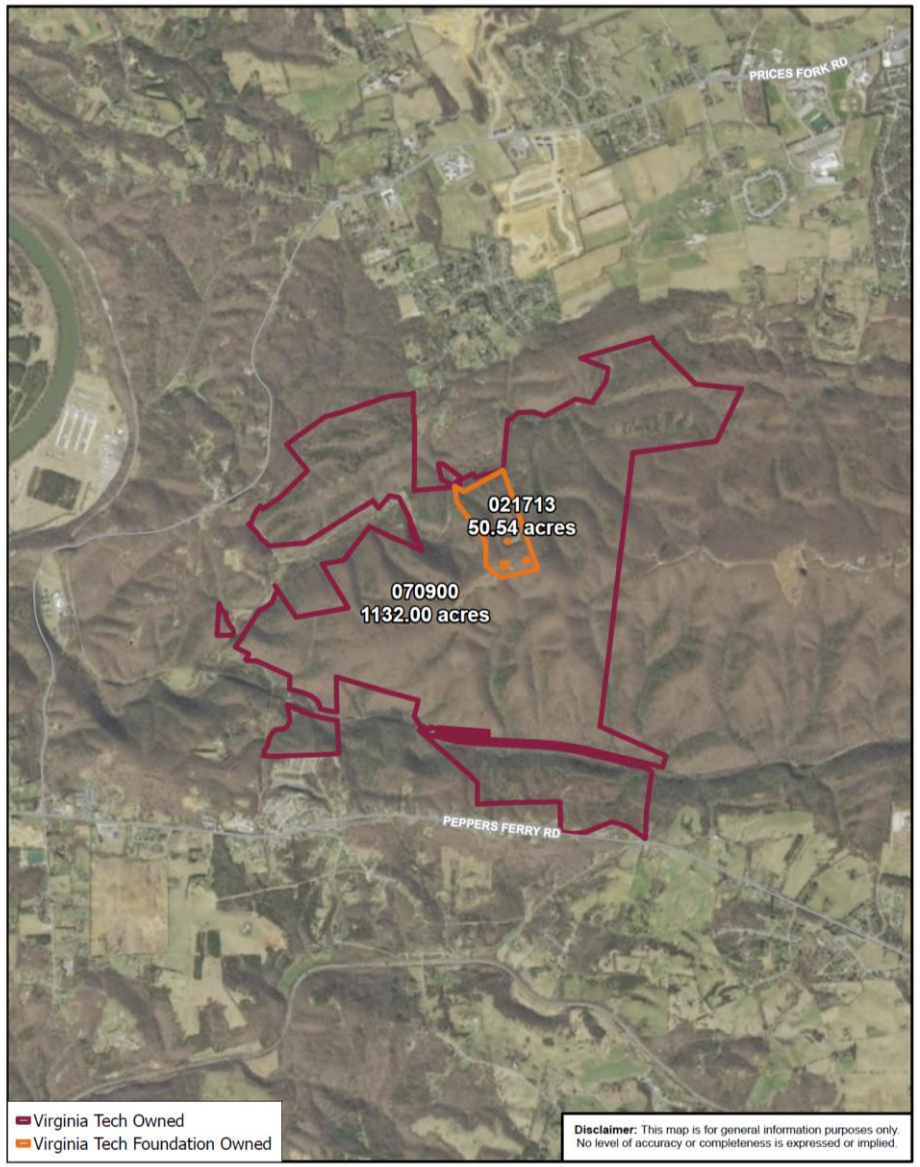
Smithfield Plantation

- Smithfield is situated on 12.85 acres contiguous to campus and is owned by the Smithfield-Preston Foundation, Inc. The property was placed on the Virginia Landmarks Register in 1968. Virginia Tech oversees the historic easement for the property.





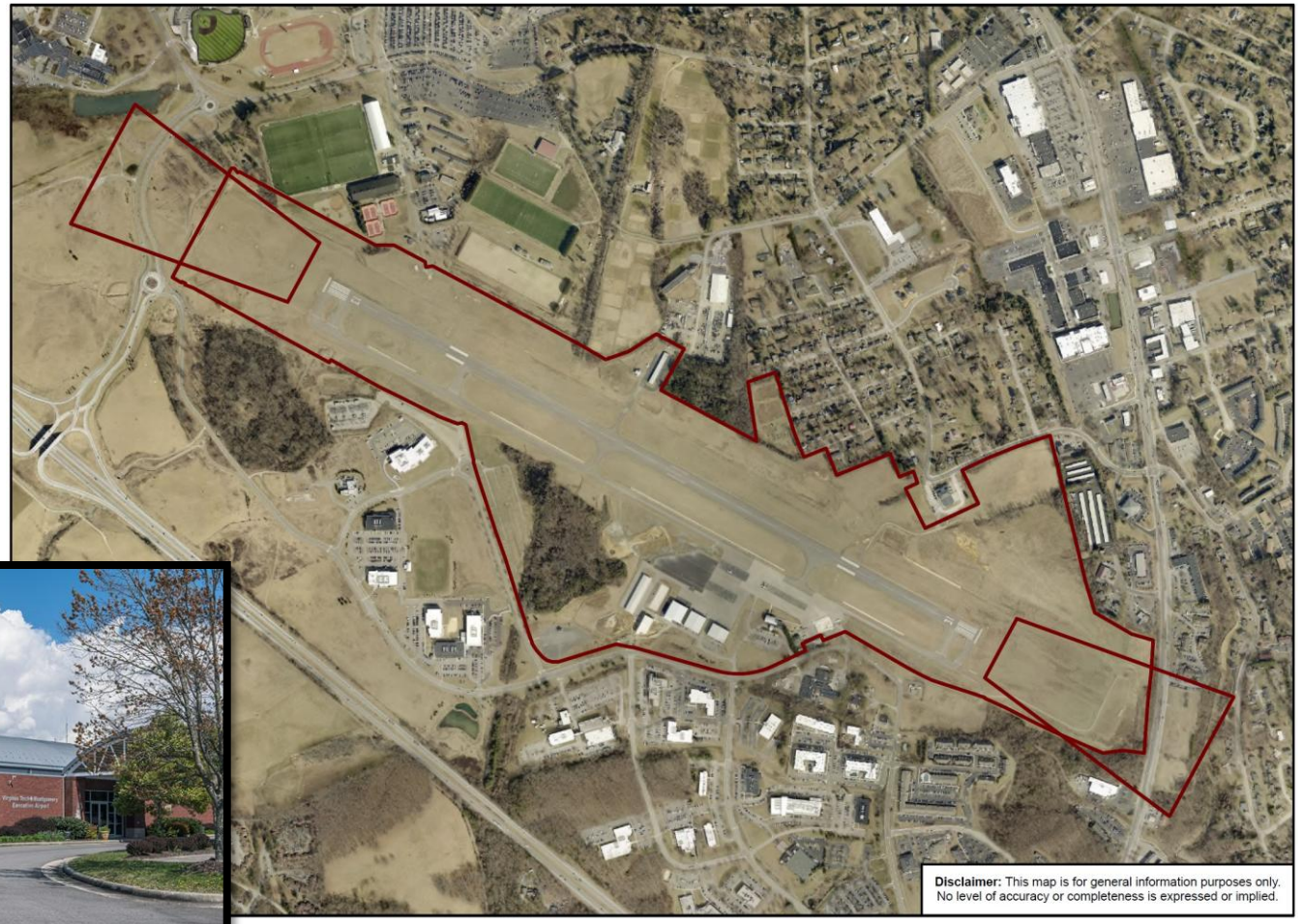
Fishburn

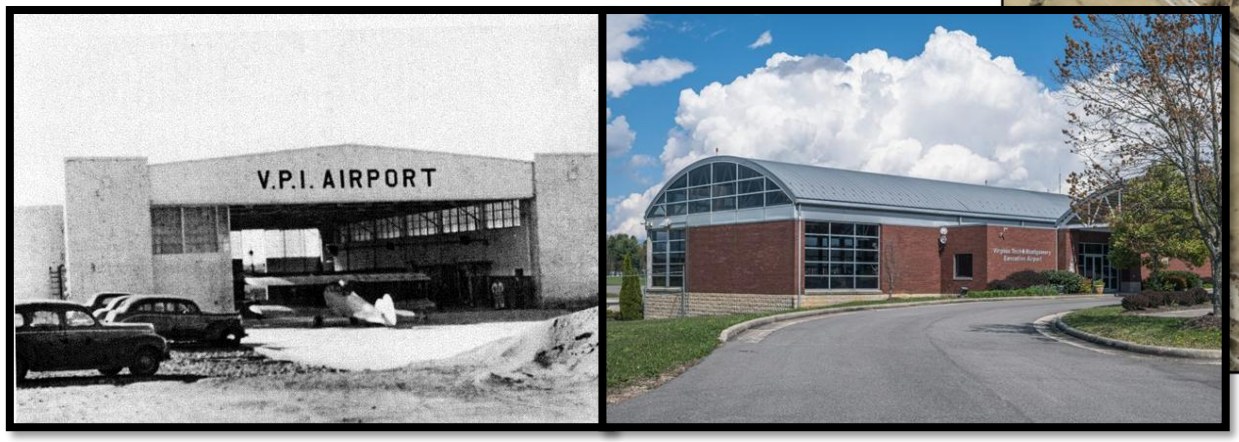


- Junius B. Fishburn, (a prominent publisher, banker and philanthropist in Roanoke) donated in 1951, a sizable university owned property in Montgomery County, off the main campus six miles west down Prices Fork Road.
- The land is approximately 1,132 acres, which serves as a living lab for a variety of classes that require field work within the College of Natural Resources and Environment.

Virginia Tech / Montgomery Regional Airport

- Approximately 200+ acres leased to the Authority through a long-term ground lease with a term through 2052.





Roanoke

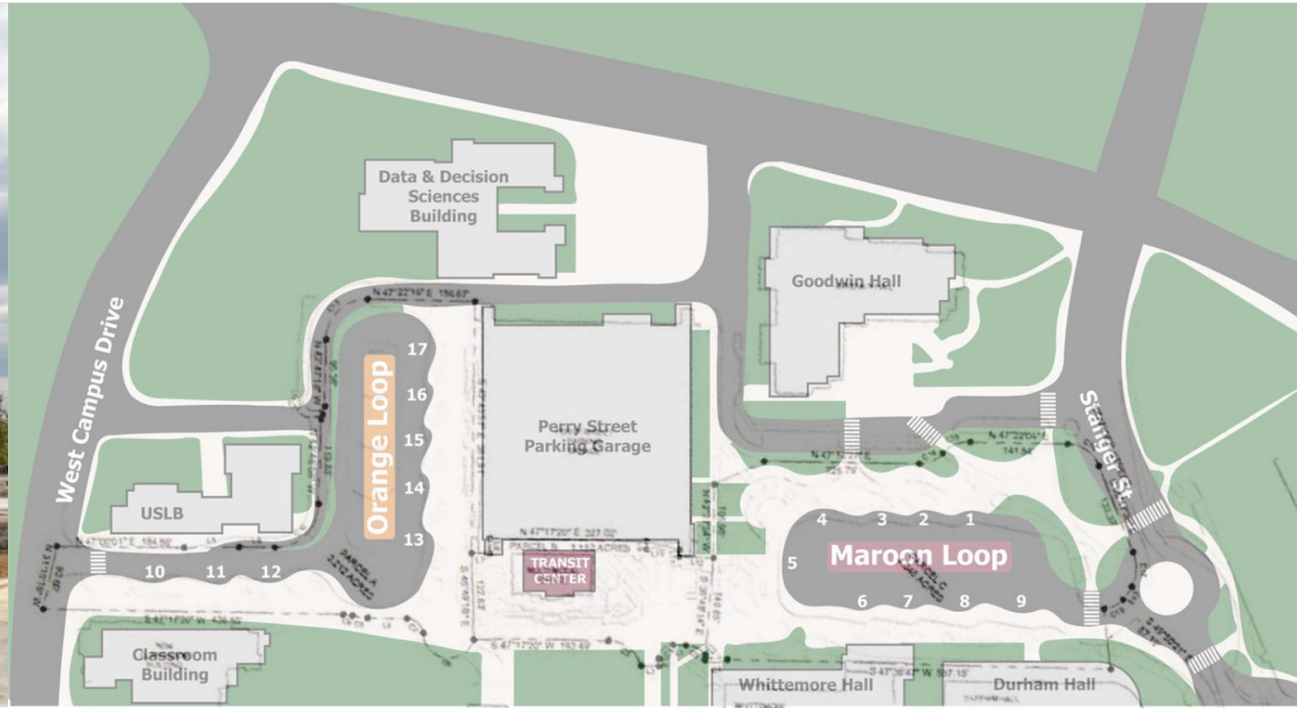


- 2 Riverside
  - VTF owns ground,
  - VT owns building
- 4 Riverside
  - VT owns

Transit Center

- Easement grants 8.392 acres to Town of Blacksburg (forty-year term for building and ten-year term for loops)





Virginia Tech Foundation
Real Property

VIRGINIA TECH FOUNDATION

The Role of the Virginia Tech Foundation (VTF)

The Virginia Tech Foundation, Inc. and its subsidiary the Virginia Tech Corporate Research Center, contribute significantly to the university's success by providing financial and physical resources that support the strategic initiatives of the university.

Purpose Vision Values

PURPOSE Stewardship

VISION Orchestrate the growth and impact of Virginia Tech's assets to achieve the University's aspirations for education and research

VTF

VALUES

Alignment
With the University and with each other

Excellence
Pursuing and delivering our professional best in every outcome

Innovation
Maximizing technology and deploying best practices

Performance
A passion for efficiency and accountability in implementation and execution

Collaboration
Working together to define and deliver results

Ethics
Dedication to honor, governance, and transparency

Ut Prosim
Serving our stakeholders and adding value in every endeavor

VIRGINIA TECH FOUNDATION

VTF Stewardship of Real Estate

The Virginia Tech Foundation and its Corporate Research Center manage a diverse real estate portfolio to serve multiple university goals and objectives.

These assets are managed according to purpose as shown in the adjacent graphic.

The VTF does not profit from university occupancy of its buildings and lands.

These assets are managed separately from and are not part of the VTF endowment.



Provide quality office and laboratory space for university programs, at cost (Break-Even)



Support entrepreneurs and the co-location of corporations and university programs (Strategic)



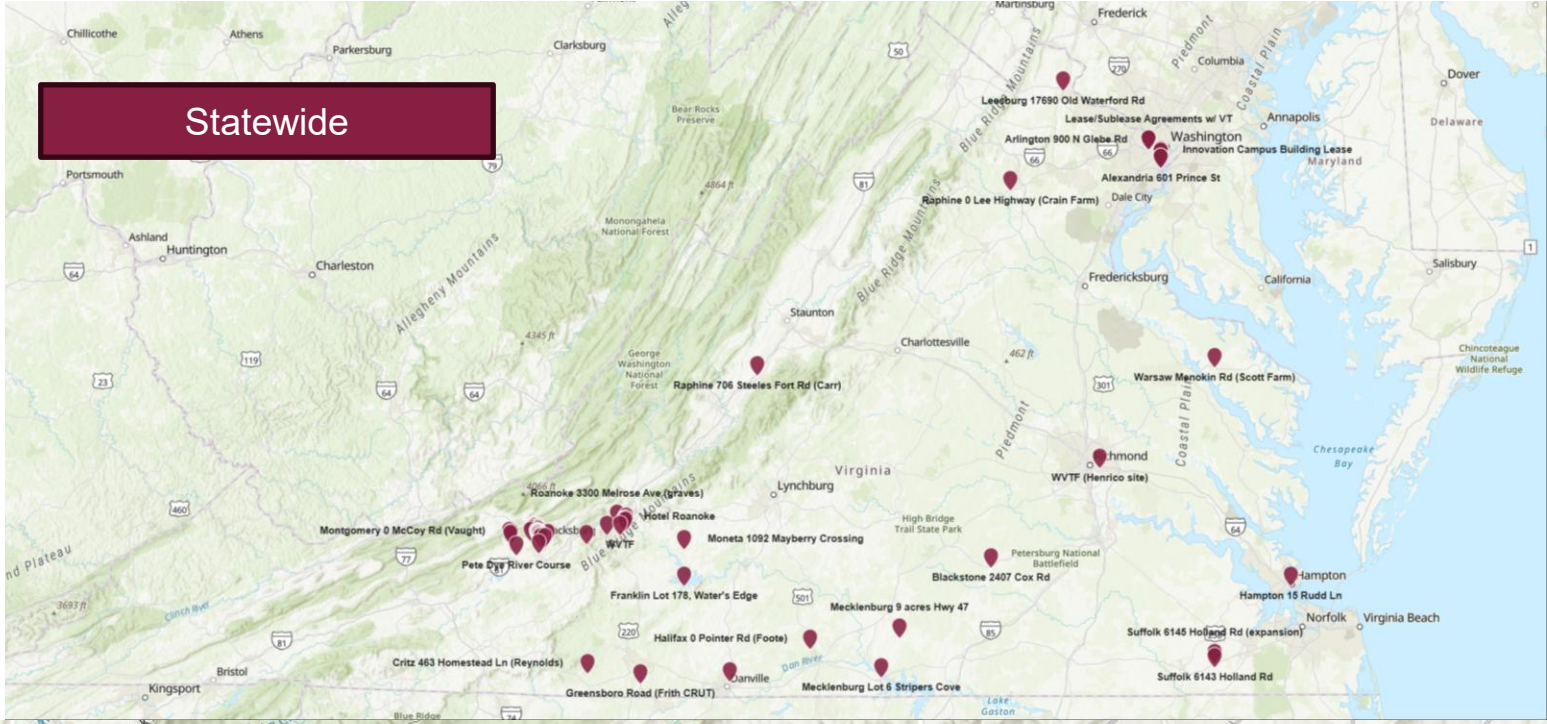
Hold strategic properties for the long-term interest of the university (Strategic)

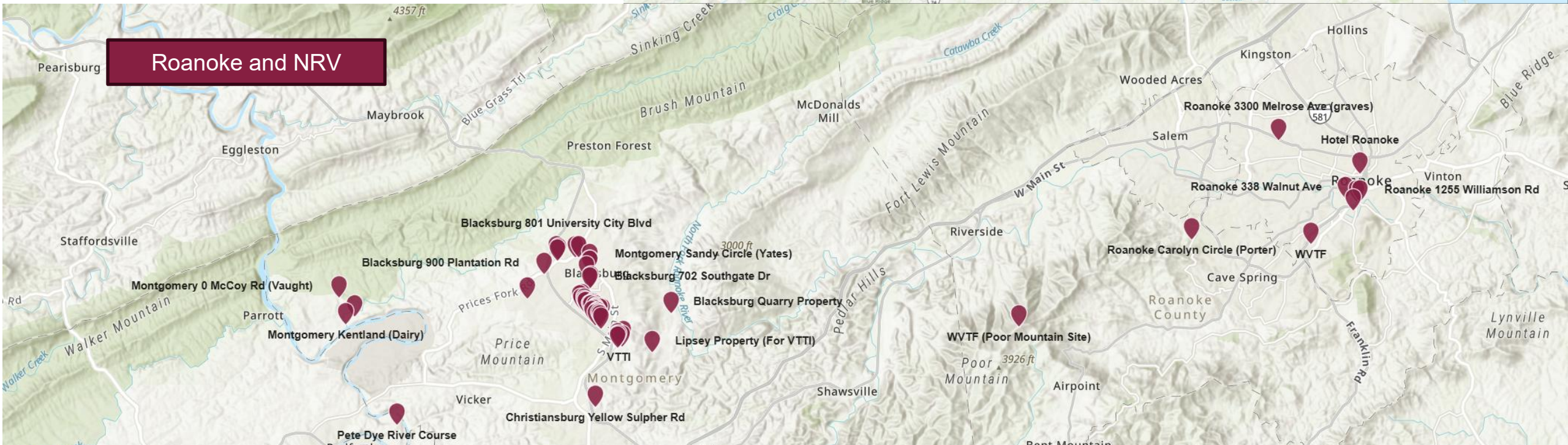


Accept and monetize gifts of real estate to generate funding for university programs (Liquidate)

The VTF and CRC Portfolio

The VTF owns properties across the state including many in Northern Virginia and adjacent to ARECs. The bulk of our holdings are in and around Blacksburg and we have significant property holdings in the Roanoke area as well.





VIRGINIA TECH FOUNDATION

Select Major Properties Held by VTF

Gilbert Place and Collegiate Square

59,629 sf in Collegiate Square Shopping Center

- Retail, restaurants and university labs and offices

248,075 sf Gilbert Place building and 270-space parking facility

5 Floors University Offices

First Floor Retail and Restaurants



North End Center

141,000 sf office building

800 space parking garage

3 floors university offices

Ground floor retail along Gilbert Street





Gateway Building

77,043 sf building

382 space parking garage

1.5 floors retail and private office space

University Advancement

VTF Finance, IT and HR



University Mall

14-acre site with University Mall improvements donated to VTF in June 2023

- University Offices
- University Volume II Bookstore
- Weight Club of Virginia Tech
- Restaurants and Retail

Former home of VT Math Emporium



Virginia Tech Corporate Research Center

230-acre office park

39 VTF/CRC owned buildings

1.2M SF office, lab, light manufacturing, educational and R&D space

About 50% private tenants and 50% university uses

Virginia Tech Transportation Institute complex also managed by CRC



Hotel Roanoke

327 Room Historic Hotel in Roanoke, Virginia with adjacent 63,000 SF conference center

Hotel solely owned by VTF

Conference Center owned by Conference Center Commission overseen by VT and City of Roanoke



Virginia Tech Research Center - Arlington

144,000 sf office building

6 floors university occupancy

- National Security Institute
- Commonwealth Cyber Initiative
- VT Applied Research Corporation
- School of Public and International Affairs
- Center for Power Electronics Systems

First floor restaurants

300 underground parking spaces



Steger Center for International Scholarship

280-year-old building in Riva San Vitale, Switzerland

Leased to university for educational programs

Hub for both on-site programs and study abroad programs across Europe

