

## **Committee Minutes**

### **ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE**

**November 17, 2025**

**Committee Members Present:** Nancy Dye (chair), Rosa Atkins, Sandy Davis, Robby Moser, J. Pearson, Jeanne Stosser

**Board Members Present:** John Rocovich (rector), Starlette Johnson, Ryan McCarthy, Jim Miller, Ted Hanson, Margaret Ann Smith

**Constituent Representatives Present:** Marlene McGlothlin Lester (A/P faculty representative), Amber Hagan (staff representative), Justin Lemkul (faculty representative), Thomas Feely (undergraduate student representative), Katie Drinkwater Gregg (graduate and professional student representative).

**Guests:** Simon Allen, Beth Armstrong, Lauren Augustine, Janice Austin, Mac Babb, Callan Bartel, James Bridgeforth, Brock Burroughs, Patricia Cardenas, Jean Clarke, Cyril Clarke, Lance Collins, Meaghan Davidson, Andre Denham, Jeff Earley, Abbey Erwin, Juan Espinoza, Ron Fricker, Rachel Gabriele, Martha Glass, Suzanne Griffin, Rebekah Gunn, Rebecca Halsey, Kay Heidbreder, Dawn Hess, Tim Hodge, Elizabeth Hooper, Sara Hooshangi, Rob Hopkins, Anne Keeler, Sharon Kurek, Travis Major, Andrew Marinick, Elizabeth McClanahan, Nancy Meacham, Laurel Miner, Craig Newcomb, Justin Noble, Amy Orders, Kim O'Rourke, Mark Owczarski, Lauren Pollard, Menah Pratt, Julie Ross, Amy Sebring, Brennan Shepard, Amanda Skaggs, Rick Sparks, Mike Staples, Michael Stowe, Dan Sui, Ester Talamazzi, Monecia Taylor, Don Taylor, Peggy Vilardo, Tom Wamsley, Melinda West, Steven White, Chris Wise, Andy 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 1:06 pm.

**2. Consent Agenda.** The Open Session Consent Agenda, which included minutes from the August 2025 committee meeting, the minutes from our committee's August meeting, a resolution to discontinue a master of arts degree in foreign languages, cultures, and literatures, a resolution to revise University Policy 6400 on university textbook sales, a resolution to update University Policy 4410 on Virginia Tech's voluntary transitional retirement program for tenured faculty, and a resolution to approve appointments and reappointments to the Virginia Coal Research and Development Advisory Board, was presented for approval by the committee.

**The committee voted unanimously to approve all Consent Agenda items.**

**3. Provost's Update.**

Cyril Clarke, executive vice president and provost, provided an update to the committee on a number of items, including updates on senior leadership search, and as a final report, a summary of the status of initiatives the provost described to the board at their August meeting.

With Dr. Julie Ross, dean of College of Engineering, stepping into provost position, a search is already underway for a new dean of that college. Dr. David Knight, who has served as chief of strategy for the College of Engineering and special assistant to the provost, will serve as interim dean.

Progress is also being made on the search for the executive director of the Institute for Advanced Computing, with that search to be wrapped up by year-end. Dr. Kirk Cameron is currently serving as interim director. Dr. Lance Collins was recently named vice president of the greater Washington D.C. area, and as part of his role will coordinate regional oversight and coordination of programs within region.

Clarke provided updates on six major project areas.

- a. *Enrollment strategy.* Growth scenarios and capacity assessment were discussed further in other agenda items in the committee meeting.
- b. *Growth of VTCSOM and biomedical sciences portfolio.* Good progress is being made on finalizing an updated affiliation agreement with Carilion Clinic, Virginia Tech's primary partner in SW Virginia.
- c. *IAC and related programs, expanding to innovation network.* The search of the executive director of the Institute for Advanced Computing is underway, and as new vice president of the greater Washington DC area, Dr. Lance Collins will be working through details necessary for implementation of the responsibilities of that role.
- d. The work of the Northern Virginia Steering Committee has been completed and university leadership is in the process of reviewing recommendations and implementing those that are feasible at this time.
- e. *International programs/global identity.* Academic programs delivered at the Steger Center in Switzerland are doing well and will continue to derive benefit from the recent improvements in facilities, governance, and program support. Programs are also well-established in India. Emphasis is now being placed on the feasibility of establishing an international program hub in Kasane, Botswana.
- f. *Post-graduation outcomes assessment relative to experiential learning, such as Bridge Experiences.* The Vice Provost for Undergraduate Academic Affairs, Dr. Jill Sible, has been charged to draft a plan for addressing this important need. This plan will bring together several existing assessment functions, including: a first destination survey (which provides data on outcomes immediately after graduation), a bridge experience program learning outcomes assessment, the National Alumni Career Mobility survey, and with anticipated support from Virginia Office of Education Economics (VOEE).
- g. *Academic Resource Alignment.* The quantitative and qualitative reviews of academic departments and degree programs have been conducted. Performance outcomes assessed include enrollment, student credit hours (SCH), SCH per instructional FTE,

degrees conferred, direct instructional expenses, and relevance of program to strategic interest of Virginia Tech. A draft preliminary report has been prepared that identifies a number of degrees, departments and curricular components that do not meet performance standards, based on anticipated SCHEV Program Productivity Requirements as well as university expectations. These assessments have been reviewed and discussed with the Academic Resource Alignment Committee, deans and the two BOV members serving as liaisons – Robby Moser and Margaret Ann Smith. The discussion with the BOV liaisons was particularly inciteful and productive, and the guidance received will frame drafting of the final report and recommendations. Work to be completed involves the following:

- Review and incorporation of the results of an external review of the preliminary report to be provided by EAB, a consulting firm specializing in providing services to educational institutions, and with which VT has an existing contract.
- Confirm that the anticipated SCHEV Program Productivity Requirements provide a sufficiently rigorous standard of performance.
- Draft a final report that will address a clear projection of the forward-looking educational priorities of Virginia Tech across all colleges and major disciplines, and recommended changes that will need to be accomplished to achieve this goal, including degree program discontinuations or substantive revisions, rebalancing of faculty numbers assigned to disciplinary areas, to be achieved by targeted hiring freezes, organizational realignment or restructuring of academic departments; and necessary tactical planning of a number of departments to facilitate their future success.

The final report will also include recommendations that relate to institutional-level issues involving the need for more stringent management of minimum course enrollment requirements, general education requirements (Pathways), and cross-listing of courses. A policy will be drafted that addresses the need to conduct regular, institution-level reviews of academic programs. This will incorporate the lessons learned from the current project in regard to analyses conducted, outcomes measured, etc. The final report will be submitted to the ARAC for further review with a request for endorsement before it will be released publicly, with due consideration given to actions necessary to facilitate changes.

**4. Enrollment and Admissions Update.** Juan Espinoza, vice provost for enrollment management, provided the committee with an update on enrollment management, which included Virginia Tech's total student population and incoming class statistics. Virginia Tech's 2025 first-year class of 7,088 came from around 57,700 applications, and was within 3 of the university's goal of 7,085. Additional outreach efforts for transfer students resulted in an increased yield of 61% for that group, and Dr. Espinoza highlighted a grant Virginia Tech has received from Altria to complete a transfer center.

Espinoza provided an update on key metrics of retention, progression, and graduation rates. Retention rates also remain a point of emphasis for the university with first year retention increasing to 94.7%, an all-time record. Four-year graduation rates increased to 70.5% with six-year graduation rates reporting at 85.9%.

Espinoza provided an update on the national trends in enrollment management, namely that the enrollment cliff has arrived, and the enrollment landscape will continue to be volatile. In addition to the declining population of college-aged students, the percentage rate of recent high school completers enrolled in college has declined in the past 5 years to 62% and appears to have plateaued at about 62%. Over the last 5 years, VT has seen a decline in yield rate for all residency groups—a reflection of the competitive enrollment landscape. In terms of yield rates, the university seeks to stay above a 10% yield rate, (i.e. more than 1 in 10 students who are offered accept). Finally, international students yield has dropped and will continue to be volatile.

**5. Enrollment Growth Modelling.** C. Clarke led a discussion on enrollment growth scenarios. Using a moderate .5% increase per year to consider growth to 40,000 students, the committee considered a number of high-level questions related to capacity, including whether there will be sufficient academically-prepared and interested students, and how university infrastructure would need to be expanded or managed to accommodate growth. Not considered as part of this discussion were external impact factors including Blacksburg, Christiansburg, and Montgomery County.

**6. Closing Remarks and Adjourn.** N. Dye offered brief remarks. The meeting concluded at 2:42 pm.

**Closed Session Agenda**  
**ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE**  
**November 17, 2025**

<b><u>Agenda Item</u></b>	<b><u>Reporting Responsibility</u></b>
1. Motion to Begin Closed Session	N. Dye
* 2. Resolution to Approve Appointments to Emeritus/a Status (18)	R. Fricker
* 3. Resolution to Approve Appointments to Endowed Chairs, Professorships, or Fellowships (10)	R. Fricker
* 4. Resolution to Approve Reappointments to Endowed Chairs, Professorships, or Fellowships (7)	R. Fricker
* 5. Resolution to Approve Appointments with Tenure (8)	R. Fricker
* 6. Resolution to Approve Appointments with Tenure-to-Title (2)	R. Fricker
7. Personnel Changes Report <i>(voted on by Finance and Resource Management Committee)</i>	R. Fricker
8. Motion to End Closed Session	N. Dye
9. Report of Closed Session Action Items	N. Dye

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\*Requires Full Board Approval

## Open Session Agenda

### ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE

November 17, 2025

<u>Agenda Item</u>	<u>Reporting Responsibility</u>
1. <b>Welcome</b>	N. Dye
2. <b>Consent Agenda</b>	N. Dye
a. Approval of August 19, 2025 Committee Meeting Minutes	
* b. Resolution to Discontinue M.A. in Foreign Languages, Cultures, and Literatures	
* c. Resolution to Revise University Policy 6400: Policy on University Textbook Sales	
* d. Resolution to Update University Policy 4410: Virginia Tech's Voluntary Transitional Retirement Program for Tenured Faculty	
* e. Resolution to Approve Appointments and Reappointments to the Virginia Coal Research and Development Advisory Board	
3. <b>Provost's Update</b>	C. Clarke
# 4. <b>Enrollment and Admissions Update</b>	J. Espinoza
# 5. <b>Enrollment Expansion Modeling</b>	C. Clarke
6. <b>Closing Remarks and Adjourn</b>	N. Dye

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\* Requires Full Board Approval

# Discusses Enterprise Risk Management topic(s)

**Open Session Consent Agenda**  
**ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE**  
**November 17, 2025**

The chair of the committee will review and ask for acceptance of the Consent Agenda,  
which includes the following items.

- a. Approval of August 19, 2025 Committee Meeting Minutes
- \*b. Resolution to Discontinue M.A. in Foreign Languages, Cultures, and Literatures
- \*c. Resolution to Revise University Policy 6400: Policy on University Textbook Sales
- \*d. Resolution to Update University Policy 4410: Virginia Tech's Voluntary Transitional Retirement Program for Tenured Faculty
- \*e. Resolution to Approve Appointments and Reappointments to the Virginia Coal Research and Development Advisory Board

## **Committee Minutes**

### **ACADEMIC, RESEARCH, AND STUDENT AFFAIRS COMMITTEE**

**August 19, 2025**

**Committee Members Present:** Nancy Dye (chair), Sandy Davis, William Holtzman, Robby Moser, J. Pearson, Jeanne Stosser

**Board Members Present:** John Rocovich (rector), Starlette Johnson, Ryan McCarthy, Jim Miller, Ted Hanson, Margaret Ann Smith

**Constituent Representatives Present:** Marlene McGlothlin Lester (A/P faculty representative), Amber Hagan (staff representative), Justin Lemkul (faculty representative), Thomas Feely (undergraduate student representative), Katie Drinkwater Gregg (graduate and professional student representative).

**Guests:** Diane Agud, Kimberly Allen, Simon Allen, Janice Austin, Mac Babb, Laura Belmonte, Myra Blanco, Rebecca Bott, Jasmine Boyd, Brock Burroughs, Cyril Clarke, Erica Cooper, George Cooper, Thomas Crawford, Alison Cross, Meaghan Davidson, Debbie Day, Heather Ducote, Jeffrey Earley, Abbey Erwin, Juan Espinoza, Thomas Feely, Ronald Fricker, Michael Friedlander, Ian Friend, Matthew Gabriele, Rachel Gabriele, Martha Glass, Suzanne Griffin, Amber Hagan, Chelsea Haines, Rebecca Halsey, Jennifer Hart, James Hawdon, Luke Hayes, Kay Heidbreder, Amy Hogan, Elizabeth Hooper, Frances Keene, Alex Kinnaman, Sharon Kurek, Kimberly Loeffert, Andrew Marinik, Elizabeth McClanahan, Hud McClanahan, Steven McKnight, Nancy Meacham, Rachel Miles, Laurel Miner, Justin Noble, Shane Nuuhiwa, Kelly Oaks, Amy Orders, Stephanie Overton, Mark Owczarski, Lauren Pollard, Isis Quinlan, Julie Ross, Karen Sanders, Amy Sebring, Brennan Shepard, Jill Sible, Jaida Smith, Michael Staples, Michael Stowe, Dan Sui, Aimee Surprenant, John Talerico, Don Taylor, Mollie Taylor, Monecia Taylor, Peggy Vilaro, Thomas Wamsley, Melinda West, Lisa Wilkes, Tiffany Willis, Christopher Wise, Andrew Woodall, Leo Young

### **OPEN SESSION**

**Report of Closed Session Items.** In Closed Session, the committee considered four appointments to emerita or emeritus status, 21 appointments to an endowed chairs, professorships, or fellowships, three reappointments to endowed chairs, professorships, or fellowships, five appointments with tenure, and reviewed individual salaries and personnel changes.

**1. Welcome.** N. Dye, chair of the committee, welcomed attendees to the meeting and called the meeting to order at 9:37 am.

**2. Consent Agenda.** The Open Session Consent Agenda, which included minutes from the June 2025 committee meeting, a resolution for exclusion of certain officers/directors, a resolution to approve a Bachelor of Arts (B.A.)/ Bachelor of Science (B.S.) degree



designation in Geography, and a summary of the 2025-26 faculty & staff merit programs, was presented for approval by the committee.

**The committee voted unanimously to approve all Consent Agenda items.**

#### **4. Provost's Update.**

C. Clarke, executive vice president and provost, provided updates to the committee on several academic leadership changes. Dr. Saskia van de Gevel began her role as dean of the College of Natural Resources and Environment on July 1; she previously served as head of Geography and Planning at Appalachian State University. She takes over from Dr. Paul Winistorfer, who retired after 24 years of committed and accomplished service, 16 years as dean. Dr. Becky Bott-Knutson began her service as dean of the Honors College on July 1; she previously served as dean of the Honors College at South Dakota State University. She takes over from Dr. Paul Knox, a University Distinguished Professor who retired after almost 40 years of service, including serving as dean of two colleges.

In addition to new deans, Dr. Clarke also introduced Dr. Jill Sible, who was named the new Vice Provost for Undergraduate Academic Affairs effective in late June; she previously served as associate vice provost, and takes over from Dr. Rachel Holloway, who retired after 36 years of service, 11 of those as Vice Provost. Major General Bill Seeley began his role as Commandant of the Corps of Cadets earlier this spring; he takes over from General Randy Fullhart who served as commandant for 13 years.

Dr. Clarke also updated the committee that Dr. Ben Knapp, Executive Director of Institute for Creativity, Arts and Technology (ICAT) has announced his departure from VT after 14 years of service to take on a deanship at Northeastern University. Drs. Lisa McNair and Tom Martin will serve as interim co-chairs pending a search for a new executive director.

Finally, a national search for the inaugural Executive Director of the Institute for Advanced Computing is being launched, led by Dr. Mike Friedlander, Vice President for Health Sciences and Technology and Executive Director of Fralin Biomedical Research Institute Virginia Tech Carilion. Dr. Kirk Cameron serving as interim director.

Provost Clarke then outlined his priorities for the remainder of his time as provost, including:

- Completion of the work of the Academic Resource Alignment Committee
- Development of an enrollment strategy for both undergraduate and graduate students
- Guiding growth of Virginia Tech Carilion School of Medicine health and biomedical sciences portfolio
- Establishment of the Institute for Advance Computing and related programs, expanding the university's innovation network
- Advancement of International programs and global identity through overseas partnerships, study abroad programs, and enrollment of international students
- Conducting a post-graduation outcomes assessment relative to experiential

learning, such as Bridge Experiences

**4. Resolution to Revise Chapter 7 of the Faculty Handbook Regarding the A/P Faculty Grievance Process.** Ron Fricker, vice provost for faculty affairs, and Marlina Lester, president of the A/P Faculty Senate, provided 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. Dr. Fricker provided a high-level overview of the Faculty Handbook and how it differs from a traditional employee manual. The Faculty Handbook is a living document that is regularly reviewed and revised by the faculty through a rigorous shared governance process.

The changes to Chapter 7 reflect a collaborative effort to improve clarity, accuracy, and alignment with current governance and support structures. They include revisions to the grievance process to clarify the steps involved and to formally define the role of the Vice President of the A/P Faculty Senate in that process; those updates reflect the relatively recent formation of the A/P Faculty Senate and its evolving leadership role in representing this faculty group. The changes also include a number of grammatical and stylistic edits; these are not changes in policy or procedure, but rather improvements to wording and structure that make the chapter clearer and easier to understand. Finally, the changes include updates to the descriptions of the university resources available to faculty made in collaboration with those offices to ensure the descriptions are accurate, current, and helpful for faculty navigating workplace concerns or conflict resolution.

**The resolution to make these changes was approved unanimously by the committee.**

**5. Update on Academic Resource Alignment.** C. Clarke provided an update to the committee on the progress of the Academic Resource Alignment Committee work and the next steps that need to be accomplished. The work of this committee originated in fall of 2024 at President's Council retreat, with a recognition that over and above constant review of curriculum there was a need for a more comprehensive review to assure that we were committing resources to the strategic priorities of the institution. The resulting Academic Resource Alignment Committee reviewed curriculum, identified certain criteria/outcomes to evaluate (qualitative and quantitative) and interacting with academic units at dean and departmental level to interpret outcomes.

The preliminary report for the provost's review identified 15 academic departments that didn't meet expectations, distributed across colleges/disciplinary scopes. Next steps include working with administrative team to conduct further analysis of cost of delivery for identified programs, including instructional FTE and workload measures. In addition, recent changes are being made to SCHEV productivity requirements that reduce barriers to approval of new degree programs but enhance accountability in evaluating outcomes of existing degree programs under SCHEV's productivity review.

Preliminary analysis has identified four graduate programs that are expected not to meet the current SCHEV productivity requirements, and eight degree programs (including two

undergraduate) that currently meet the degree requirements but based on enrollment are likely not to meet the requirements in the near future.

Potential outcomes from this further analysis include: the discontinuation of degree programs (with teach-out of students), targeted hiring freezes implemented in departments with imbalance in instructional FTEs, department realignment/reorganization, tactical action planning expected of selected departments, pathways general education requirements being reviewed, assessing and planning for how best to continue this work on a regular, recurring basis.

Though there is an opportunity for reinvestment, it will take time to be realized because the 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.

**8. Closing Remarks and Adjourn.** N. Dye offered brief remarks. The meeting concluded at 10:36 am.



# ENROLLMENT MANAGEMENT UPDATE



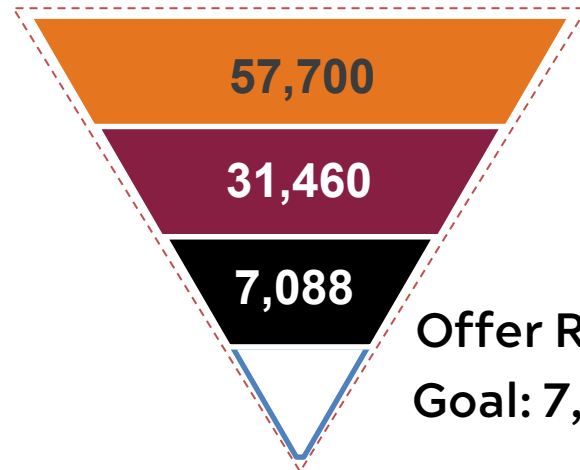
Academic, Research, and Student Affairs Committee  
Board of Visitors  
November 17, 2025

Dr. Juan Espinoza  
Vice Provost for Enrollment Management

# 2025 Undergraduate Applicants

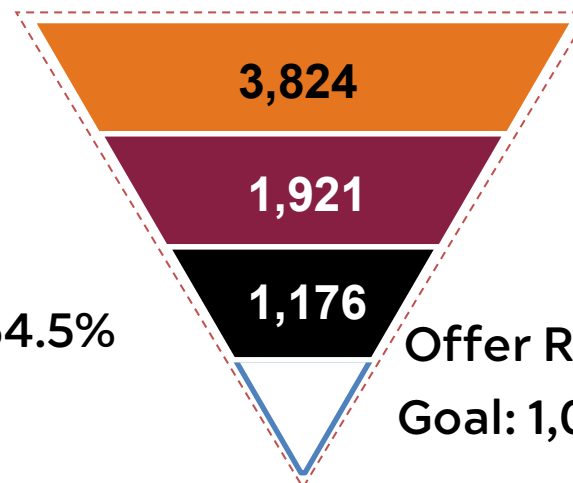
(FTIC + Transfer)

## First Time In College (FTIC)



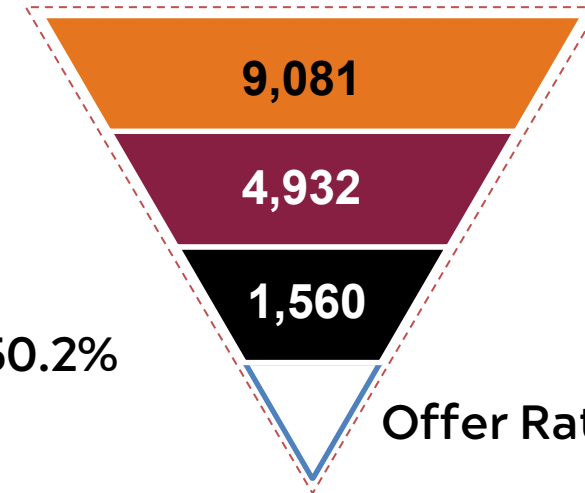
Offer Rate: 54.5%  
 Goal: 7,085

## Transfers



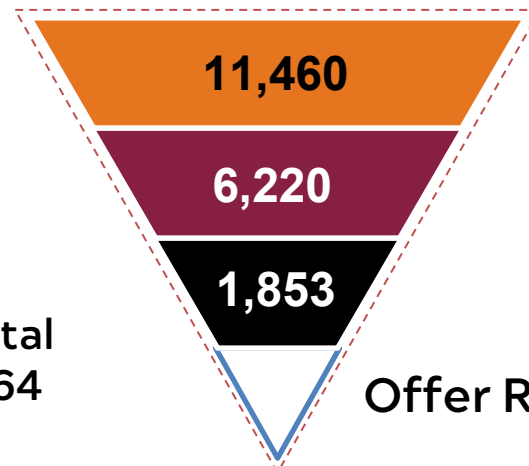
Offer Rate: 50.2%  
 Goal: 1,025

## Pell Eligible



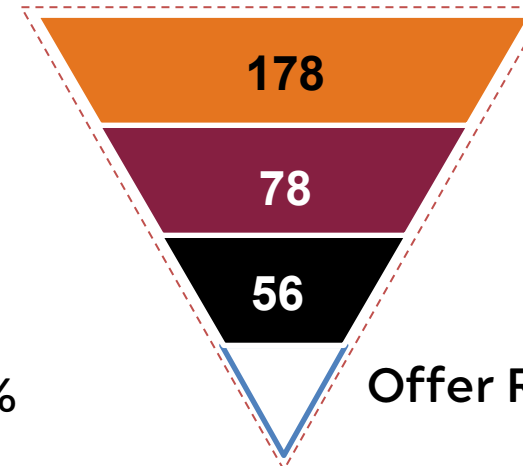
Offer Rate: 54.9%

## First Generation

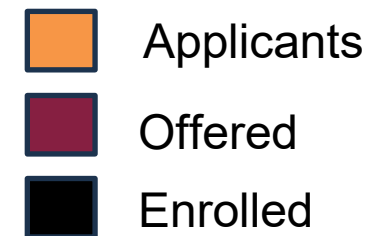


Offer Rate: 54.2%

## Veterans



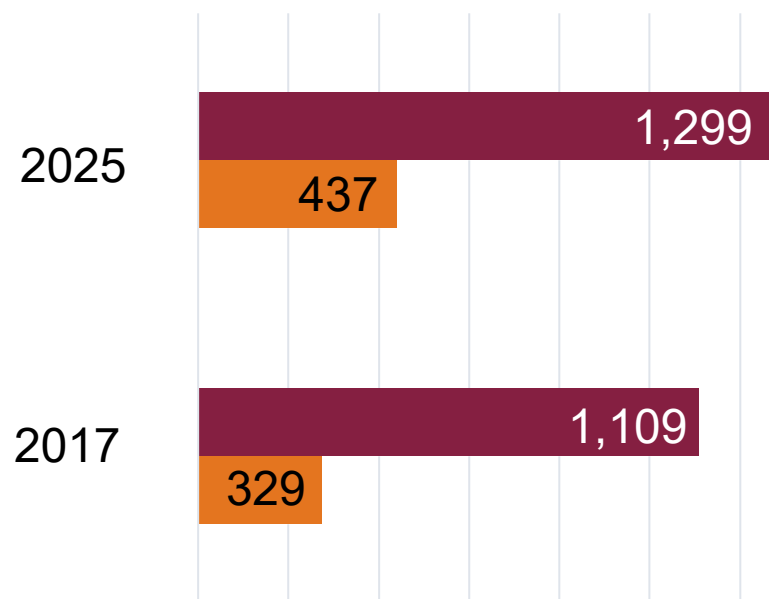
Offer Rate: 43.8%



2025 Incoming Class Total  
 (FTIC + Transfers) = 8,264

# 2025 Undergraduate Enrollment

## Corps of Cadets

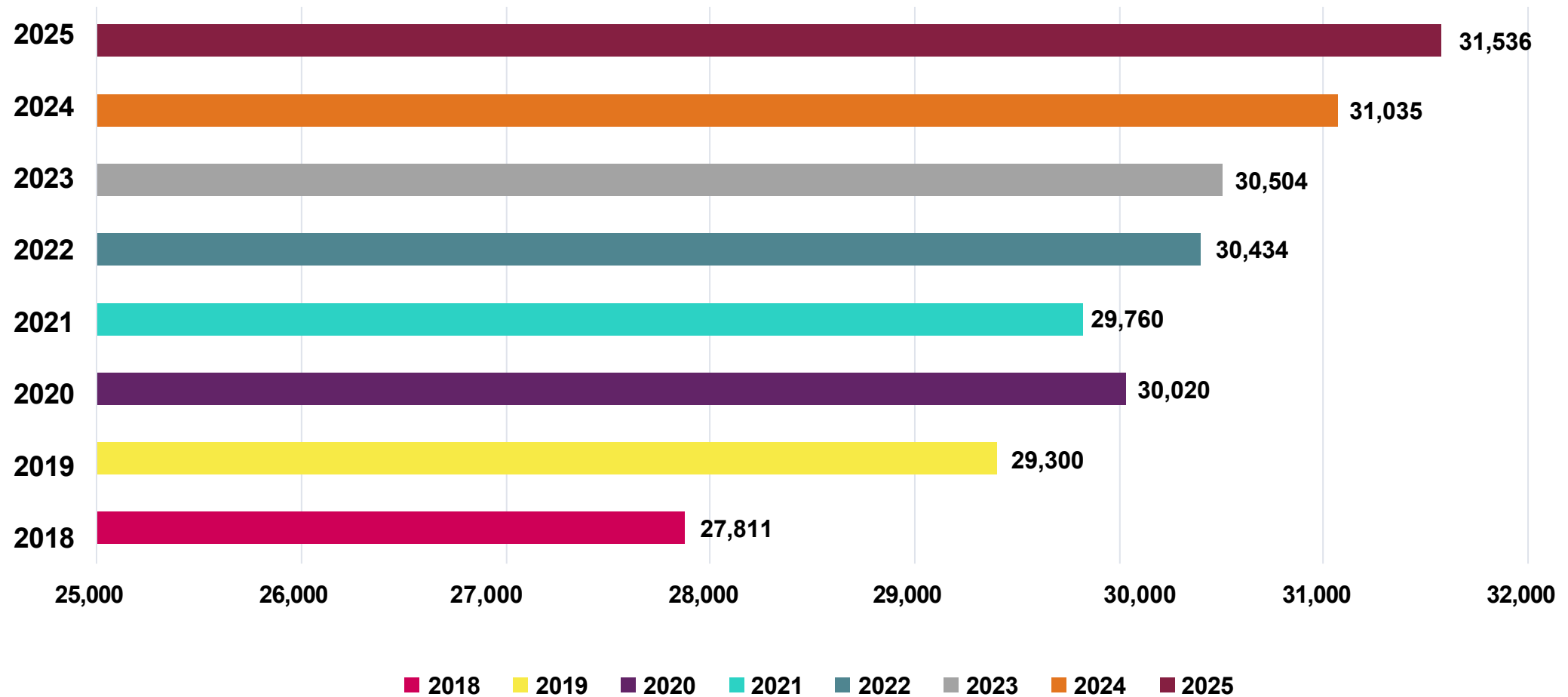


Overall Cadet Enrollment

New Cadet Enrollment

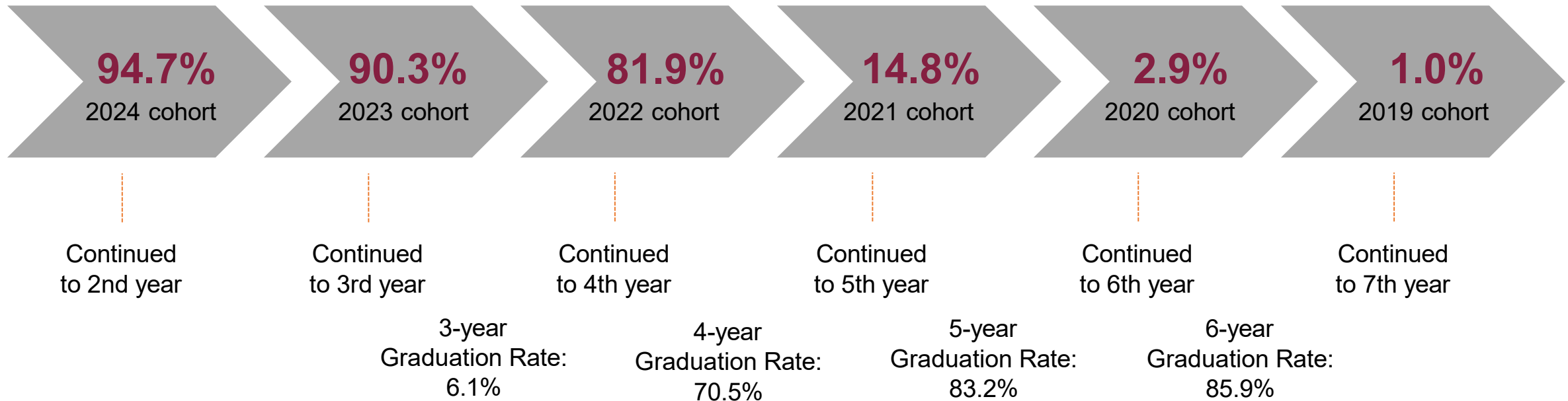
Headcount Increase: **17.1%** from 2017 -2025

# 2025 Overall Undergraduate Enrollment



# 2025 Continuing Student Enrollment

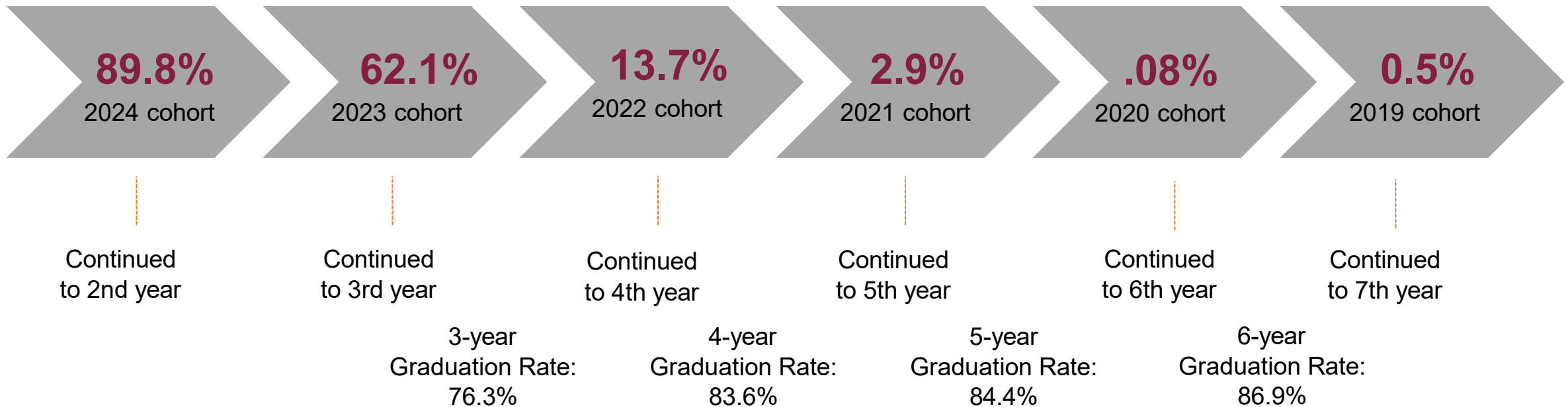
## First Time in College (FTIC) Retention





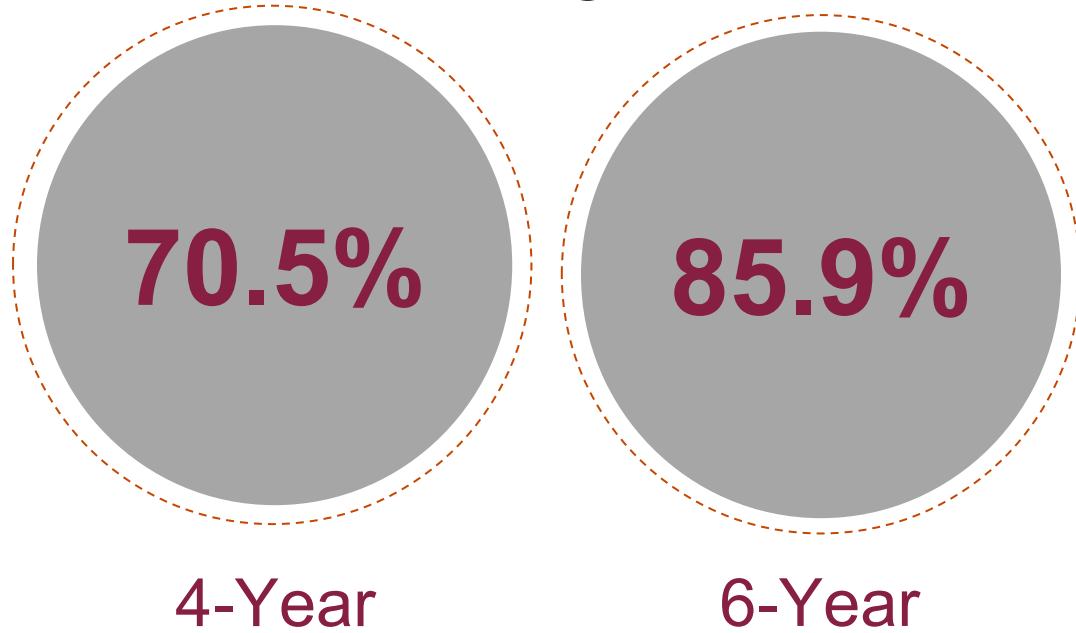
# 2025 Continuing Student Enrollment

## Transfers Retention

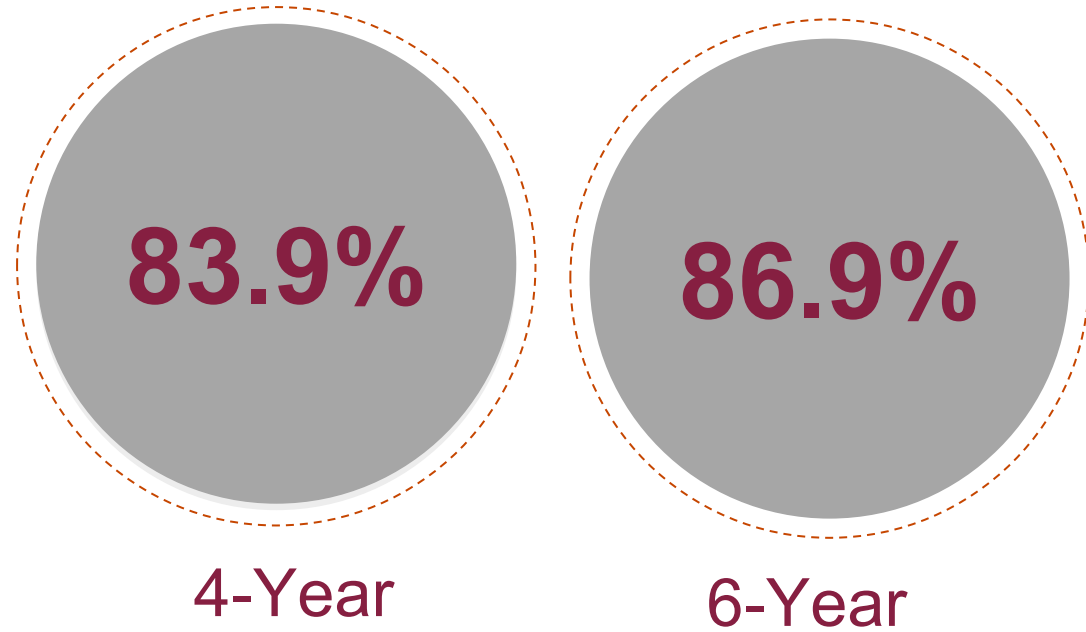


# Graduation Rates

## FTIC



## Transfers



# Graduating Students

Time to Degree (FTIC and Transfers)

2023-2024



FTIC

Transfer

2024-2025



FTIC

Transfer

Students Awarded Bachelor's Degrees

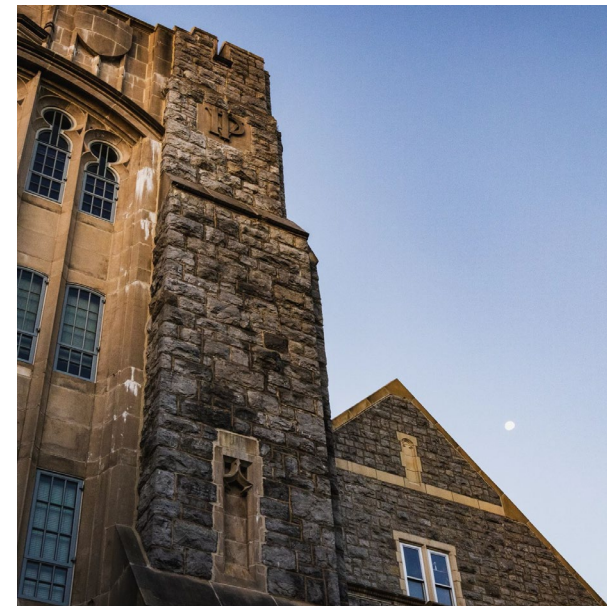
**7,217**

2023-2024

**7,221**

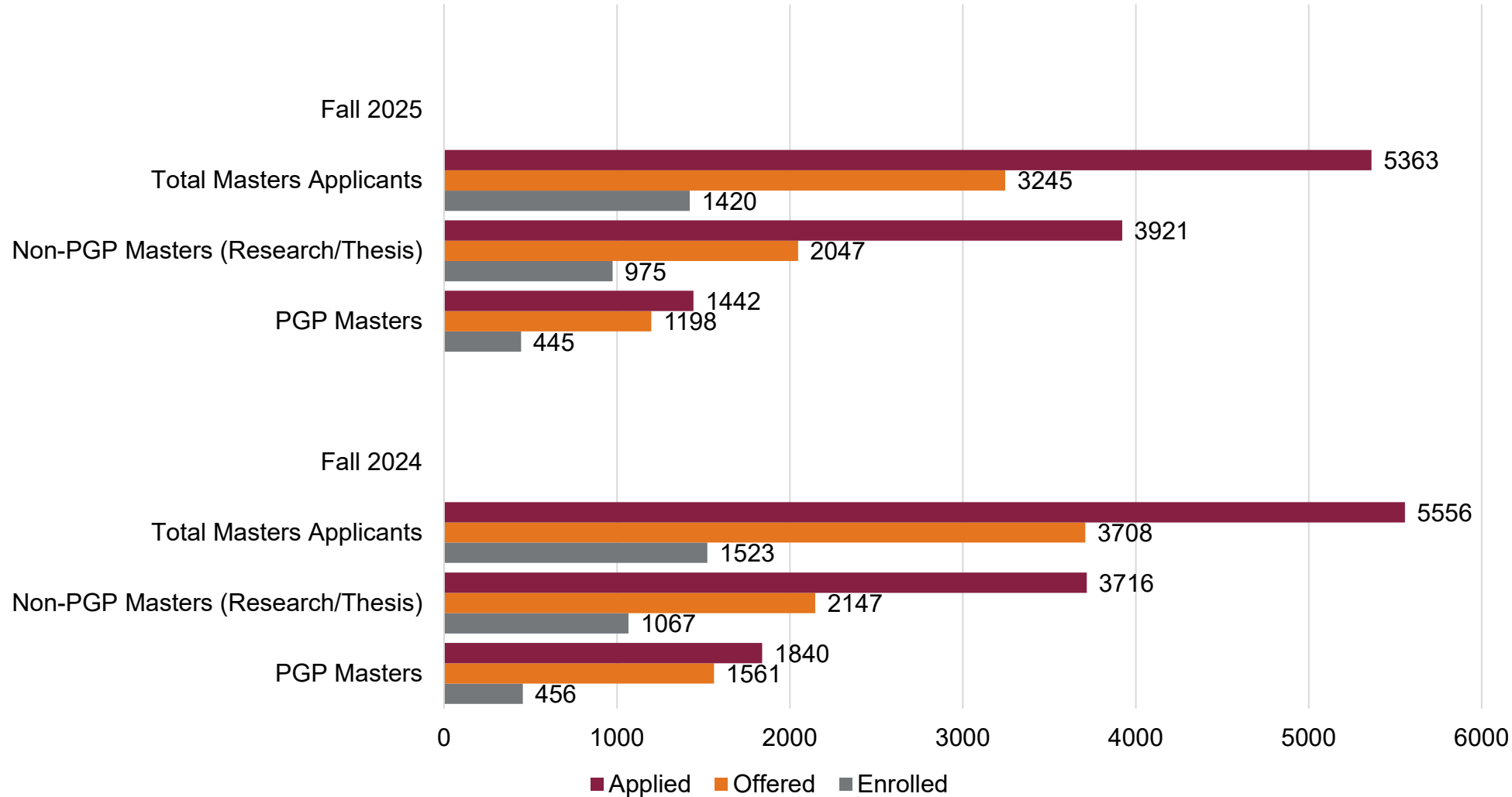
2024-2025

Increase of 0.005%



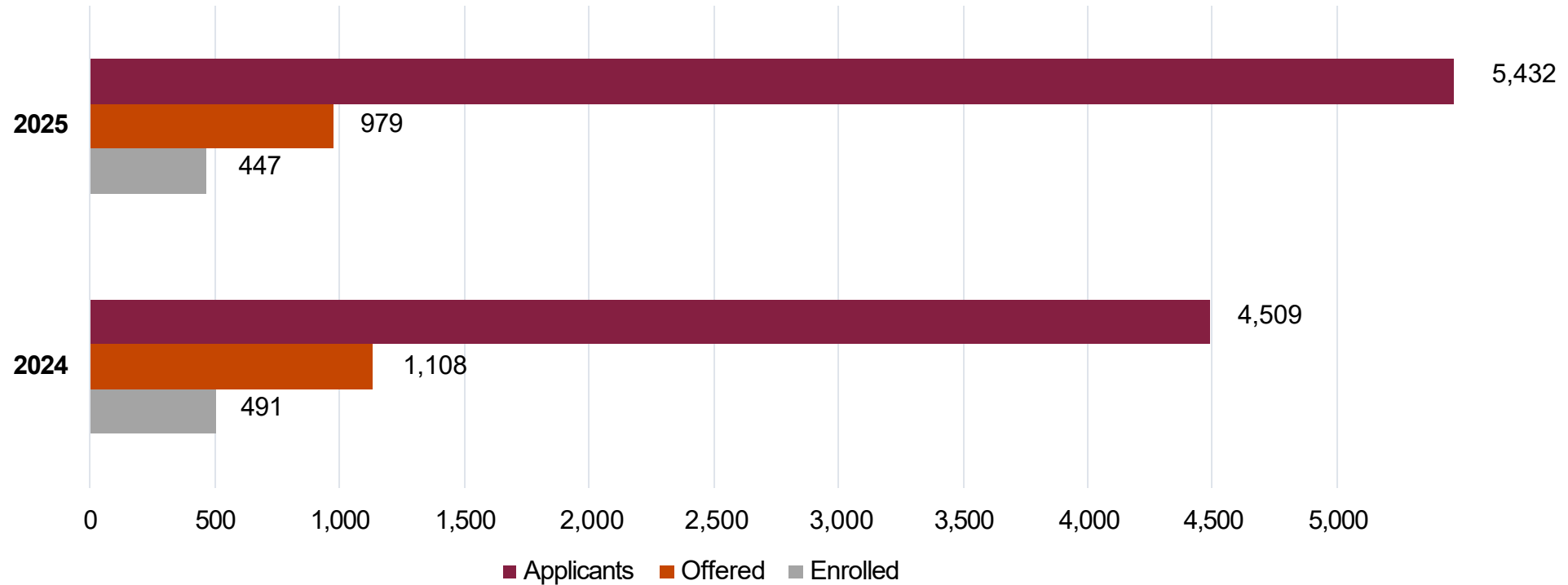
# New Graduate Applications - Masters

## 2024-2025 Admissions Cycle



# New Graduate Applications - PhD

## 2024-2025 Admissions Cycle

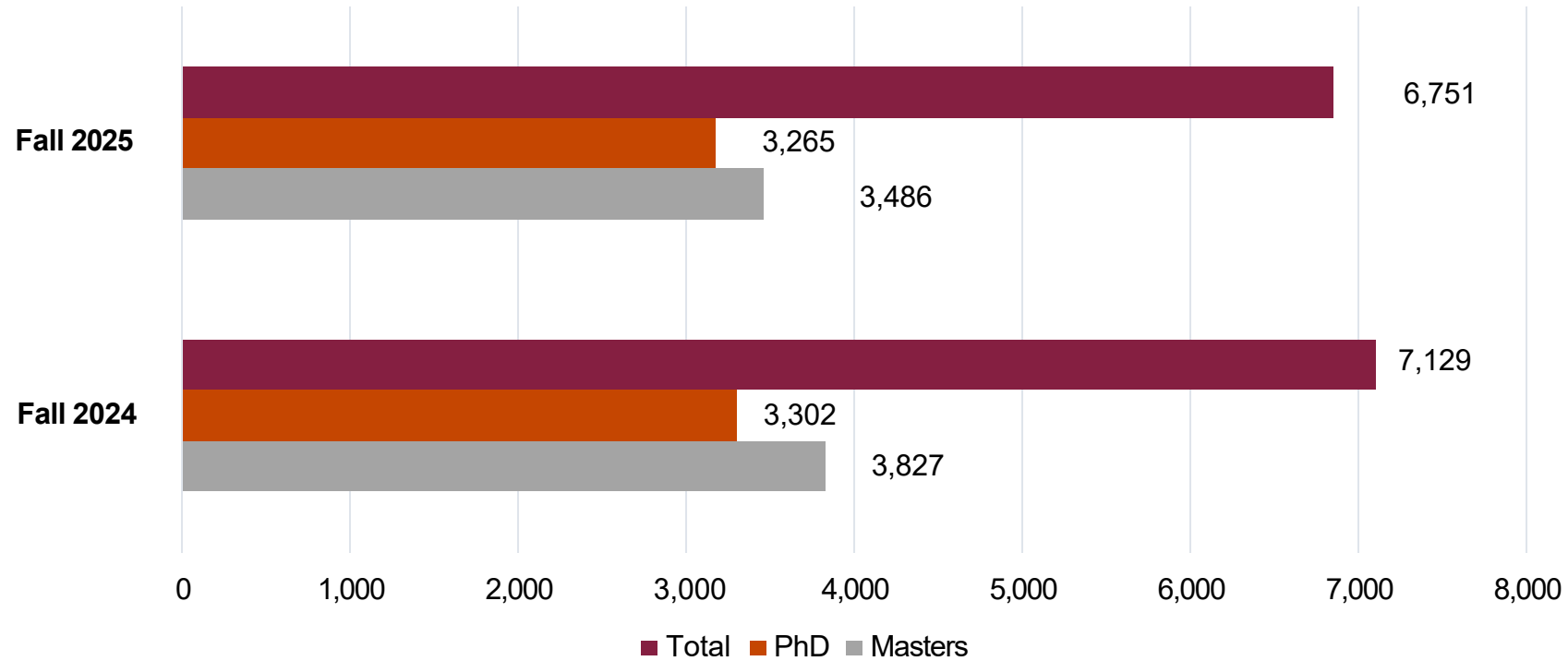


2025 Offer Rate: **18.0%**  
2025 Yield Rate: **45.7%**

2024 Offer Rate: **24.6%**  
2024 Yield Rate: **44.3%**

# 2025 Graduate Students

## Overall Enrollment



# Graduating Students

## Time to Degree (Masters and PhD)

**2024-2025**



Masters

PhD

**2023-2024**



Masters

PhD



# University Scholarships and Financial Aid

FTIC + Transfers FAFSA processing for 2025-2026

**71.7%**

of admitted students filed a FAFSA  
(5% increase from 2024-2025)

**61%**

completed General Scholarship  
Application by priority date

**\$63,000,000**

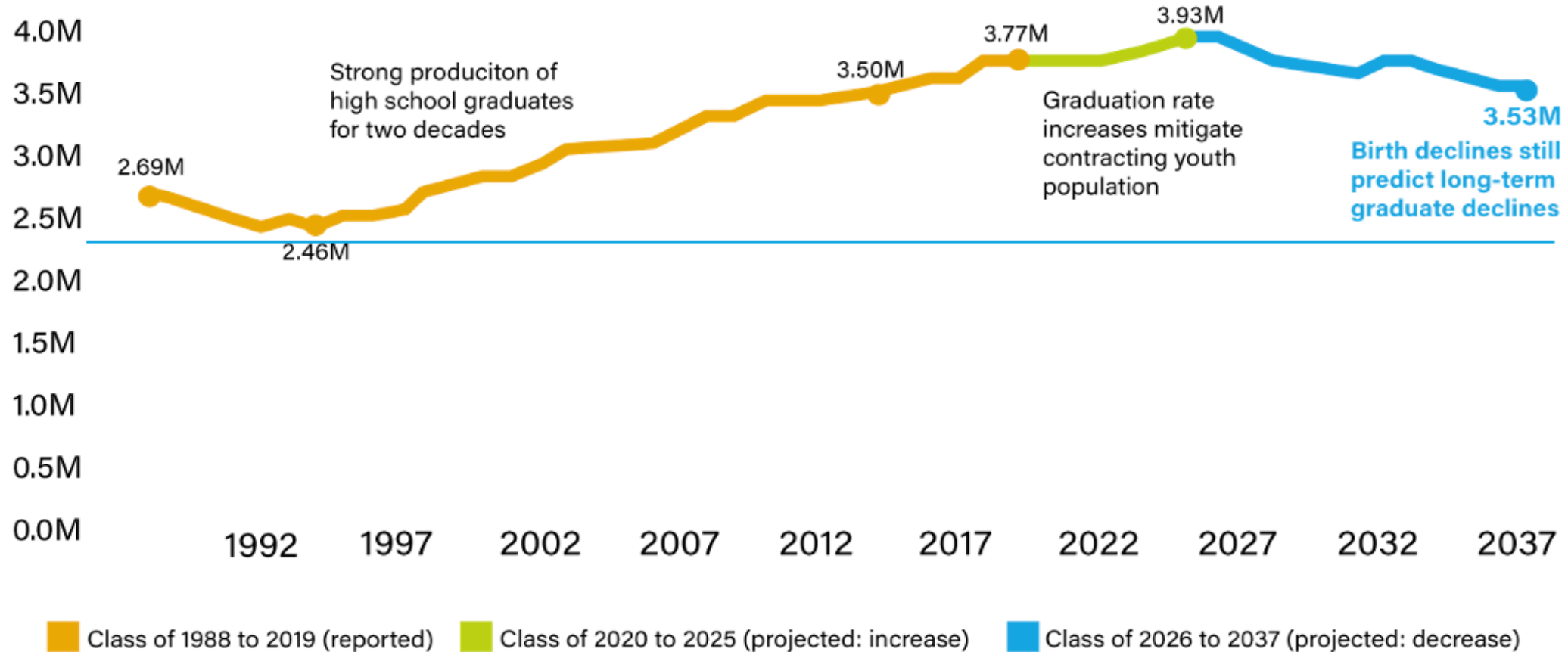
federal and state gift aid awarded  
(as of October 10, 2025)





# NATIONAL ENROLLMENT TRENDS

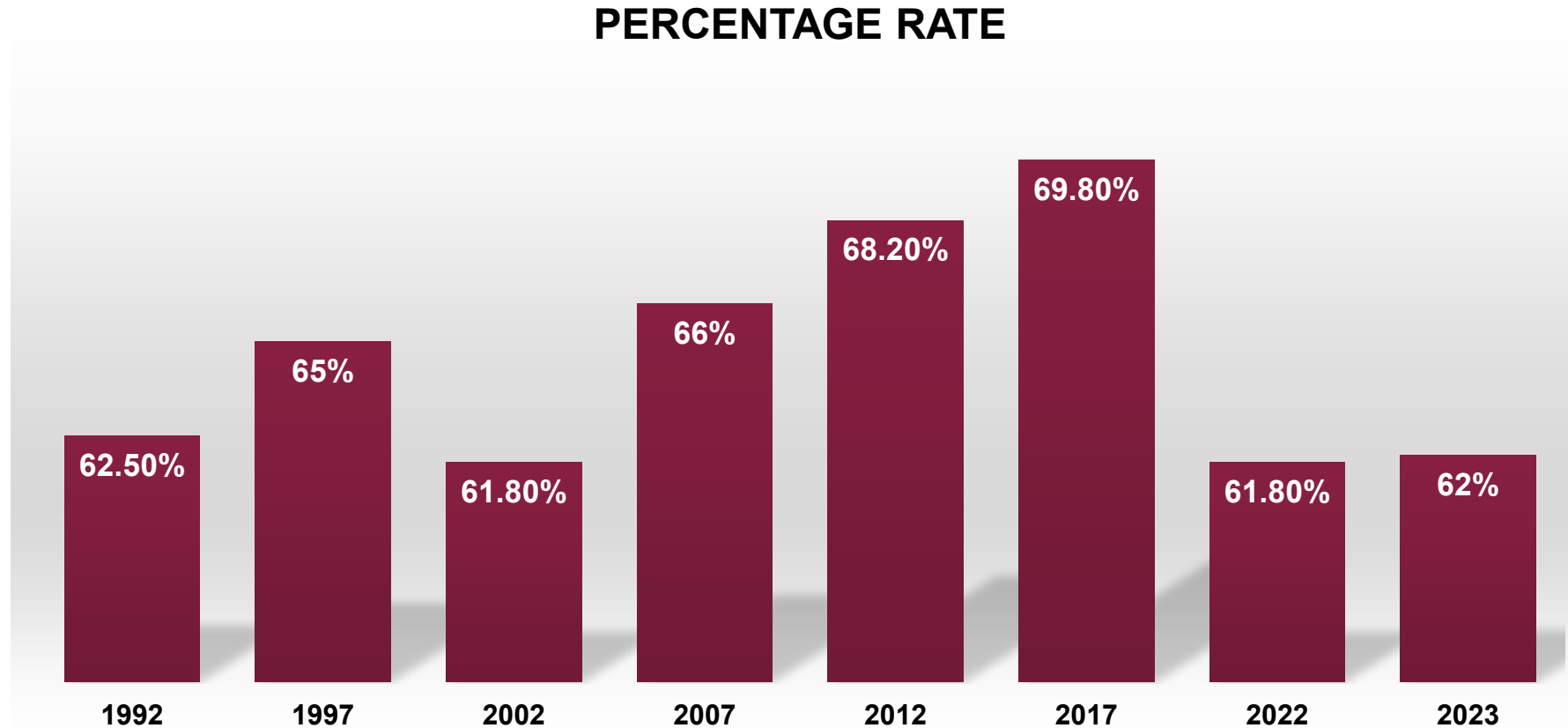
# Slowing Growth in Number of U.S. High School Graduates, Then Decline on Annual Basis (U.S. Total High School Graduates)



Source: Western Interstate Commission for Higher Education, *Knocking at the College Door*, 10<sup>th</sup> edition, 2020. See Technical Appendix for detailed sources of data through the Class of 2019: WICHE projections, Class of 2020 through 2037.

# College Participation Rate

Percentage of Recent High School Completers Enrolled in College

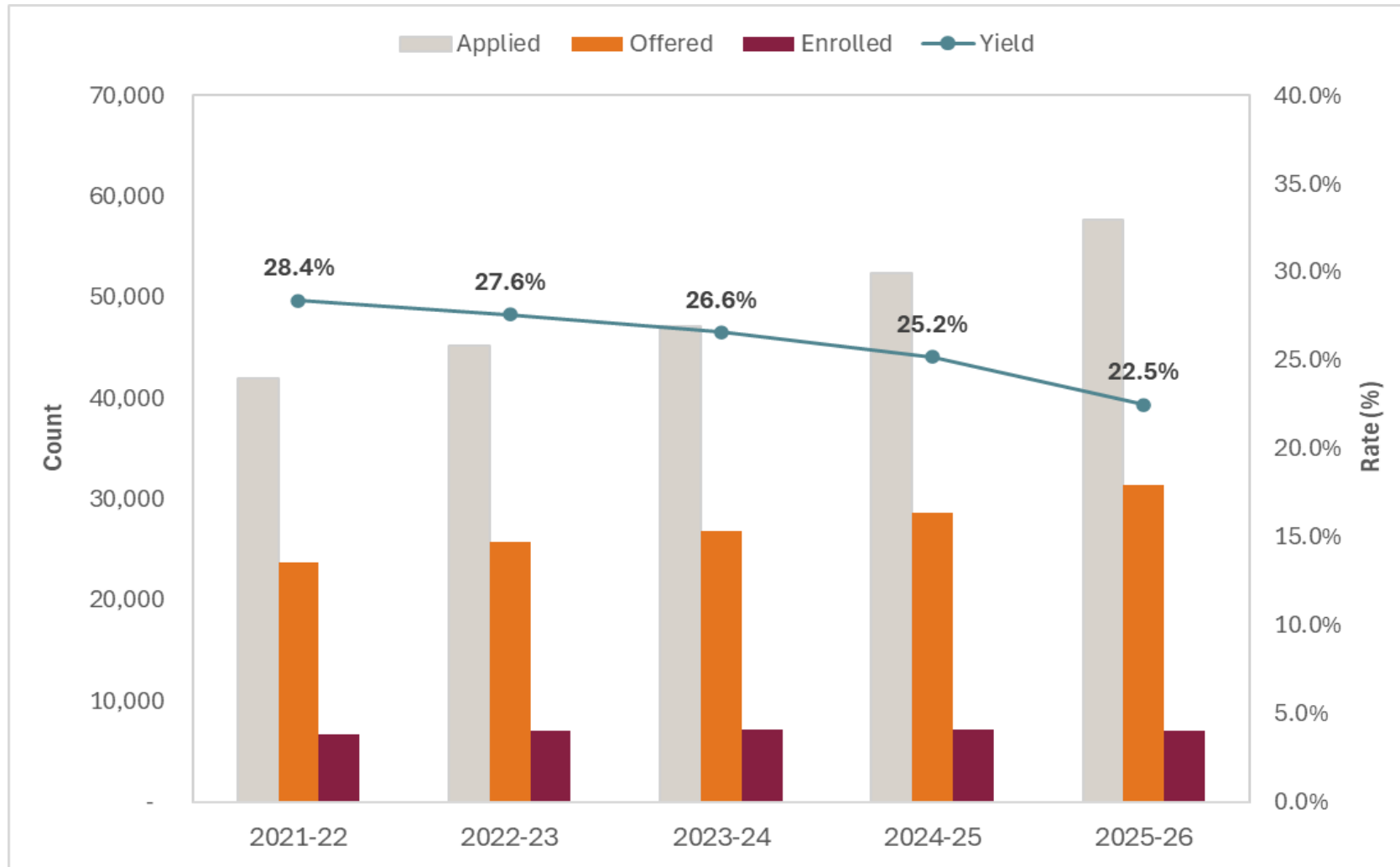


# Postsecondary Fall Enrollment

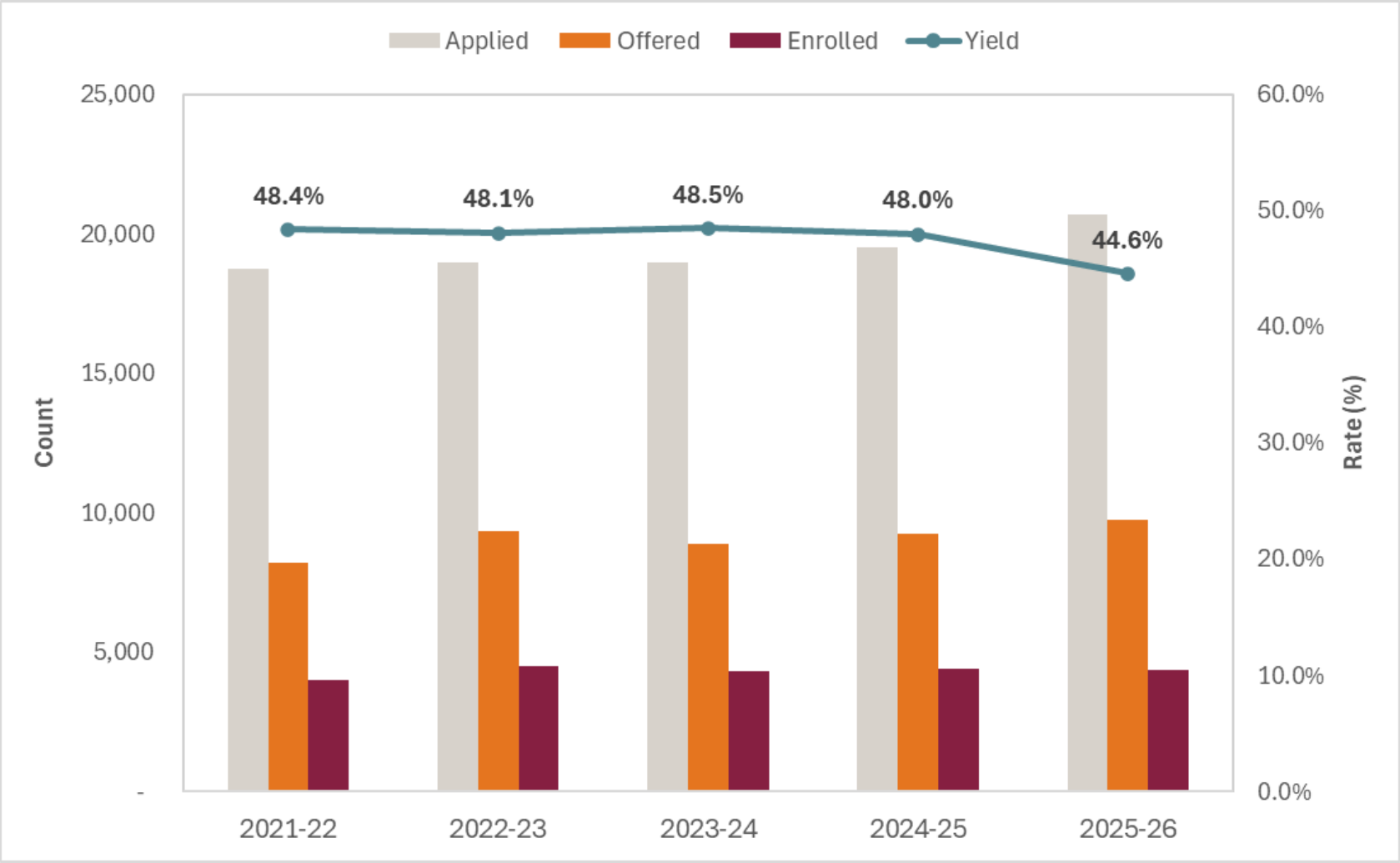
(by Sector, Attendance Status, and Level of Enrollment: 2019-22)

		Full-Time Undergraduate	Part-Time Undergraduate	All Graduate	Total
Public Two-Year	2019	2,410,000	4,441,000	—	6,851,000
	2020	2,160,000	4,069,000	—	6,229,000
	2021	1,957,000	4,011,000	—	5,968,000
	2022	1,965,000	4,041,000	—	6,006,000
Public Four-Year	2019	4,989,000	1,162,000	1,496,000	7,647,000
	2020	4,898,000	1,194,000	1,543,000	7,635,000
	2021	4,781,000	1,196,000	1,595,000	7,572,000
	2022	4,727,000	1,169,000	1,586,000	7,483,000
Private Nonprofit Four-Year	2019	2,216,000	463,000	1,337,000	4,015,000
	2020	2,161,000	471,000	1,355,000	3,987,000
	2021	2,165,000	464,000	1,384,000	4,013,000
	2022	2,144,000	485,000	1,366,000	3,994,000
For-Profit	2019	508,000	251,000	233,000	991,000
	2020	529,000	259,000	236,000	1,024,000
	2021	530,000	248,000	226,000	1,003,000
	2022	514,000	242,000	221,000	978,000

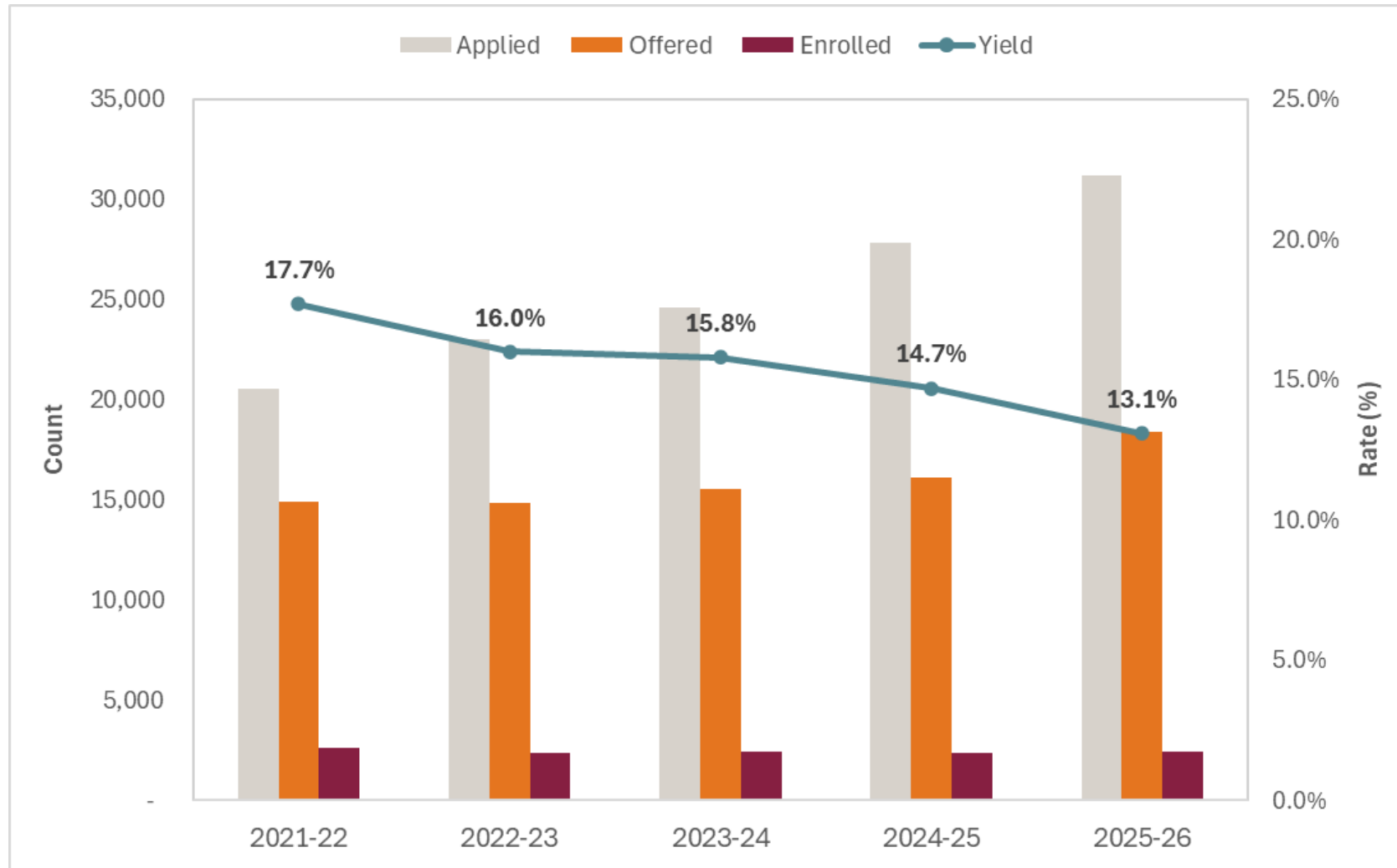
# Virginia Tech FTIC Students: All Residency Groups



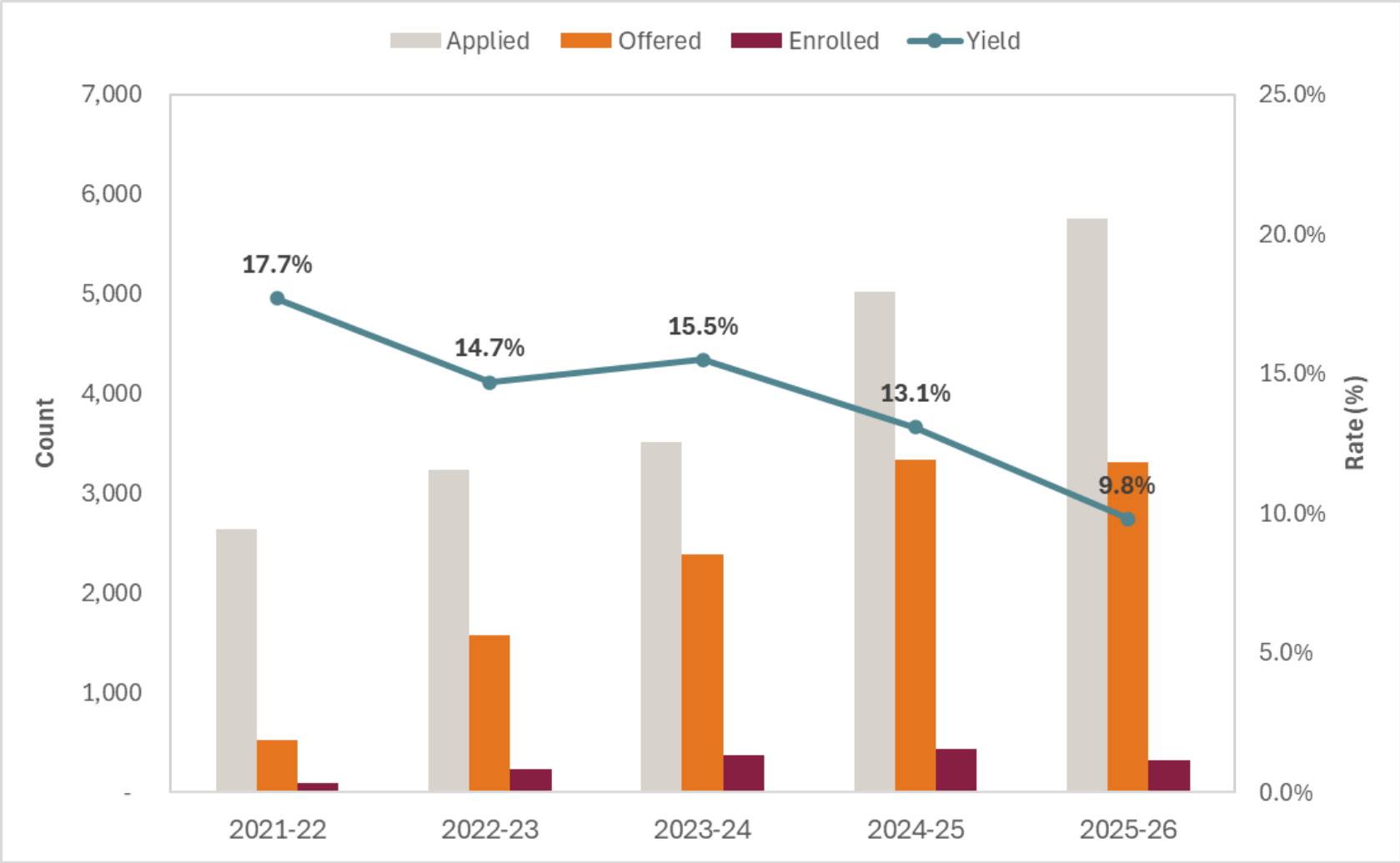
# Virginia Tech In-State Students



# Virginia Tech Out-of-State Students



# Virginia Tech International Students







# CHALLENGING LANDSCAPE AHEAD

# Enrollment Growth Scenarios

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# Undergraduate Enrollment Expansion

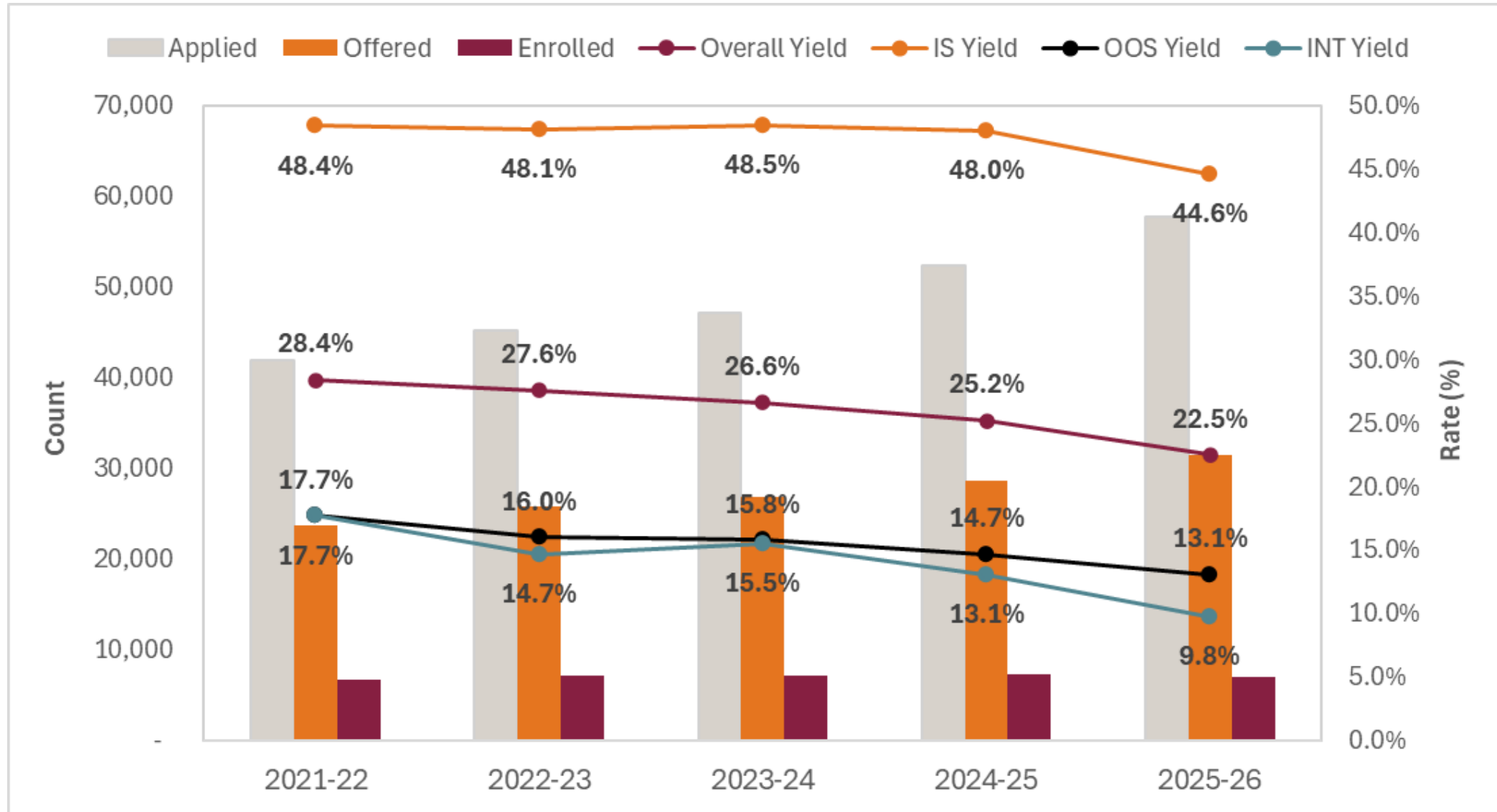
## Scenario Parameters:

- Expand undergraduate enrollment to a total population of 40,000 students
- Rate of expansion to increase by 0.5% per year

## Capacity considerations:

- Will there be sufficient academically-prepared and interested students (IS, OOS, International) to support growth?
- How would university infrastructure and resources need to be expanded or managed to accommodate expansion and sustain the student experience and quality of education?
- Note: Potential external capacity limitations relevant to local community (e.g., off-campus housing, transportation, etc.) are acknowledged but not addressed

# FTIC Applications, Offers, and Enrollment



# Incremental Growth Scenario to Achieve to 40,000 Undergraduates

		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
FTIC	In State	4,396	4,585	4,900	5,225	5,375	5,700	6,250	6,825	7,325
	Out-of-State	2,692	2,675	2,715	2,750	2,781	2,781	2,781	2,781	2,781
	Total	7,088	7,260	7,615	7,975	8,156	8,481	9,031	9,606	10,106
	% In State	62.0%	63.2%	64.3%	65.5%	65.9%	67.2%	69.2%	71.0%	72.5%
Overall	In State	20,650	20,881	21,421	22,172	23,081	24,160	25,507	27,117	29,005
	Out-of-State	10,886	11,112	11,198	11,261	11,369	11,481	11,570	11,631	11,668
	Total	31,536	31,993	32,619	33,433	34,450	35,641	37,077	38,747	40,673
	% In State	65.5%	65.3%	65.7%	66.3%	67.0%	67.8%	68.8%	70.0%	71.3%
	% Growth		1.5%	2.0%	2.5%	3.0%	3.5%	4.0%	4.5%	5.0%
<b>Incremental Net UG Revenue (Millions)</b>			<b>\$5.0</b>	<b>\$3.3</b>	<b>\$3.1</b>	<b>\$4.6</b>	<b>\$5.0</b>	<b>\$5.0</b>	<b>\$4.8</b>	<b>\$4.8</b>
<b>Cumulative Net UG Revenue (Millions)</b>			<b>\$5.0</b>	<b>\$8.3</b>	<b>\$11.4</b>	<b>\$16.0</b>	<b>\$21.0</b>	<b>\$26.0</b>	<b>\$30.8</b>	<b>\$35.6</b>

- FTIC OOS enrollment is estimated to plateau at ~2,781, based on trends in applicant pool, offer rates, and yield rates, with consequential impacts on IS:OOS mix and revenue projections
- Net revenue projections are estimated using PIBB allocations to fund academic support and do not account for additional costs for general administrative support, facilities outside of those supported by auxiliary fees, or discounting to increase OOS enrollment.

# On-Campus Housing Capacity

Base Year	Newly constructed beds obtained	Renovated beds offline	Renovated beds obtained	Beds Available Each Year	Net Change
FY26	0	0	0	9,879	-
FY27	0	0	0	9,879	-
FY28	0	-329	0	9,550	(329)
FY29	* 1,200	-329	0	10,750	1,200
FY30	0	-801	286	10,235	(515)
FY31	0	-801	0	10,235	-
FY32	0	-507	697	10,425	190
FY33	0	-507	0	10,425	-
FY34	0	-508	441	10,358	(67)

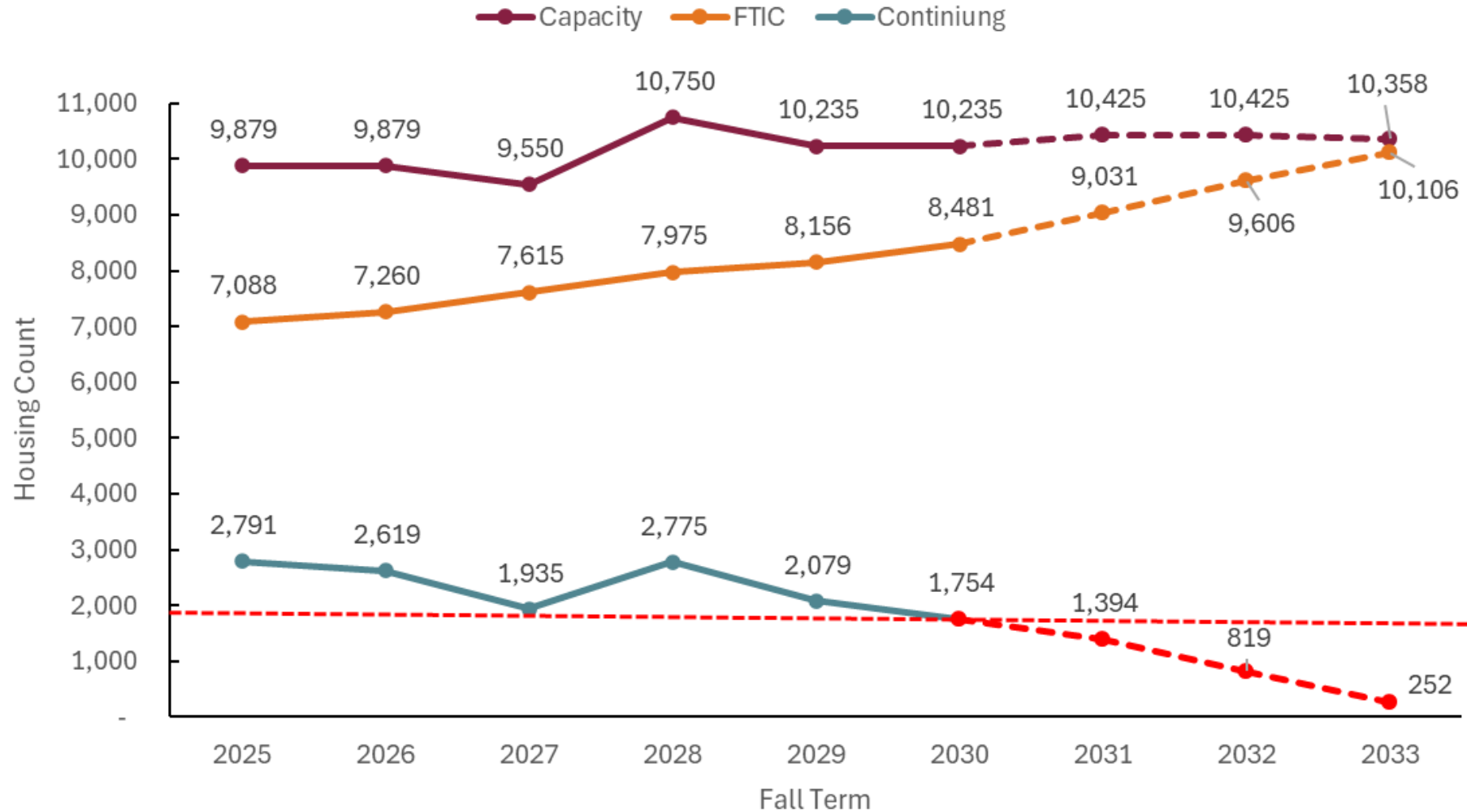
Current capacity is ~9,879 beds (10,513 - 634 Oak Lane)

High-priority continuing students (total = 1,800):

- ~900 VTCC
- ~300 residential student staff
- ~300 LLP leadership
- ~300 two-year housing contracts for residential halls

- Additional \*600 beds subject to pending BOV approval
- Varying ADA-directed single-room accommodations reduce capacity by an additional ~150 annually
- Renovation generally decreases bed capacity due to implementation of ADA and MEP requirements
- Plans to expand housing capacity will not be fully realized until FY37

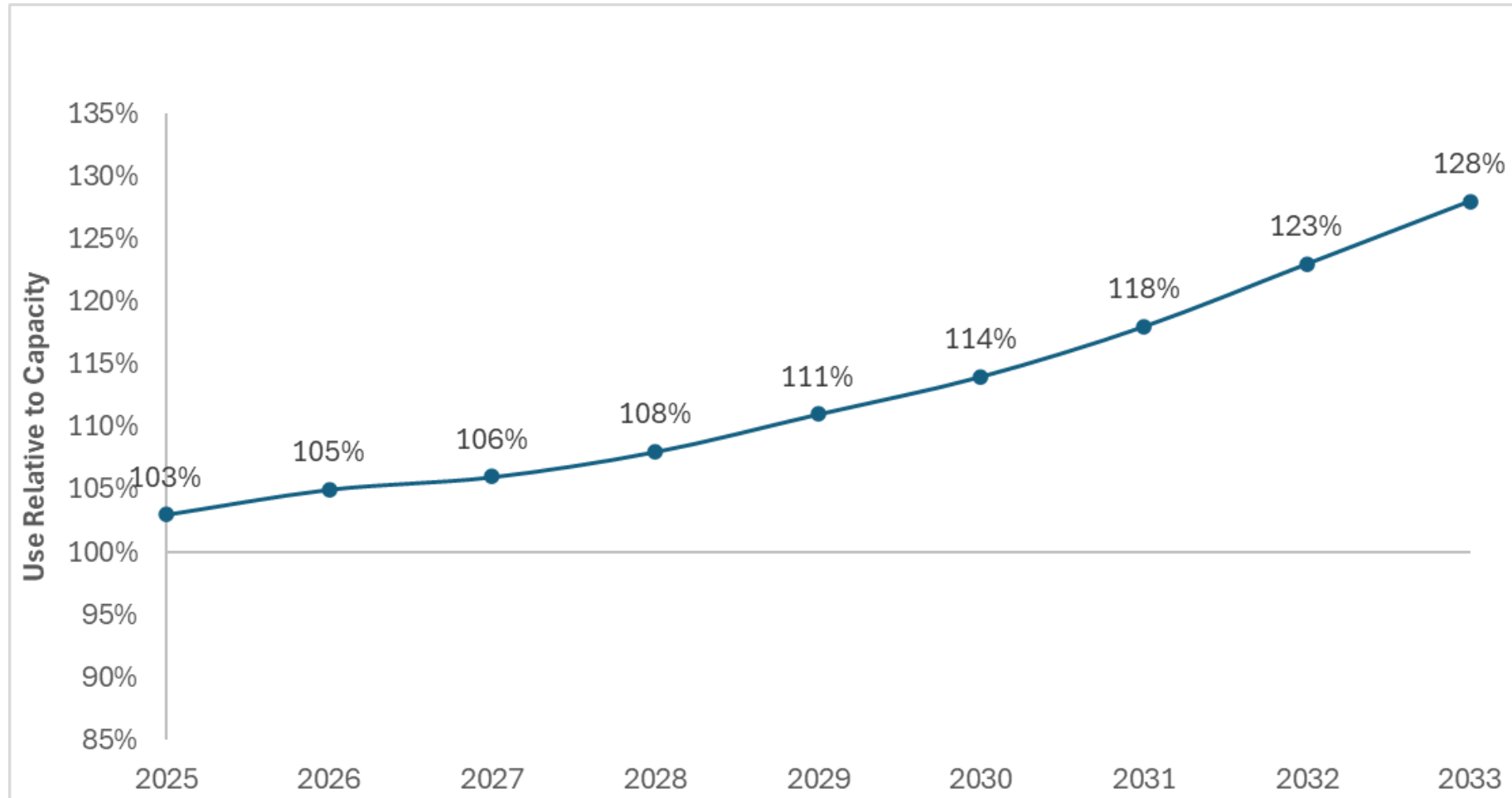
# On-Campus Housing Utilization Projection



- Capacity necessary for FTIC growth requires reduction in continuing student occupancy
- Graph assumes 1,800 continuing student occupancy. Preservation of VTCC and residential staff (1,200 beds) is not feasible after 2031

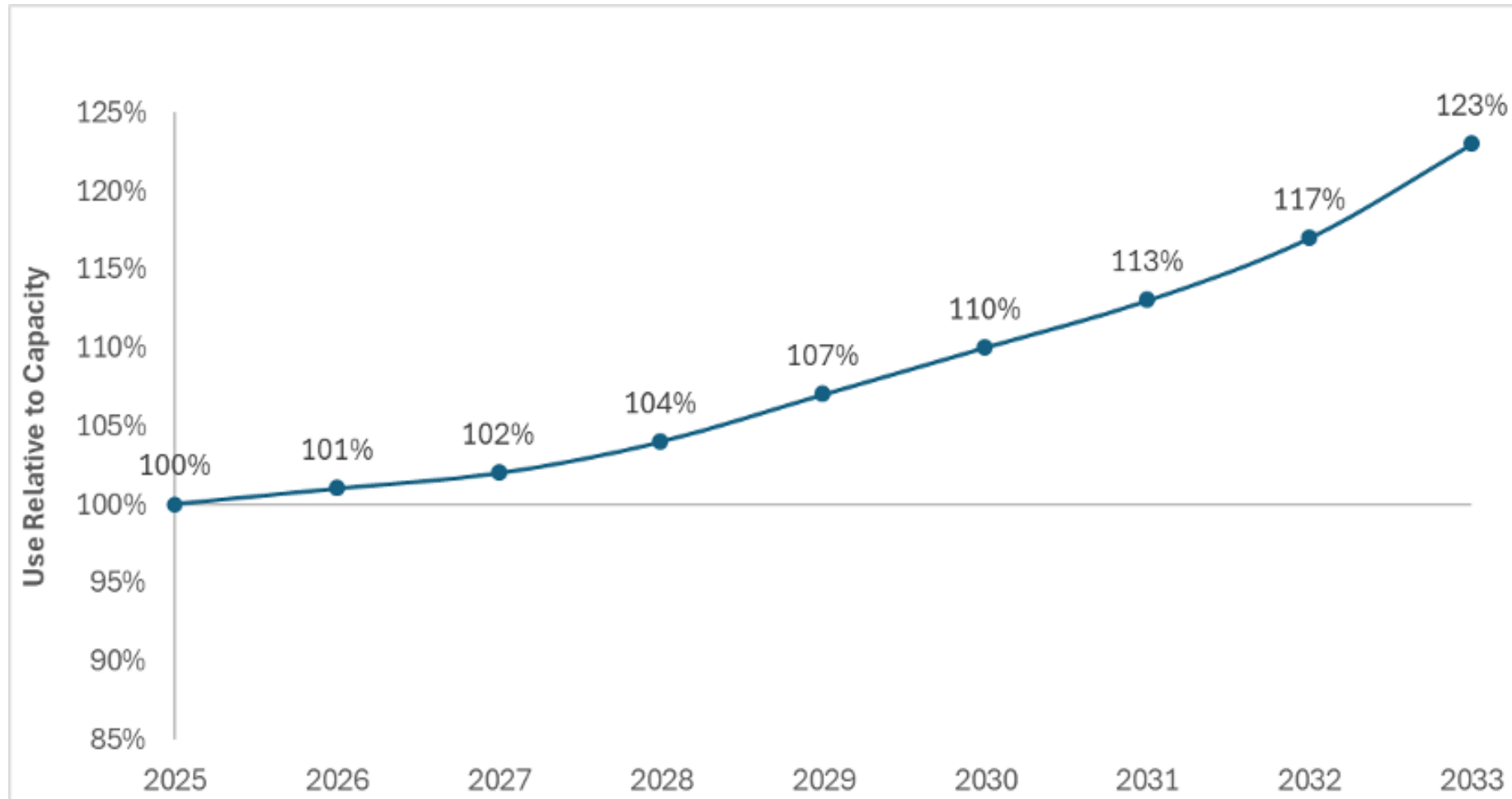


# Instructional Space Capacity



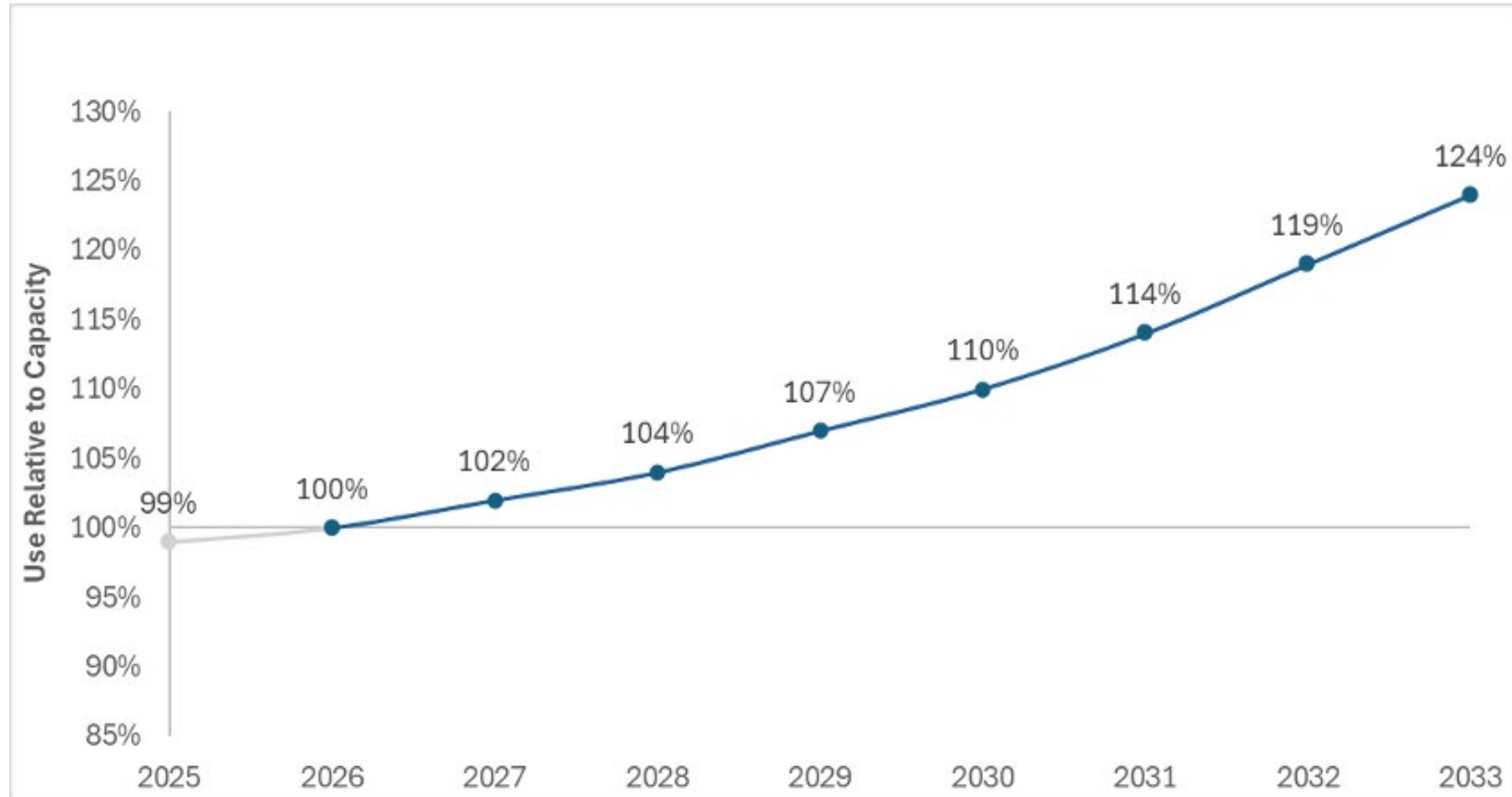
Capacity assumes scheduling “on-grid” within the 8 am to 5 pm M-F timeframe. Capacity can be increased by extending scheduling into evenings, use of alternative instruction modalities, and use of departmental space (acknowledging seat capacity and layout limitations).

# Instructional Faculty Capacity



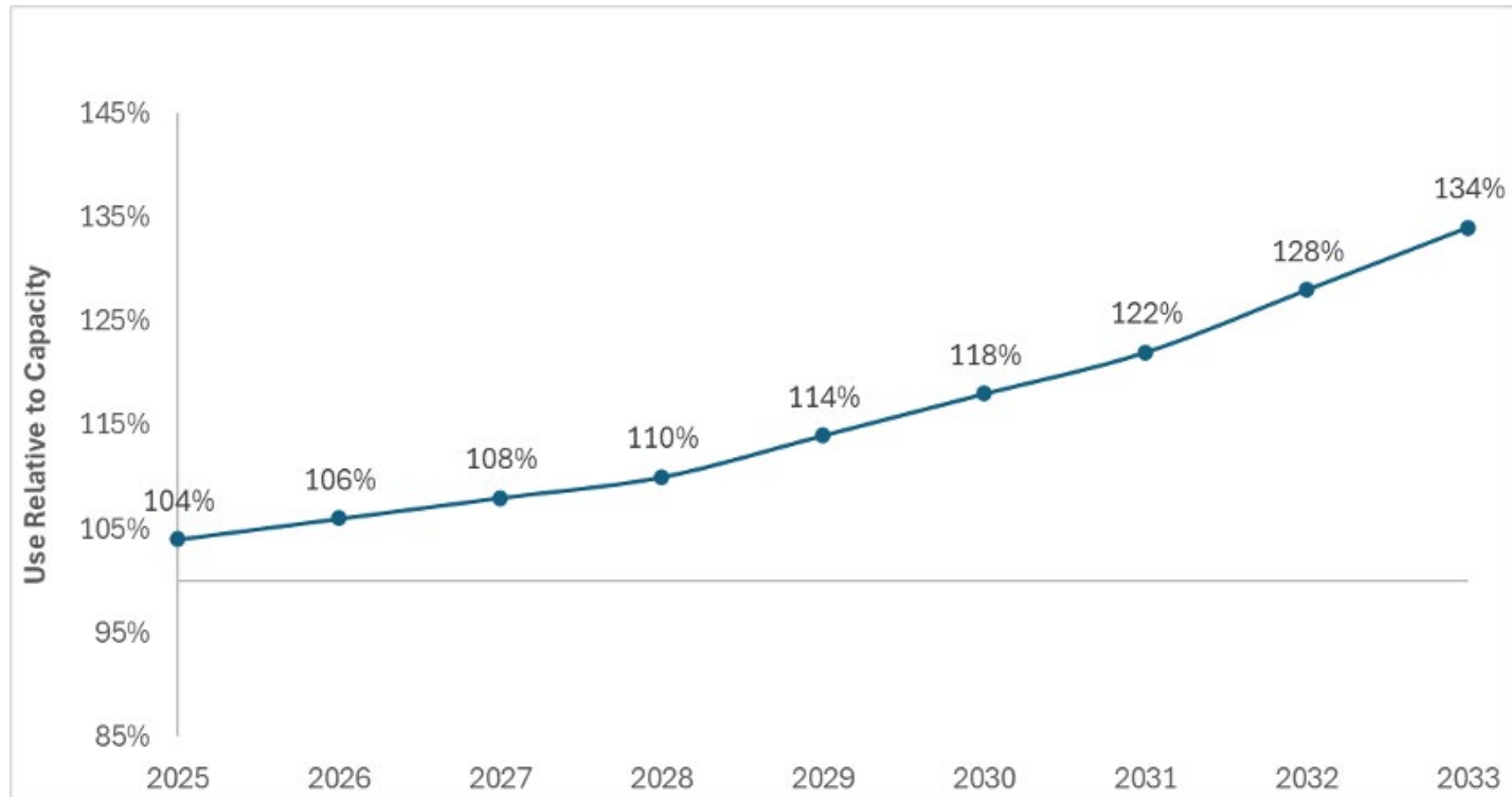
Instructional FTE capacity can be scaled through PIBB-funded hires of a strategic mix of tenure track and non-tenure track hires to accommodate increasing teaching demands while preserving or increasing research output. Current instructional FTE proportionality is 65% tenure/tenure track and 45% non-tenure track.

# On-Campus Parking Capacity



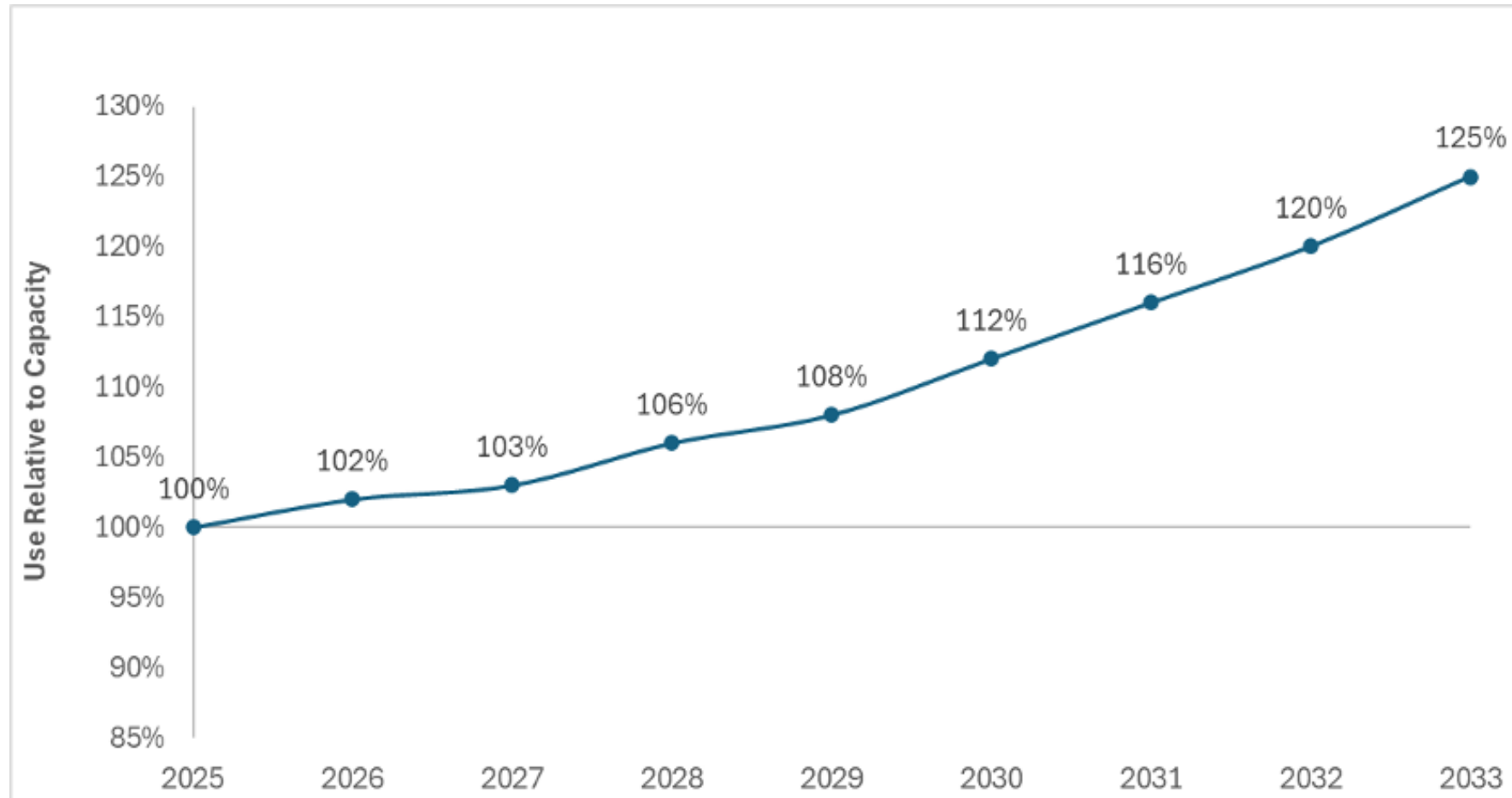
Currently, ~500 to 1,000 open spaces are open at any point in time during on-grid hours. Based on proportional usage, this resource will exceed capacity within 1-3 years. Proposed construction of additional parking facilities and adjustments to policy would expand capacity.

# Career Services Capacity



Capacity is scalable with targeted investment, focused on current employment opportunities, career outcomes, the expanding role of internships, etc.

# Health Services Capacity



Benchmarked ratio of providers to patients is 2.5 to 1,000 (American Medical Association, American College of Family Practitioners). Using this reference point plus vacant positions, health services would need investment to scale service level.

# Summary of Important Considerations Regarding Rate of Undergraduate Enrollment Growth

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## **Critical capacity limitations:**

- National demographics regarding high-school graduates and VT admissions data (particularly yield) indicate that without significant discounting and/or increasing IS mix higher than 65%, the availability of OOS will be limiting, with consequent impacts on revenue generated.
- There is insufficient capacity in on-campus housing of continuing students to accommodate FTIC growth without impacting critical populations such as VTCC and residential staff.
- State-wide concerns regarding impact of growth on enrollment at other VA public higher education institutions.

# Summary of Important Considerations Regarding Rate of Undergraduate Enrollment Growth – Cont.

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## **Factors affecting sensitivity analysis of capacity:**

- Annual rate of enrollment increase
- Timeline to reach 40,000 students
- Tolerance for decreasing OOS below 35% and consequential financial impact
- Contribution of Transfer versus FTIC
- Growth potential and strategic impact across disciplines
- Prioritization of continuing students (including VTCC and residential staff)
- On-campus bed inventory management (new beds and renovation schedule)
- Justification: net revenue vs. mission scaling vs. in-state demand vs. affordability vs. global distinction?

# Graduate Enrollment Expansion

**Emphasis placed on types of students:** Professional graduate programs (PGP masters) and research-based doctoral (PhD) programs, in support of workforce development and Global Distinction, respectively.

**Goal:** Achieve a ratio of 4:1 for undergraduate to graduate students (currently 5.1:1)

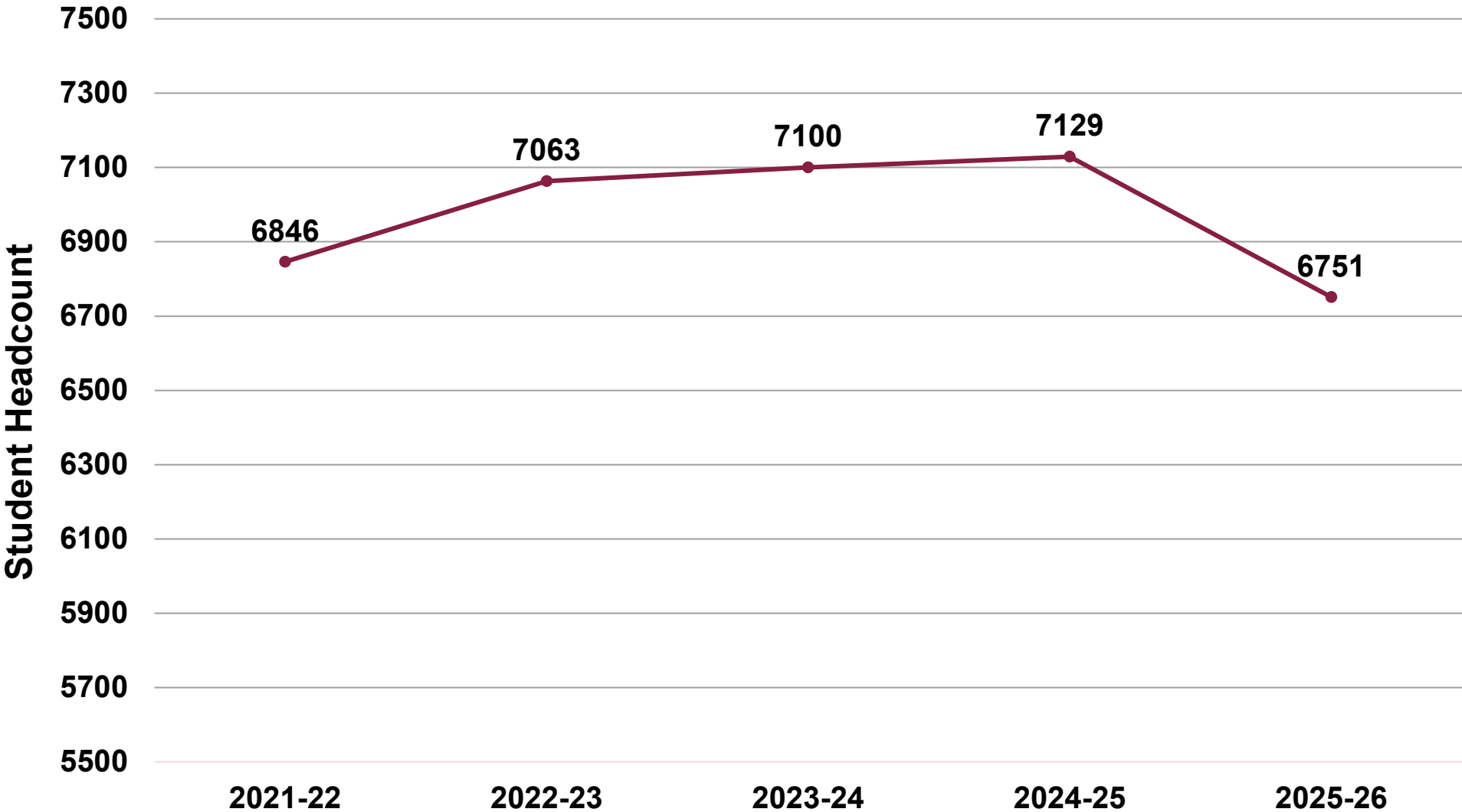
**Capacity limitations:** Admissions capacity, marketing and recruitment funding and staff, extramural grants and contracts funding, federal financial aid, international student access

**Scenario:** 10,168 total graduate students by Fall 2033

- 3,418 new grad students (25.3% growth from Fall 2025)
- 60% of new growth: PGP Masters (self-funded): 2,050
- 40% of new growth: PhDs: 1,368
  - Extramurally funded PhDs: 684
  - University-funded: E&G PhDs: 684



# Graduate Enrollment History



# Scenario: Expand Graduate Enrollment to 4:1 UG to Grad Ratio – Aligned with UG Projected Growth

	2025	2026	2027	2028	2029	2030	2031	2022	2033
Projected Fall Total Graduate Enrollment	6,751	7,178	7,605	8,032	8,460	8,887	9,314	9,741	10,168
Projected Fall Masters Enrollment	3,486	3,742	3,999	4,255	4,511	4,767	5,024	5,280	5,536
Projected Fall Doctoral Enrollment	3,265	3,436	3,607	3,778	3,948	4,119	4,290	4,461	4,632
Total Number of New (Entering) Graduate Students- Fall	1,867	2,294	2,721	3,148	3,576	4,003	4,430	4,857	5,284
Number of New (Entering) Non-PGP Masters Students- Fall	975	976	976	976	976	976	976	976	976
Number of New (Entering) PGP Masters Students- Fall	445	701	958	1,214	1,470	1,726	1,983	2,239	2,495
Total Number of New (Entering) PhD Students- Fall	447	618	789	960	1,130	1,301	1,472	1,643	1,814
Growth Rate Over Prior Fall- Total Graduate	-5.30%	6.33%	5.95%	5.62%	5.32%	5.05%	4.81%	4.59%	4.39%
Growth Rate Over Prior Fall- Masters (PGP)	-8.91%	7.35%	6.85%	6.41%	6.02%	5.68%	5.38%	5.10%	4.85%
Growth Rate Over Prior Fall- Doctorate	-1.12%	5.23%	4.97%	4.74%	4.52%	4.33%	4.15%	3.98%	3.83%

# Comments and Discussion

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