Review and Approval of the Commonwealth's 2026-2032 Six-Year Plan

Finance and Resource Management Committee

October 7, 2025

Summary

The university received instructions for developing the commonwealth's 2026-2032 Six-Year Plan on May 5, 2025. In June, the university reviewed with the Board of Visitors the primary elements utilized to develop the plan. An initial submission of the plan was provided to the state on July 3, 2025 and discussed with state officials on August 22, 2025. The university received feedback from the state on September 16, 2025 and submitted its response on October 15, 2025. The final Six-Year Plan, consistent with the elements presented to the Board in June, is now offered for approval.

Background

The Higher Education Opportunity Act of 2011 codified a set of goals and objectives for higher education in Virginia, and outlined an annual planning process. This process requires submission of academic, financial, and enrollment plans for the future three biennia or six years. The focus of the plan, submitted each odd-year, is the first biennium of the planning period. Even-year submissions may revise these plans as necessary. The Six-Year Plan submission begins a discussion with the commonwealth about the university's planned progress towards the goals of the state's Virginia Plan for Higher Education, and how the university can partner with the state to advance shared outcomes. Separate plans are submitted for both the University Division (Agency 208) and the Cooperative Extension & Agricultural Experiment Station Division (Agency 229). This process is also an important step in positioning the university to seek state support during the Executive Budget development process each fall.

Planning Assumptions

Academic and Support Service Strategies

The Six-Year Plan focuses on the institutional priorities of the upcoming biennium (fiscal years 2027 and 2028). The primary goals of the Six-Year Plan are to:

a) Summarize major strategies that advance academic, student support, research, and operations objectives.
b) Project financial resources needed to support these initiatives, including the projection of tuition rates and student financial assistance.
c) Provide an enrollment projection to assist the SCHEV in its planning and reporting responsibilities.

The university develops the academic initiatives and General Fund requests in a manner consistent with the university's long-range plan. A summary of the strategies envisioned in the plans for the University Division and the Cooperative Extension and Agricultural Experiment Station Division is provided in the tables below. The second year of the plan is cumulative (includes costs of the first year of the plan).

University Division

Nongeneral Fund	**Dollars in Millions**	
Operating Costs	**FY27**	**FY28**
Faculty/Staff Salary and Graduate Stipends Placeholder [2.0%]	$9.5	$19.2
Healthcare Rate Increase Placeholder [5.0%]	4.5	9.2
Inflationary Non-Personnel Cost Increases	3.2	6.0
Facility Renewal and O&M for New Facilities	-	1.0
Capacity for Strategic Initiatives	18.6	32.0
Subtotal Operating Costs	**35.8**	**67.4**
Less – Strategic Reallocation	**(5.0)**	**(10.0)**
Total University Division NGF	**$30.8**	**$57.4**

In addition to the academic and operating priorities of the university, the Six-Year Plan identifies opportunities for the state to support Virginia Tech through the allocation of incremental General Funds. These opportunities, summarized in the following table, serve as the basis of the university's Executive Budget requests submitted in the fall of 2025.

University Division General Fund Requests	**FY27**	**FY28**
Continuation of Affordable Access	$6.4	$6.4
Continuation of Medical Education	6.5	6.5
Virginia Tech Patient Research Center	20.5	18.4
Continuation of Unique Military Activities	0.3	0.3
Incremental Support for Unique Military Activities	0.1	0.5
Continuation of Resident Need-Based Aid	1.3	1.3
Virginia Military Survivors and Dependents Education Program	18.1	19.7
Replace Enterprise Resource Planning System	3.0	6.0
Total University Division General Fund Requests	**$56.2**	**$59.1**

Cooperative Extension and Agricultural Experiment Station Division (CE/AES)

As part of the annual Six-Year Plan process, the university also submits a plan for the Cooperative Extension and Agricultural Experiment Station (CE/AES) Division (Agency 229). This separate state agency is primarily supported by General Funds and has very little opportunity to generate nongeneral funds. Therefore, the CE/AES Division plan is primarily based on incremental General Fund requests aligned with opportunities to support shared state goals of economic growth and citizen prosperity.

Operating Costs NGF	**FY27**	**FY28**
Faculty & Staff Salary and Healthcare Rate Placeholders	$0.6	$1.2
Inflationary Non-Personnel Cost Increases	0.2	0.3
O&M for New Facilities	0.2	0.5
Total CE/AES NGF	**$1.0**	**$2.0**

In addition to these operating costs, the division requested state General Fund support for the following initiatives.

CE/AES General Fund Requests	**FY27**	**FY28**
Building Resiliency 3.0	$0.8	$0.8
Advanced Equipment	0.7	0.7
Maintain Level of Service	1.0	2.0
Total CE/AES General Fund Requests	**$2.5**	**$3.5**

Compensation

Faculty

A strategic goal of the university is to recruit and retain world-class faculty by ensuring faculty salary competitiveness with peer institutions. The university maintains a multi-year goal of achieving competitive salaries as compared to peers. The university's Six-Year Plan includes the 2.0% state compensation placeholder assumed for each year of the biennium consistent with state guidance. Faculty talent is critical for advancing the university's Global Distinction initiative.

Staff

For planning purposes, the university's Six-Year Plan includes a 2.0% state compensation placeholder approved for each year of the biennium. Compensation for classified staff, who represent less than one quarter of the overall staff population, is subject to the authorization of the General Assembly.

Access and Affordability

Included in the academic initiatives above, the university's student financial aid goals center around reducing the net price for Virginians in low-to-middle-income families. Consistent with the Virginia Tech Advantage program, the scholarship funding plan, comprised of general funds and nongeneral funds, has been included in the Six-Year plan. Strategies also include maintaining existing need-based scholarships for undergraduates, including the Funds for the Future program to mitigate tuition increases and the Virginia Tech Scholarship to reduce unmet need.

Expanding programs geared towards attracting and retaining Virginia undergraduates with identified financial need, including the Presidential Scholarship Initiative, will contribute to the Virginia Tech Advantage goals while also promoting talent and experiential learning. The university plans to address these needs through a combination of E&G revenue, state General Funds, and philanthropic support.

Enrollment

The university submitted its six-year enrollment plan to SCHEV, known as the 2B, in the spring of 2025. The 2B is the basis for the enrollment figures included in the Six-Year Plan. The enrollment strategy is to maintain Virginia Tech's commitment to serve Virginia undergraduates and have modest growth to support state workforce needs. At the graduate level, growth is planned in both professional master's programs, including the Tech Talent commitment and research-based doctoral programs. Through partnership with the commonwealth, growth in medical education can help meet the projected shortage of physicians in Virginia.

State Funding Assumptions

The Commonwealth's traditional funding models define fund splits of certain costs, often by program. This is designed to meet funding intent and sharing of costs in certain situations. This process is intended to connect certain costs with tuition and tries to shelter tuition from other costs. While the ultimate fund split is determined in the state budget process, the state's six-year planning process is focused on use of nongeneral funds prior to the consideration of general funds. However, the university works to ground funding requests within the traditional state share of costs consistent with codified funding principles. The nongeneral fund share of costs in accordance with state policies is summarized in the table below:

Traditional State Fund Splits

Program	**State Share (GF)**	**University Share (NGF)**
University Division E&G	38%	62%
Cooperative Extension/Agricultural Experiment Station Division E&G	95%	5%
Sponsored Research	0%	100%
Auxiliary Enterprise	0%	100%

Reallocations

The university has a bold strategic plan, yet understanding that incremental resources are unlikely to be sufficient to fully fund the entire strategic vision, the university also committed to reallocate $25 million over five years to support initiatives to support progress. Through the first two years of the internal reallocation process, the university has identified $15.7 million in base, ongoing reallocations to support institutional priorities. As reviewed with the Board of Visitors in June 2025, this reallocation effort included $5.5 million of ongoing reallocations associated with activities previously supporting diversity, equity, and inclusion. Continued reallocation efforts ensure sensitivity to overall costs while enabling the advancement of the institution's strategic objectives.

Tuition and E&G Fee Revenue

A key part of the Six-Year Plan submission is a discussion with the commonwealth regarding resources for the university's instructional division. As designed by the state, the Six-Year Plan format requires that university self-generated nongeneral fund resources support the core operations and proposed academic initiatives. General Fund requests can be submitted that support further progress towards strategic goals beyond that level are supported by university resources. This ensures that the plan is balanced and identifies opportunities for the state and university to partner to expand the impact of initiatives that advance shared strategic priorities. Limited progress can be made with university resources alone. The initiatives envisioned in the plan include both state General Fund support and nongeneral fund self-generated revenue. This partnership utilized traditional state and university fund split methodologies.

It is important to recognize that the university is not recommending, nor committing, to a specific set of tuition rates through this submission. Establishment of tuition and fee rates for future years remains under the purview of the Board of Visitors and will be informed through an annual discussion of needs, outcomes of the state budget process, and market capacity.

While increases in tuition and fees for FY27 and beyond have not been set by the Board of Visitors, the university utilized the following placeholders to satisfy the plan requirements. An assumption of no new targeted General Fund support serves as the basis of these placeholders in accordance with SCHEV's instructions for this submission.

6 Year Plan Placeholders	2026-27	2027-28
Tuition & E&G Fees		
In-state Undergraduate	2.9%	2.9%
Out-of-state Undergraduate	2.9%	2.9%
In-state Graduate	2.9%	2.9%
Out-of-state Graduate	2.9%	2.9%
Mandatory Non-E&G Fees (Comprehensive Fee)	4.9%	4.9%

Next Steps

With BOV approval, the Six-Year Plan will be finalized with the commonwealth and will affirm the university's budget submissions for the Executive Budget development process in the fall of 2025 and will inform the university's state funding advocacy during the 2026 General Assembly session. The final outcome of the state budget process will help inform the actual tuition rates development process.

Recommendation:

That the Board of Visitors approve the 2026-2032 Six-Year Plan.

November 18, 2025

Six-Year Plans (2025): 2026-27 through 2031-32

Due: July 3, 2025

Institution:	***Virginia Polytechnic Institute and State University***
Institution UNITID:	208

Individual responsible for plan

Name(s) & Title(s):	Tim Hodge, AVP for Budget and Financial Planning
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Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2026-28 Biennium
Virginia Polytechnic Institute and State University

Instructions: *Provide annual planned increases in undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees for both in-state and out-of-state students in 2026-28 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.*

	Undergraduate Tuition and Mandatory Fees				
	2025-26 Charge (BOV approved)	2026-27		2027-28	
		Planned Charge	% Increase	Planned Charge	% Increase
In-State UG Tuition	$13,540	$13,933	2.9%	$14,337	2.9%
In-State UG Mandatory E&G Fees	$116	$119	2.9%	$123	2.9%
In-State UG Mandatory non-E&G Fees	$2,870	$3,011	4.9%	$3,158	4.9%
In-State UG Total	$16,526	$17,063	3.2%	$17,618	3.2%
Out-of-State UG Tuition	$35,387	$36,413	2.9%	$37,469	2.9%
Out-of-State UG Mandatory E&G Fees	$720	$741	2.9%	$762	2.9%
Out-of-State UG Mandatory non-E&G Fees	$2,870	$3,011	4.9%	$3,158	4.9%
Out-of-State UG Total	$38,977	$40,165	3.0%	$41,390	3.0%

Attachment Z

Part 2: Revenue: 2024-25 through 2031-32
Virginia Polytechnic Institute and State University

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, provide total collected or projected to collect revenues (after discounts and waivers) by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue.
In line 25, enter E&G GF revenues for the current bienium, including any funds administratively transferred into your E&G programs during the fiscal year. The GF amount in each year of 2027-2032 should remain the same as the 2025-26 general fund for E&G. The formulas will automatically hold that constant for the remaining years of 2027 to 2032

Items	2024-2025 (Actual) Total Collected Tuition Revenue	2025-2026 (Estimated) Total Collected Tuition Revenue	Chg	2026-2027 (Planned) Total Projected Tuition Revenue	Chg	2027-2028 (Planned) Total Projected Tuition Revenue	Chg
E&G Programs							
Undergraduate, In-State	$242,198,661	$244,813,729	1.1%	$250,303,443	2.2%	$257,113,802	2.7%
Undergraduate, Out-of-State	$354,870,689	$372,833,025	5.1%	$393,884,178	5.6%	$408,852,638	3.8%
Graduate, In-State	$24,680,322	$23,684,834	-4.0%	$24,425,997	3.1%	$25,201,776	3.2%
Graduate, Out-of-State	$49,826,599	$48,411,932	-2.8%	$50,043,201	3.4%	$51,751,051	3.4%
Law, In-State	$0	$0	%	$0	%	$0	%
Law, Out-of-State	$0	$0	%	$0	%	$0	%
Medicine, In-State	$2,728,936	$3,300,522	20.9%	$3,589,427	8.8%	$4,026,571	12.2%
Medicine, Out-of-State	$9,202,207	$9,777,018	6.2%	$10,704,399	9.5%	$12,013,937	12.2%
Dentistry, In-State	$0	$0	%	$0	%	$0	%
Dentistry, Out-of-State	$0	$0	%	$0	%	$0	%
PharmD, In-State	$0	$0	%	$0	%	$0	%
PharmD, Out-of-State	$0	$0	%	$0	%	$0	%
Veterinary Medicine, In-State	$9,113,601	$8,387,404	-8.0%	$8,606,000	2.6%	$8,861,964	3.0%
Veterinary Medicine, Out-of-State	$8,522,539	$10,089,604	18.4%	$10,569,904	4.8%	$10,885,864	3.0%
First Professional, In-State (Total)	$11,842,537	$11,687,926	-1.3%	$12,195,427	4.3%	$12,888,535	5.7%
First Professional, Out-of-State (Total)	$17,724,746	$19,866,622	12.1%	$21,274,304	7.1%	$22,899,800	7.6%
Other NGF	$116,930,076	$116,930,076	0.0%	$116,930,076	0.0%	$116,930,076	0.0%
Total E&G NGF Revenue	$818,073,630	$838,228,144	2.5%	$869,056,625	3.7%	$895,637,679	3.1%
E&G GF Revenue (assume flat after 2026)	$302,314,372	$297,016,313	-1.8%	$297,016,313	0.0%	$297,016,313	0.0%
E&G Tuition Offset Waiver	$8,554,900	$7,442,000	-13.0%	$7,442,000	0.0%	$7,442,000	0.0%
Total E&G Revenue	$1,128,942,902	$1,142,686,457	1.2%	$1,173,514,938	2.7%	$1,200,095,992	2.3%

Auxiliary Revenue	2024-2025 (Actual) Total Revenue	2025-2026 (Estimated) Total Revenue	Chg	2026-2027 (Planned) Total Revenue	Chg	2027-2028 (Planned) Total Revenue	Chg
In-State undergraduates	$48,915,377	$52,962,262	8.3%	$55,557,413	4.9%	$58,279,726	4.9%
All Other students	$44,733,855	$48,434,792	8.3%	$50,808,097	4.9%	$53,297,694	4.9%
Total non-E&G fee revenue	$93,649,232	$101,397,054	8.3%	$106,365,510	4.9%	$111,577,420	4.9%
Total Auxiliary Revenue	$493,021,405	$523,630,111	6.2%	$540,802,021	3.3%	$558,571,286	3.3%

Revenue

Part 2: Revenue: 2024-25 through 2031-32
Virginia Polytechnic Institute and State University

Instructions: Provide a pro forma analysis of total tuition revenue in years 2029-2032 by holding T&F constant at the planned 2027-28 rate while incorporating your institution's submitted enrollment projections for each year through 2032. These columns are NOT meant to be a projection and do NOT make any assumption about GF support. The calculations will be used to support the pro forma analysis in tab 5.

2028-2029 (Pro Forma)		2029-2030 (Pro Forma)		2030-2031 (Pro Forma)		2031-2032 (Pro Forma)			
Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	2024-2032 Chg	CAGR
$259,871,657	1.1%	$262,970,210	1.2%	$262,970,210	0.0%	$262,970,210	0.0%	9%	1.2%
$413,030,456	1.0%	$417,675,868	1.1%	$417,675,868	0.0%	$417,675,868	0.0%	18%	2.4%
$25,201,776	0.0%	$25,201,776	0.0%	$25,201,776	0.0%	$25,201,776	0.0%	2%	0.3%
$51,750,821	0.0%	$51,750,566	0.0%	$51,750,566	0.0%	$51,750,566	0.0%	4%	0.5%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$4,820,825	19.7%	$5,482,703	13.7%	$5,482,703	0.0%	$5,482,703	0.0%	101%	10.5%
$14,396,697	19.8%	$16,382,331	13.8%	$16,382,331	0.0%	$16,382,331	0.0%	78%	8.6%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$8,861,964	0.0%	$8,861,964	0.0%	$8,861,964	0.0%	$8,861,964	0.0%	-3%	-0.4%
$10,885,864	0.0%	$10,885,864	0.0%	$10,885,864	0.0%	$10,885,864	0.0%	28%	3.6%
$13,682,789	6.2%	$14,344,667	4.8%	$14,344,667	0.0%	$14,344,667	0.0%	21%	2.8%
$25,282,561	10.4%	$27,268,195	7.9%	$27,268,195	0.0%	$27,268,195	0.0%	54%	6.3%
$116,930,076	0.0%	$116,930,076	0.0%	$116,930,076	0.0%	$116,930,076	0.0%	0%	0.0%
$905,750,137	1.1%	$916,141,359	1.1%	$916,141,359	0.0%	$916,141,359	0.0%	12%	1.6%
$297,016,313	0.0%	$297,016,313	0.0%	$297,016,313	0.0%	$297,016,313	0.0%	-2%	-0.3%
$7,442,000	0.0%	$7,442,000	0.0%	$7,442,000	0.0%	$7,442,000	0.0%	-13%	-2.0%
$1,202,766,450	0.2%	$1,213,157,672	0.9%	$1,213,157,672	0.0%	$1,213,157,672	0.0%	7%	1.0%

Attachment Z

Part 3: Financial Aid Plan: 2025-26 through 2031-32
Virginia Polytechnic Institute and State University

Instructions: Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid for the revenue numbers in Tab 2. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

The methodology used for completing this report MUST match the methodology used by the institution's financial aid office for completing the annual financial aid data file and related reports.

"Other Discounts and Waiver" means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions.

Note: If you do not have actual amounts for *Tuition Revenue for Financial Aid* by student category, please provide an estimate. If values are not distributed for *Tuition Revenue for Financial Aid*, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

***2024-25 (Actual) Please see footnote below**

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$242,198,661	$15,581,837	6.4%	$15,581,837	$21,672,190	$12,537,630	$276,408,481	18.0%	$0 Compliant
Undergraduate, Out-of-State	$354,870,689	$6,869,685	1.9%	$6,869,685	$14,463,859	$0	$369,334,548	5.8%	
Graduate, In-State	$24,680,322	$0	%	$0	$5,542,884	$1,880,820	$32,104,026	23.1%	
Graduate, Out-of-State	$49,826,599	$0	%	$0	$21,166,995	$544,744	$71,538,338	30.3%	
First Professional, In-State	$11,842,537	$492,739	4.2%	$492,739	$0	$0	$11,842,537	4.2%	
First Professional, Out-of-State	$17,724,746	$1,686,261	9.5%	$1,686,261	$0	$0	$17,724,746	9.5%	
Total	$701,143,553	$24,630,522	**3.5%**	$24,630,522	$62,845,928	$14,963,194	$778,952,675	**13.2%**	

2025-26 (Estimate)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$244,813,729	$13,049,303	5.3%	$13,049,303	$27,104,216	$16,823,967	$288,741,912	19.7%	$0 Compliant
Undergraduate, Out-of-State	$372,833,025	$7,116,677	1.9%	$7,116,677	$14,039,938	$0	$386,872,963	5.5%	
Graduate, In-State	$23,684,834	$1,305,000	5.5%	$1,305,000	$7,949,521	$0	$31,634,355	29.3%	
Graduate, Out-of-State	$48,411,932	$0	%	$0	$20,493,420	$114,969	$69,020,321	29.9%	
First Professional, In-State	$11,687,926	$533,608	4.6%	$533,608	$0	$0	$11,687,926	4.6%	
First Professional, Out-of-State	$19,866,622	$1,745,342	8.8%	$1,745,342	$0	$0	$19,866,622	8.8%	
Total	$721,298,068	$23,749,930	**3.3%**	$23,749,930	$69,587,095	$16,938,936	$807,824,099	**13.7%**	

2026-27 (Planned)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$250,303,443	$14,027,846	5.6%	$14,027,846	$31,270,330	$18,085,455	$299,659,229	21.2%	$0 Compliant
Undergraduate, Out-of-State	$393,884,178	$7,573,387	1.9%	$7,573,387	$16,528,997	$121,250	$410,534,425	5.9%	

Allocation of Tuition Revenue Used for Student Financial Aid

Graduate, In-State	$24,425,997	$1,326,240	5.4%	$1,326,240	$8,216,850	$44,350	$32,687,197	29.3%
Graduate, Out-of-State	$50,043,201	$0	%	$0	$21,207,554	$116,219	$71,366,974	29.9%
First Professional, In-State	$12,195,427	$549,625	4.5%	$549,625	$0	$0	$12,195,427	4.5%
First Professional, Out-of-State	$21,274,304	$1,806,214	8.5%	$1,806,214	$0	$0	$21,274,304	8.5%
Total	$752,126,549	$25,283,313	**3.4%**	$25,283,313	$77,223,732	$18,367,273	$847,717,554	**14.3%**

2027-28 (Planned)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$257,113,802	$15,047,649	5.9%	$15,047,649	$35,571,895	$19,399,667	$312,085,363	22.4%	$0 Compliant
Undergraduate, Out-of-State	$408,852,638	$7,908,300	1.9%	$7,908,300	$18,791,009	$242,166	$427,885,813	6.3%	
Graduate, In-State	$25,201,776	$1,348,473	5.4%	$1,348,473	$8,496,665	$90,771	$33,789,212	29.4%	
Graduate, Out-of-State	$51,751,051	$0	%	$0	$21,955,043	$117,135	$73,823,229	29.9%	
First Professional, In-State	$12,888,535	$595,116	4.6%	$595,116	$0	$0	$12,888,535	4.6%	
First Professional, Out-of-State	$22,899,800	$1,943,720	8.5%	$1,943,720	$0	$0	$22,899,800	8.5%	
Total	$778,707,603	$26,843,259	**3.4%**	$26,843,259	$84,814,611	$19,849,739	$883,371,953	**14.9%**	

2028-29 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$259,871,657	$15,132,709	5.8%	$15,132,709	$35,815,871	$19,508,359	$315,195,887	22.4%	$0 Compliant
Undergraduate, Out-of-State	$413,030,456	$7,992,275	1.9%	$7,992,275	$18,963,559	$242,396	$432,236,411	6.3%	
Graduate, In-State	$25,201,776	$1,348,473	5.4%	$1,348,473	$8,496,665	$90,771	$33,789,212	29.4%	
Graduate, Out-of-State	$51,750,821	$0	%	$0	$21,955,043	$117,365	$73,823,229	29.9%	
First Professional, In-State	$13,682,789	$610,746	4.5%	$610,746	$0	$0	$13,682,789	4.5%	
First Professional, Out-of-State	$25,282,561	$1,993,774	7.9%	$1,993,774	$0	$0	$25,282,561	7.9%	
Total	$788,820,061	$27,077,977	**3.4%**	$27,077,977	$85,231,138	$19,958,891	$894,010,090	**14.8%**	

2029-30 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$262,970,210	$15,228,277	5.8%	$15,228,277	$36,089,989	$19,630,479	$318,690,678	22.3%	$0 Compliant
Undergraduate, Out-of-State	$417,675,868	$8,085,648	1.9%	$8,085,648	$19,155,422	$242,651	$437,073,941	6.3%	
Graduate, In-State	$25,201,776	$1,348,473	5.4%	$1,348,473	$8,496,665	$90,771	$33,789,212	29.4%	
Graduate, Out-of-State	$51,750,566	$0	%	$0	$21,955,043	$117,620	$73,823,229	29.9%	
First Professional, In-State	$14,344,667	$686,551	4.8%	$686,551	$0	$0	$14,344,667	4.8%	
First Professional, Out-of-State	$27,268,195	$2,222,705	8.2%	$2,222,705	$0	$0	$27,268,195	8.2%	
Total	$799,211,283	$27,571,655	**3.4%**	$27,571,655	$85,697,118	$20,081,521	$904,989,922	**14.7%**	

2030-31 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$262,970,210	$15,228,277	5.8%	$15,228,277	$36,089,989	$19,630,479	$318,690,678	22.3%	$0 Compliant

Allocation of Tuition Revenue Used for Student Financial Aid

Undergraduate, Out-of-State	$417,675,868	$8,085,648	1.9%	$8,085,648	$19,155,422	$242,651	$437,073,941	6.3%
Graduate, In-State	$25,201,776	$1,348,473	5.4%	$1,348,473	$8,496,665	$90,771	$33,789,212	29.4%
Graduate, Out-of-State	$51,750,566	$0	%	$0	$21,955,043	$117,620	$73,823,229	29.9%
First Professional, In-State	$14,344,667	$686,551	4.8%	$686,551	$0	$0	$14,344,667	4.8%
First Professional, Out-of-State	$27,268,195	$2,222,705	8.2%	$2,222,705	$0	$0	$27,268,195	8.2%
Total	$799,211,283	$27,571,655	**3.4%**	$27,571,655	$85,697,118	$20,081,521	$904,989,922	**14.7%**

2031-32 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$262,970,210	$15,228,277	5.8%	$15,228,277	$36,089,989	$19,630,479	$318,690,678	22.3%	$0 Compliant
Undergraduate, Out-of-State	$417,675,868	$8,085,648	1.9%	$8,085,648	$19,155,422	$242,651	$437,073,941	6.3%	
Graduate, In-State	$25,201,776	$1,348,473	5.4%	$1,348,473	$8,496,665	$90,771	$33,789,212	29.4%	
Graduate, Out-of-State	$51,750,566	$0	%	$0	$21,955,043	$117,620	$73,823,229	29.9%	
First Professional, In-State	$14,344,667	$686,551	4.8%	$686,551	$0	$0	$14,344,667	4.8%	
First Professional, Out-of-State	$27,268,195	$2,222,705	8.2%	$2,222,705	$0	$0	$27,268,195	8.2%	
Total	$799,211,283	$27,571,655	**3.4%**	$27,571,655	$85,697,118	$20,081,521	$904,989,922	**14.7%**	

** Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.*

Part 4: ACADEMIC-FINANCIAL PLAN: 2026-27 through 2031-33
Virginia Polytechnic Institute and State University

Instructions: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies and other expenditure increases. Provide a concise description in the "Notes" column (column Q), including a 2% salary increase and 1% health insurance premium increase where relevant and a specific reference as to where more detailed information can be found in the Narrative document.

Complete the lines appropriate to your institution, adding lines within the relevant categories as needed. As completely as possible, the items should represent a complete picture of your anticipated use of projected tuition revenues and strategic focus areas. Categories are listed in bold; you may not change the categories but you may add lines where indicated. Please update total cost formulas if necessary. For every line, the total amount and the sum of the reallocation and tuition revenue should equal one another.

Funding amounts in the first year should be incremental. However, if the costs continue into the second year and beyond, they should be reflected cumulatively, not an annual increase. Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in 2026-28 in this tab aside from the instructed assumptions for salary and health insurance premium increases. A separate tab (Tab 6) is provided for institutions to request additional GF support for 2026-28. Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 6, General Fund Request, of the plan.

Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue.

Lines 5 and 6 collect the estimated E&G expenditures of 2024-25 and 2025-26 as baselines for Tab 5 Pro Forma.

For the 2028-30 biennium and 2030-2032 biennium, total amounts should be provided as estimates of future expenditures on these items but delineation of reallocation vs. tuition revenue vs. GF does not need to be provided by the institution.

Funding amounts shall assume an annual 2% salary increase for each year from FY2027 to FY2032 for those employees eligible for the state-supported salary increases in the 2024-2026 biennium. In columns H and L, institutions should use the estimated GF share of these increases provided in the salary and health insurance calculator file. If an institution plans to use its own funds to provide additional salary increases, add lines below the "increased state health insurance cost" and specify salary amount by employee type and associated fringe benefit costs, but do not put any dollar amount in Columns H and L.

Please estimate total E&G expenditures for 2024-25 and 2025-26	
Total Estimated 2024-25 E&G Expenditures	$1,128,943,312
Total Estimated 2025-26 E&G Expenditures	$1,142,686,457

2026-2027 (Auto-calculated)
Implied GF share
35.7%

2027-2028 (Auto-calculated)
Implied GF share
35.7%

Incremental amounts relative to 2025-26 estimated baseline

		2026-2027				2027-2028				2028-2029	2029-2030	2030-2031	2031-2032	Explanation
Short Title	Virginia Strategic Plan Goal(s)	Total Amount	Reallocation	Amount from Tuition Revenue	Amount from GF (Salaries & benefits only)	Total Amount	Reallocation	Amount from Tuition Revenue	Amount from GF (Salaries & benefits only)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Please be brief; reference specific narrative question for more detail.
Salary & benefit increases for existing employees														
2% annual state salary increase cost	**Affordable**	$14,951,541	$0	$9,505,041	$5,446,500	$30,202,116	$0	$19,200,182	$11,001,934	$45,757,705	$61,624,407	$77,808,440	$94,316,156	2.0% placeholder across planning horizon per instructions
1% annual state health insurance increase cost	**Affordable**	$1,240,476	$0	$911,208	$329,268	$2,480,952	$0	$1,822,417	$658,535	$3,749,212	$5,030,154	$6,323,906	$7,630,595	1.0% placeholder across planning horizon per instructions
4% Supplement for Health Insurance	**Affordable**	$3,608,759	$0	$3,608,759	$0	$7,361,868	$0	$7,361,868	$0	$11,265,101	$15,324,464	$19,546,201	$23,936,808	Health insurance cost increases have outpaced inflation.
Inflationary non-personnel cost increases														
IT Contract Inflation	**Affordable**	$500,000	$0	$500,000	$0	$1,000,000	$0	$1,000,000	$0	$1,500,000	$2,000,000	$2,500,000	$3,000,000	Inflationary IT costs must be addressed to maintain consistent delivery of institutional services.
Utilities & Fixed Cost Escalation	**Affordable**	$2,231,898	$0	$2,231,898	$0	$4,049,954	$0	$4,049,954	$0	$6,403,351	$8,827,349	$11,324,068	$13,895,688	Increased costs for utility services, leases, and other fixed costs must be addressed to maintain consistent delivery of institutional services.
Library Inflation	**Affordable**	$450,000	$0	$450,000	$0	$900,000	$0	$900,000	$0	$1,350,000	$1,800,000	$2,250,000	$2,700,000	Annual investment is needed to offset increase costs of subscription-based services and information platforms to maintain the library collection.
Financial aid expansion														
Virginia Tech Advantage [Resident Student Financial Aid]	**Affordable**	$1,533,382	$0	$1,533,382	$0	$3,093,330	$0	$3,093,330	$0	$3,328,047	$3,821,725	$3,821,725	$3,821,725	Increased financial aid to support affordability

		2026-2027				2027-2028				2028-2029	2029-2030	2030-2031	2031-2032	Explanation
Short Title		Total Amount	Reallocation	Amount from Tuition Revenue	Amount from GF (Salaries & benefits	Total Amount	Reallocation	Amount from Tuition Revenue	Amount from GF (Salaries & benefits	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Total Amount (Pro Forma)	Please be brief; reference specific narrative question for more detail.
New/expanded academic programs														
Expand Medical Education	**Transformative**	$835,787	$0	$835,787	$0	$2,184,197	$0	$2,184,197	$0	$5,361,212	$8,008,724	$8,008,724	$8,008,724	Address shortage of physicians in the Commonwealth.
Global Distinction - Strategic Research Priorities	**Transformative**	$4,012,427	$0	$4,012,427	$0	$6,873,635	$0	$6,873,635	$0	$9,260,608	$11,647,581	$14,034,554	$16,421,527	Support strategic research priorities in key areas, such as national security, artificial intelligence, and quantum computing. Research complements and enhances Virginia Tech's educational mission and promotes economic development across the Commonwealth, nation, and world.
Maintain Academic Excellence & Undergraduate Enrollment	**Transformative**	$5,102,534	$0	$5,102,534	$0	$8,889,620	$0	$8,889,620	$0	$12,114,435	$15,724,503	$15,724,503	$15,724,503	Maintain relevant high-quality academic programs to advance shared university and state goals
Other academic & student support strategies & initiatives														
Support Student Success and Faculty Talent	**Transformative**	$1,618,860	$0	$1,618,860	$0	$2,487,944	$0	$2,487,944	$0	$4,187,720	$5,637,720	$7,087,720	$8,619,020	Improve student retention, persistence, graduation rates, and workforce readiness (C1-C5) and faculty startup.
Other non-academic strategies & initiatives														
Leverage Technology and Improve Security	**Affordable**	$1,768,586	$0	$1,768,586	$0	$1,500,000	$0	$1,500,000	$0	$3,000,000	$4,500,000	$6,000,000	$7,500,000	Leverage technology to improve efficiency and effectiveness while enhancing security.
Compliance, Safety, Security, & Critical Needs	**Affordable**	$750,000	$0	$750,000	$0	$1,000,000	$0	$1,000,000	$0	$2,000,000	$3,000,000	$4,000,000	$5,000,000	Ensure compliance with unfunded mandates and standards, safety & security needs, manage inflationary pressures, and address increasing competition
Operations & Maintenance of New Facilities	**Transformative**	$0	$0	$0	$0	$1,046,389	$0	$1,046,389	$0	$1,098,708	$1,153,644	$1,211,326	$1,271,892	Support O&M for projects coming online
Enterprise Resource Planning System	**Transformative**	$3,000,000	$0	$3,000,000	$0	$6,000,000	$0	$6,000,000	$0	$9,000,000	$12,000,000	$15,000,000	$18,000,000	Support New ERP Planning and Deployment
Reallocation Program - VT plan to reallocate $25M over 5 years.	**Affordable**	$0	$5,000,000	-$5,000,000	$0	$0	$10,000,000	-$10,000,000	$0	-$15,000,000	-$15,000,000	-$15,000,000	-$15,000,000	The university is working to reallocate $25 million of base funding over 5 years to help support strategic initiatives. Two years have already been successful.
Total Additional Funding Need		**$41,604,249**	**$5,000,000**	**$30,828,481**	**$5,775,768**	**$79,070,004**	**$10,000,000**	**$57,409,535**	**$11,660,469**	**$104,376,098**	**$145,100,270**	**$179,641,167**	**$214,846,637**	

Auto Check Match=0 (Must not be greater than incremental Tuit Rev in Part 2). If not match, please provide explanations	
2026-2027	2027-2028
$0	$0

Part 5: Six-year Pro Forma Calculations: 2024-25 through 2031-32
Virginia Polytechnic Institute and State University

Instructions: *No new data needs to be added on this tab; it is entirely comprised by formulas.* *The top section pulls in data from the previous tabs to calculate a pro forma budget surplus/deficit for the 6 years. The following section calculates what* T&F (price) and GF increases would theoretically need to occur each year in order to cover the deficit and maintain the 2024-25 GF/NGF split. *At the bottom is a blended scenario calculator that a user can leverage to calculate* custom *"shared" scenarios where deficits can be covered by a combination of expenditure reduction, T&F increases, and GF increases. Cells D28:30 should be set by the user (so long as they add up to 100%) and the results will flow into the rows below that automatically.* This analysis is intended to be directional and pro forma; it is not intended to be interpreted as a projection or plan/budget of any kind.

Note: this pro forma does not include any of the additional GF requests in the following tab; those requests would require GF funding on top of what is calculated in this tab.

																From FY25-FY32	
Baseline Pro Forma Surplus/Deficit	**2024-2025 (Actual)**	**2025-2026 (Est.)**	**Chg**	**2026-2027 (Est.)**	**Chg**	**2027-2028 (Plan)**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**2030-2031**	**Chg**	**2031-2032**	**Chg**	**Total Chg**	**Avg Annual Chg**
Total E&G GF Revenue from Tab2, flat after 2027-28	310,869,272	304,458,313	-2%	310,234,081	2%	316,118,782	2%	322,121,094	2%	328,238,927	2%	334,474,547	2%	340,830,263	2%	10%	1%
Tuition discount rate	13.2%	13.7%	0.5%	14.3%	0.6%	14.9%	0.6%	14.8%	-0.1%	14.7%	-0.1%	14.7%	0.0%	14.7%	0.0%	8%	1%
Total E&G NGF Revenue	818,073,630	838,228,144	2%	869,056,625	4%	895,637,679	3%	905,750,137	1%	916,141,359	1%	916,141,359	0%	916,141,359	0%	12%	2%
Incremental E&G NGF Revenue vs. prior yr		20,154,515	%	30,828,481	53%	26,581,054	-14%	10,112,457	-62%	10,391,222	3%	-	-100%	-	%	-100%	-14%
Total E&G Revenue	1,128,942,902	1,142,686,457	1%	1,179,290,706	3%	1,211,756,461	3%	1,227,871,230	1%	1,244,380,286	1%	1,250,615,906	1%	1,256,971,622	1%	10%	1%
Implied GF % of E&G	27.5%	26.6%	-0.9%	26.3%	-0.3%	26.1%	-0.2%	26.2%	0.1%	26.4%	0.1%	26.7%	0.4%	27.1%	0.4%	2%	0%
Total E&G Expenditures	1,128,943,312	1,142,686,457	1%	1,179,290,706	3%	1,211,756,461	3%	1,237,062,555	2%	1,277,786,727	3%	1,312,327,624	3%	1,347,533,094	3%	19%	3%
Incremental E&G Expenditures vs. 2025-26				41,604,249		79,070,004	90%	104,376,098	32%	145,100,270	39%	179,641,167	24%	214,846,637	20%	416%	59%
Reallocation of existing dollars (flat after 2027-28)				5,000,000		10,000,000	100%	10,000,000		10,000,000		10,000,000		10,000,000	0%	100%	14%
Pro Forma Surplus/Deficit	(410)	-	-100%	-	%	-	**%**	(9,191,325)	**%**	(33,406,441)	**263%**	(61,711,718)	**85%**	(90,561,472)	**47%**	**%**	%
Incremental Surplus/Deficit	(410)	410	-200%	-	-100%	-	**%**	**(9,191,325)**	**%**	**(24,215,116)**	**163%**	**(28,305,277)**	**17%**	**(28,849,754)**	**2%**	**%**	%

*Deficit associated with SCHEV 6/26/2025 email not to include VMSDEP pools

What would a constant GF/NGF ratio at 2025-26 levels imply for T&F and GF increases?																	
	2024-2025 (Actual)	**2025-2026 (Est.)**	**Chg**	**2026-2027**	**Chg**	**2027-2028**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**2030-2031**	**Chg**	**2031-2032**	**Chg**	**Total Chg**	**Avg Annual Chg**
GF % of E&G	**27.5%**	**27.5%**	0%	**27.5%**	0%	**27.5%**	0%	**27.5%**	0.0%	**27.5%**	0.0%	**27.5%**	0.0%	**27.5%**	0.0%	0%	0%
Implied incremental T&F increase (%)	0.0%	0.0%	-198%	0.0%	-100%	0.0%	%	0.7%	0.7%	1.9%	1.2%	2.2%	0.3%	2.3%	0.0%	-6438204%	-919743%
Implied incremental GF Increase (%)	0.0%	0.0%	-202.1%	0.0%	-100.0%	0.0%	%	0.8%	0.8%	2.0%	1.2%	2.3%	0.3%	2.3%	0.0%	-6285717.4%	-897960%

Blended Scenario Calculator - Share of Deficit Covered by Each Source	Expenditure reductions	0%	<< Input percentages here
(Must add up to 100%)	T&F increases	0%	
	GF increases	0%	
	TOTAL	**0%**	

	2024-2025 (Actual)	**2025-2026 (Est.)**	**Chg**	**2026-2027**	**Chg**	**2027-2028**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**2030-2031**	**Chg**	**2031-2032**	**Chg**	**Total Chg**	**Avg Annual Chg**
Implied E&G Expenditure Reduction (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental T&F increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental GF Increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied GF % of E&G	27.5%	26.6%	-3.2%	26.3%	-1.3%	26.1%	-0.8%	26.2%	0.6%	26.4%	0.5%	26.7%	1.4%	27.1%	1.4%	1.8%	0%

Part 6: General Fund (GF) Requests in 2026-2028 Biennium
Virginia Polytechnic Institute and State University

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2026-28 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 4 and place it in bold print to draw attention to its connection to Part 6. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Note: If your institution thinks you cannot afford the nongeneral fund share of a statewide 2% annual salary increase, you can submit a request for GF support with explanations and assumptions in this tab.

Priority Ranking	Initiatives Requiring General Fund Support						Notes/Explanation Please be brief; reference specific narrative question for more detail.
			Biennium 2026-2028 (7/1/26-6/30/28)				
	Strategies (Match Academic-Financial Worksheet Short Title)	Category (Select best option from dropdown menu)	2026-2027		2027-2028		
			Total Amount	GF Support	Total Amount	GF Support	
1	Continuation of Affordable Access	General Operations Support	$6,383,000	$6,383,000	$6,383,000	$6,383,000	This request seeks to convert the FY25 one-time investments as appropriated in Chapter 725 to be ongoing. This is critical for ensuring affordability and holding tuition down.
2	Continuation of Medical Education	Curriculum	$6,500,000	$6,500,000	$6,500,000	$6,500,000	This request seeks ongoing support consistent with FY25 one-time investments to expand medical education to address the physician shortage as appropriated in Chapter 725.
3	Virginia Tech Patient Research Center	Research	$20,500,000	$20,500,000	$18,434,000	$18,434,000	This request seeks the continuation of FY25 one-time investments as appropriated in Chapter 725. Ongoing support is needed to ensure the continued development and build out of the Virginia Tech Patient Research Center to advance clinical research and to bring cutting-edge trials to the region.
4	Continuation of Unique Military Activities	General Operations Support	$325,000	$325,000	$325,000	$325,000	This request seeks ongoing support consistent with FY25 one-time investments to address costs specific to the operation of the military system and to invest in the programmatic needs of the Corps of Cadets as appropriated in Chapter 725.
5	Incremental Support for Unique Military Activities	General Operations Support	$95,000	$95,000	$515,000	$515,000	Virginia Tech seeks to enhance its Corps of Cadets experience through strategic investments in the Global Scholars and Olmsted Scholars programs, which offer cadets immersive, international learning opportunities that build global leadership skills. These programs combine classroom instruction with study abroad experiences, enriching cadet education and fostering cross-institutional collaboration. Additional support is also needed to strengthen Corps operations, including logistics, instruction, alumni engagement, and historical preservation. This request is supplemental to the continuation of the $325K above.
6	Continuation of Resident Need-Based Aid	Financial Aid	$1,337,000	$1,337,000	$1,337,000	$1,337,000	This request seeks ongoing support consistent with FY25 one-time investments to support undergraduate need-based financial aid as appropriated in Chapter 725.
7	Virginia Military Survivors and Dependents Education Program	General Operations Support	$18,110,400	$18,110,400	$19,664,602	$19,664,602	State support is requested for the Commonwealth's Virginia Military Survivors and Dependents Education Program (VMSDEP). This critically important program has experienced significant growth in recent years and is expected to continue to grow. The requested amount reflects the estimated cost of FY27 and FY28 actual foregone revenue. The university is committed to partnering with the Commonwealth to bolster the long-term sustainability of this important program.
8	Replace Enterprise Resource Planning System	Technology Infrastructure	$6,000,000	$3,000,000	$12,000,000	$6,000,000	The university seeks to modernize its outdated Enterprise Resource Planning (ERP) system, which is inefficient, difficult to maintain, and no longer meets the demands of a modern academic environment. This request supports the transition costs associated with migrating university operations to a new ERP system. In the future, the university will pursue a new, cloud-based ERP system to enhance operational efficiency, data security, and informed decision-making across the university. Upgrading our ERP system is essential to maintaining Virginia Tech's competitiveness and ability to serve students, faculty, and staff effectively.
			$59,250,400	$56,250,400	$65,158,602	$59,158,602	

Part 7: E&G Capital Requests in 2026-2028 Biennium

Virginia Polytechnic Institute and State University

Instructions: Indicate E&G capital projects for which you anticipate making a request for state general fund in the 2026-28 biennium to complete a project. Projects should include planning costs and then funding for construction. Describe in the Notes column the justification, alternatives explored, and how the projects align with enrollment growth and facility condition index. If the project has other fund sources, please indicate source.

E&G Capital Projects Requests
Biennium 2026-2028 (7/1/26-6/30/28)

Priority Ranking	Capital Project / Building	Category (Select best option from dropdown menu)	Facility Condition Index *(for renovation projects only)* if available	2026-2027			2027-2028			Notes/Explanation Please be brief; reference specific justification, alternatives and additional fund sources.
				Total Amount	NGF Support	GF Support	Total Amount	NGF Support	GF Support	
1	VTCSOM & FBRI – construction funding	New Construction-Improvements	0.04	$168,900,000	$26,855,100	$142,044,900	$0	$0	$0	Agency 208; Priority 1 - Academic Construction and Renovation Justification: The Virginia Tech Carilion School of Medicine has established a strong position among medical schools with an extraordinary demand among students seeking a medical education providing the skill sets of physicians who are trained as scientists. The school receives approximately 6,900 qualified applicants per year for its 49 available spots per class and could readily grow if it had larger facilities. The school is presently one of the smallest medical schools in the country with a total enrollment of 196 students. Meanwhile, the Commonwealth has a documented shortage of physicians. This request is to provide a larger facility to accommodate doubling the size of enrollment to 400 students to help satisfy the demand for physicians in the Commonwealth. The Fralin Biomedical Research Institute has generated unprecedented growth, including doubling its enterprise and lab facilities in Roanoke in a single decade. The research institute currently employs over 400 faculty, staff, and students, including 40 faculty-led research teams focusing their innovations on preventing and providing new diagnostics and therapeutics for the conditions of most significant health impact including brain disorders, heart disease, and cancer. The institute's steady pace of growth is projected to fill its current facilities by 2028. Funding for biomedical research is expected to grow substantially over the coming decade. Thus, Virginia Tech must be strategically positioned to continue to compete at its high level of success for those outside funding sources. This project will ensure the research institute is positioned to grow at a steady pace and continue an upward trajectory. Without additional capacity, the potential growth of the research enterprise would be stunted. Alternatives: Options considered but rejected include the construction of a new building for the research institute and backfill renovation for the VTCSOM. This was rejected due to this alternative being more cost-intensive. Also, considered is the deferral of the project which would result in postponing significant benefits of economic development, healthcare delivery service and research progress for the Commonwealth.
2	Renovate and Expand Chemistry Physics Facility (Hahn Hall) - planning	New Construction-Improvements	0.63	$148,200,000	$35,000,000	$113,200,000	$0	$0	$0	Agency 208; Priority 2 - Academic Construction and Renovation Justification: The Chemistry program and Physics program are fundamental underpinnings to prepare Virginians for the high demand STEM-H degrees of the Commonwealth growing economy. Alternatives: Options considered but not pursued include new construction of all the required space on campus or leasing the required space at an off-campus location. These approaches would cost more than the proposed combination of renovation and new construction, would not use the existing space inventory to its highest capacity use, and would leave a significant space asset unserviceable. Additional Fund sources: The university plans to contribute the 50% portion of research GSF
3	Derring Hall Building Envelope – construction funding	Improvements-Infrastructure Repairs	0.53	$23,500,000	$0	$23,500,000	$0	$0	$0	Agency 208; Priority 1 - Infrastructure and Safety This Maintenance Reserve-like project will make critical repairs to Derring Hall which is a primary facility for life sciences instruction. Justification: Derring Hall was built in 1969, is 208,000 gross square feet, has a Facility Condition Index score of 55 percent, and is the university's largest undergraduate science laboratory and classroom instruction building. Derring Hall is an essential building to deliver required undergraduate courses to students; however, the building is at risk because of significant spalling, delamination, and cracking of the exterior concrete walls, columns, parapets, and window sealants. A recent engineering study documented over 330 spalls, some as large as six square feet. Routine maintenance and Maintenance Reserve projects are not sufficient to address the repair needs of the building. The envelope is progressively deteriorating with accelerating moisture damage. Alternatives: Deferring the project was considered but not selected because the progressive deterioration of the building is increasing the risk of a shortened service life and disruption to student instruction. Implementing the significant repairs through Maintenance Reserve is not an option because the project cost is beyond the $2 million threshold. Additional Fund sources: No additional fund sources exist for this project

4	Chiller Plant Phase III - planning	Improvements-Infrastructure Repairs	0	$55,000,000	$11,000,000	$44,000,000	$0	$0	$0	Agency 208; Priority 2 - Infrastructure and Safety This project proposes the construction of an addition to the existing Southwest Chiller Plant (SWCP) with piping systems that will provide capacity to the central chilled water utility. Justification: Since the completion of the CPPII project in 2022, the central chilled water utility has been able to provide cooling for 7 new capital construction and 2 capital renovation projects as well as allowing for the removal of stand-alone chillers in two other buildings. These buildings represent approximately 1.3 million gross square feet of space being added to the central utility alone. To continue moving away from the inefficient stand-alone chiller strategy and towards the central plant strategy, capital investment in additional cooling capacity is needed for the central utility. Alternatives: An option to construct a new, third chiller plant was evaluated in the 2025 VT Utilities Master Plan, but is cost prohibitive compared to the proposed expansion at the Southwest Chiller Plant (SWCP). Expanding the North Chiller Plant (NCP) was also evaluated but is extremely challenging due to the surrounding site lacking additional real estate to accommodate construction. Additional Fund sources: An estimated portion of the project will benefit auxiliaries, which will contribute to the project.
				$395,600,000	$72,855,100	$322,744,900	$0	$0	$0	

Part 8: Degree/Certificate Programs in 2026-2028 Biennium
Virginia Polytechnic Institute and State University

Instructions: In the table below indicate which degree and/or certificate programs the institution plans to establish, grow, and close in the upcoming 2026-28 biennium. SCHEV's new degree program approval process will ***require*** *all new degree programs for the upcoming biennium to be included in the Six-Year Plan table below.*

Academic Degree/Certificate Programs Biennium 2026-2028					
Degree Designation	**Program Name**	**Establish/Grow/ Close**	**CIP Code**	**Anticipated Start/End Date**	**Explanation (please describe projected costs/savings from program establishment, growth, or closure)**
Master of Science (M.S.)	Water Resources	Establish	40.0605	Fall 2026	This proposed new degree program will be funded by a reallocation of existing resources from across the university.
Master of Science (M.S.)	Packaging Science	Establish	15.1503	TBD	This proposed new degree program is currently under development.
Master of Science in Education (M.S.Ed.)	Math Education	Establish	13.1311	TBD	This proposed new degree program is currently under development.
Master of Arts (M.A.)	Foreign Languages and Literatures	Close	16.0101	Fall 2026	The proposed program closure will provide a cost savings.

Degree Program

2025 SIX-YEAR PLAN NARRATIVE (Part II)

INSTITUTION: Virginia Polytechnic Institute & State University

OVERVIEW

The six-year plan should describe the institution's goals as they relate to the Commonwealth's goals which are articulated in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); the Restructured Higher Education Financial and Administrative Operations Act of 2005; and the Governor's objectives to prepare every graduate for success in life. Please use this opportunity to outline your institution's plans and objectives.

The instructions within the institutional mission and priorities section below ask for specific strategies related to affordability and access to quality postsecondary education that prepare students for success in life. Other sections offer institutions the opportunity to describe additional strategies to advance institutional goals and Commonwealth needs.

The intent of this process is for each of the commonwealth's higher education institutions to complete a consistent, detailed biennial strategic plan, with an update to that plan in the second year of the biennium. This process should coincide with any planning processes completed by the institution and presented to their board of visitors. It is also expected that the plans rely on the fact packs maintained by SCHEV for key statistics and financial metrics.

Please be comprehensive but as concise as possible with responses; you are encouraged to use bullet points vs. prose. Consider this a starting point for the dialogue with OpSix; you will have the opportunity to further elaborate on the narrative in your review session later this summer.

Please save this narrative document with your institution's name added to the file name.

SECTION A: MISSION & PRIORITIES

Key question: What are your institution's unique strengths and how do those inform your strategic priorities?

A1. Describe how your institutional strategic plan goals align to your institution's mission. Please share any plans you have to change your mission over the six-year period.

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.

In the fall of 2020, Virginia Tech completed revisions to its long-term strategic plan: The Virginia Tech Difference: Advancing Beyond Boundaries. Based on the university's vision, motto, and core values, the framework of the plan is centered around four strategic pillars:

1. Advance Regional, National, and Global Impact
2. Elevate the Ut Prosim (That I May Serve) Difference
3. Be a Destination for Talent
4. Ensure Institutional Excellence

These four pillars are aligned with our mission and will continue to be the foundation of our strategic direction over the next six years.

The two key strategic initiatives are the **Virginia Tech Global Distinction** and the **Virginia Tech Advantage**.

The **Virginia Tech Advantage** serves as the university's commitment to offer a broad educational experience to undergraduate students from Virginia who have financial need. The initiative is designed to increase scholarship dollars for in-state students, provide basic support for unmet needs, help with career preparation, and be used to offer transformational learning experiences that culminate in students graduating after four years of study. More than 9,000 Virginia Tech undergraduate students who hail from Virginia have demonstrated financial need.

Virginia Tech **Global Distinction** centers on the university's commitment to elevate our international impact and strengthen our ability to attract talent to the Commonwealth of Virginia. This is key to driving Virginia's innovation ecosystem and helping grow the state economy.

A2. What are your institution's greatest strengths and areas of distinctiveness that it should continue to invest in? Looking ahead, what are your institution's greatest opportunities for improvement?

Strengths/Areas of Distinctiveness

- Our faculty: world-leading educators, researchers and administrators who enable and underpin all that we do.
- Historic land-grant commitment to affordable education for Virginia residents.
- An engine of talent development and economic mobility.
- Partnerships with the Commonwealth and the private sector focused on developing a dynamic workforce, fueling entrepreneurship, and attracting leading global companies.
- Diverse and balanced research portfolio leading to transformative advances in research frontier areas of health sciences, national security, artificial intelligence and quantum information sciences.
- Ut Prosim: culture of service to others.
- Cooperative extension presence in every county of the state, 11 Agricultural Research and Extension Centers (ARECS) through the state, and
- Distributed instructional facilities in Blacksburg, Roanoke, Richmond, and Northern Virginia.
- Strong student demand: Multiple years of record applications for admission and increasing representation of underserved students.

Opportunities

- Promote access and affordability by removing financial barriers for all Virginia residents and providing programs and services that prepare students to be successful after graduation.
- Enhance programs that improve students' academic success, including providing a community of peers and mentors, and expanding opportunities for research, learning, and discovery.
- Remain at the forefront of the innovation economy through sustained investment in the university's diverse and balanced research program portfolio to advance partnerships and the state economy.
- Deliver the state's advanced workforce needs through targeted undergraduate programs and research-based graduate programs on the Blacksburg campus and market-driven professional graduate education opportunities throughout the Commonwealth.
- Continue to deliver strong value to students through high-quality, in-demand academic programs and relevant experiential learning.

A3. What are the top 3-5 strategic priorities you are currently pursuing or planning to pursue in the next six years? Please explain how each strategy relates to the statewide strategic plan for higher education, to the strengths and/or opportunities for improvement mentioned above, and will ultimately drive better outcomes for students. If the strategy has a general fund component (operating and/or capital, equipment, renovation) please include the operating request in the "General Fund Request" tab and the capital or equipment request in the "Capital" tab of the excel file.

1) **Global Distinction:** By continuing to enhance our reputation as a top research and graduate education institution, Virginia Tech will increase competitive research grant funding, attracting talent and industry interest in the Commonwealth of Virginia. Research universities deliver cutting-edge education and an environment conducive to addressing workforce needs and building new partnerships. Research funding and industry partnerships are key measures of an environment that students (and companies) desire, enhancing the Commonwealth's economic development opportunities. This includes development of the Patient Research Center in Roanoke and developing talent through continued growth of the university's contributions to Virginia's Tech Talent Investment Program and, with new state support, expansion of medical education to address the shortage of physicians in Virginia.
2) **Virginia Tech Advantage:** Increase need-based student financial aid for Virginia undergraduates and enhance opportunities for students to engage in experiential and co-curricular learning. While VT has been successful in increasing access, with over 32 percent of the Fall 2024 undergraduate class identifying as first generation, low-income, veteran, or underrepresented minority, many students among these populations are financially vulnerable. Virginia Tech currently lags national peer institutions in the level of aid it is able to provide for low-and-middle income students. Continued state investment in access and affordability will be leveraged with institutional investments to provide additional, impactful need-based aid. This will help ensure that all Virginians have an opportunity to enhance their social and economic mobility and contribute to the Commonwealth's economic success. Recognizing this burden, the university has expanded its Funds for the Future Program, which protects qualifying incoming students against future tuition increases by expanding the family income threshold to $115,000. The Virginia Tech Advantage also encompasses a deliberate focus on ensuring that all students have access to transcriptable experiential learning opportunities, such as internships, undergraduate research, and study abroad, which increases the likelihood of graduates pursuing productive careers relevant to their areas of study.

These two strategic objectives are facilitated through the university's **Enabling Infrastructure,** which includes responsive and supportive employee services, updated technology infrastructure, and facilities that are well suited to advancing the university mission. This encompasses provision of modern systems (including a new ERP) and processes to ensure efficient and effective operations, compliant, safe and secure campus activities, and operational support for the Corps of Cadets.

A4. Please explain how your institution has engaged your Board of Visitors and institution leadership in the mandatory review of the Pell Initiative for Virginia.

Virginia Tech has three Pell Initiative for Virginia (PIV) projects, all designed to enhance enrollment, retention and graduation of Pell-eligible students. PIV program directors update and report to a common Institutional Review Committee, which provides feedback for continuous improvement as required by the PIV mandatory review process. Effective fall 2024, the review board meets three times annually, with a half-day summit in the summer. The 20-member review team includes students, staff, faculty, institutional research colleagues, and senior administrators, ensuring campus-wide representation.

The chair of the Commission on Undergraduate Studies and Policies (CUSP), serves on the PIV Institutional Review Committee, as CUSP established a goal in AY24 to "review at least one academic policy and propose modifications as needed to ensure that policy is not creating barriers for student success" (9/11/23 CUSP minutes). This CUSP goal aligns with the charge of the PIV Institutional Review Committee. Executive Vice Provost, Dr. Don Taylor serves on the review committee, and Executive Vice President and Provost, Dr. Cyril Clarke will review committee reports and provide feedback. Dr. Juan Espinoza, Vice Provost for Enrollment Management will provide an update on PIV efforts and the mandatory review during his annual Enrollment Management report at the November Board meeting.

SECTION B: STRATEGIC DEEP DIVE – ENROLLMENT VOLUME & COMPOSITION

Key question: How is your institution managing enrollment in light of state and national trends, and what are the financial implications?

B1. What do you see as the primary drivers of recent enrollment trends for your institution? Further, describe your 2023 enrollment projections and explain why those projections have (or have not) resulted as projected. Please reference any specific academic programs that have had a significant (positive or negative) effect on enrollment, if relevant. When responding to this question please consider data under the "Enrollment" section of your institution's fact pack (linked here).

- The demand for a Virginia Tech education has continued to grow, as evidenced by the 70% increase in first time in college (FTIC) applications from Fall 2020 (30,770) to the Fall 2024 admissions cycle (52,365). Based on student surveys and subjective analyses, the primary drivers appear to be academic reputation of the following programs:
    - Multiple degrees within our highly ranked College of Engineering, particularly those aligned with the Tech Talent Pipeline program, such as computer science, electrical and computer engineering, as well as mechanical engineering and aerospace engineering.
    - Global management and information technology programs in our Pamplin College of Business
    - Neurosciences in the College of Science
    - Interdisciplinary degrees that draw from multiple traditional academic sub-areas/majors such as our recently introduced majors in cybersecurity, management and data analytics, and sports media analytics.

- Also, Virginia Tech is successful in student retention, persistence, and time to graduation measures.
- Virginia Tech is working to enhance programs to ensure that all students are equally successful.

B2. Please summarize your institution's enrollment management strategy to align with recent demographic and enrollment trends. Consider online education enrollment in your response. What is the level of confidence in your 2025 enrollment projections, considering potential risks and unknowns such as economic factors, shifting student preferences, and regional demographic changes? Please reference national and statewide enrollment trends/projections and cite any other data (e.g. regional trends, performance of prior enrollment strategies) that informed your projections.

- Virginia Tech will continue to work to remain competitive in key markets both in the Commonwealth, across the country, and in international markets.
- Promoting programs with strong career indicators in key areas of labor shortage will also continue to be an area of emphasis. A focus on recruiting an incoming class that advances the institutional commitment to underserved students also continues to be a priority.
- A data driven recruitment approach that focuses on data segmentation and key statistics will allow Virginia Tech to maintain or enter new markets efficiently and effectively.
- Deliberate efforts are underway to expand enrollment of graduate students, both research-based and professional masters' programs.
- The university is closely monitoring nonresident international enrollments in light of various federal impacts which may affect student travel.

B3. Explain the implications of your enrollment strategy on your institution's financials. Please consider impacts on both revenues (e.g., discounting, financial aid, net tuition revenue) and expenditures (e.g., costs to implement enrollment management strategies, costs of enrolling more students or students with different needs, cost-per-student impact of flat/decreased enrollment).

Undergraduate enrollment

- The university will maintain its on-going commitment to serve Virginia undergraduates through modest growth, as reflected in the 2025 SCHEV 2B plan. Resources from growth will be allocated strategically to maintain and advance academic program quality.
- Modest growth in the number of out-of-state undergraduates will contribute positively to state workforce needs.
- The university will work to enhance affordability for Virginia undergraduates to ensure that all residents have affordable access through the Virginia Tech Advantage program. Reallocations will minimize the cost impact of discounting strategies.

Graduate enrollment

- Planned growth to continue to meet university commitment under the Tech Talent Investment Program
- Growth in strategic masters' programs – particularly in professional degree programs – will position graduates to meet the changing demands of the state economy.

Professional

- Through partnership with the Commonwealth, growth in medical education can address the shortage of physicians in Virginia. Reducing financial pressure on in-state students is expected to enhance access of Virginians to careers in professional medical practice, reduce their educational debt, and help retain graduates in the Commonwealth.

SECTION C: STRATEGIC DEEP DIVE – PROGRAM ALIGNMENT & PERFORMANCE

COMPLETION OUTCOMES

Key question: How is your institution supporting all students to succeed in completing their degree or credential in a timely manner?

C1. What are your highest-priority completion outcomes targets, both overall and for particular student segments? Please include aspirational targets, realistic expectations, and qualitative targets and specify by when and how you are aiming to meet those targets (e.g., X% 6-year graduation rate for Pell students by 2030). Also include information on recent changes in completion outcomes. When responding please reference the "Completion" section of your institution's fact pack data (linked here).

- Virginia Tech's strategic plan established a goal of a 73% 4-year graduation rate by 2028 (2024 FTIC cohort) and an 80% three-year graduation rate for transfer students by 2028 (2025 transfer cohort).
- The FTIC goal represents a 0.7% increase per year for six years. The transfer goal is a 0.3% increase per year for six years.
- The strategy calls for closing differentials for all underrepresented and underserved populations.
- As demonstrated in the fact pack data (Chart A), Virginia Tech's 4-year degree completion rate increased from 61% (2014) to 68% (2024), with total graduation rates increasing from 82% to 85%.
- Pandemic impacts make the goals more aspirational than when they were originally established. Retention from the first to second fall dropped slightly (0.5% to 1%) for the 2020 and 2021 cohorts, which will likely impact the 4-year graduation goal. Students from historically marginalized and low-income backgrounds were more negatively impacted by the pandemic. Differential impacts had closed for the 2017 cohort, however the gap reappeared for the 2018 cohort graduation completion in 2022.

C2. Please describe efforts at your institution to ensure all students are graduating in a timely manner. Reference data from the "Program Alignment and Performance" section of your fact pack (linked here).
• Annual evaluation of retention, progression, and graduation outcomes are incorporated into Virginia Tech's strategic plan. Ongoing measurement and evaluation at the college-level promotes continuous improvement around completion goals. • Increasing financial aid will be important for reducing extraordinary financial pressures on Virginia undergraduate students. • The university provides comprehensive academic advising and academic success programs to support student achievement, including but not limited to tutoring, academic coaching, peer mentoring, and specialized advising for students changing majors across colleges. • Virginia Tech's comprehensive transfer strategy provides a model for improving completion outcomes. The transfer initiative includes pre-admission advising, degree pathways, specialized orientation and onboarding, a living learning (residential) community (LLC), first-year experience course, and mentoring program. This integrated strategy has led to an increase in three-year graduation rates with consistent outcomes for all students, including underrepresented and underserved transfer students. • Virginia Tech is replicating a program for first generation students similar to the transfer initiative. The First Scholars Initiative includes: i) opening a first-generation LLC that will co-locate first-generation students in university housing; ii) targeting outreach and support from academic advisors and student success professional staff; and iii) targeting programming to enhance integration into supportive communities. • As part of a new program, the Virginia Tech Advantage, the university is working to study student outcomes and improve student success and well-being. In response to data analysis, Career and Professional Development developed a pilot program to support students in underpaid/unpaid internships.

POST-COMPLETION OUTCOMES

Key question: How is your institution preparing all students for success beyond completion (e.g., career preparation)?

C3. Please explain how you monitor post-completion outcomes (e.g., employment rates, wage attainment, debt load, upward mobility). What data do you collect? What metrics are you monitoring most closely? What does the data reveal about your institution's greatest strengths and areas for improvement with respect to post-completion outcomes? Please include any relevant data/reports in the appendix or as a separate attachment, including any data that captures outcomes by school/department/program. When responding please reference the "Post Completion" section of your institution's fact pack data (linked here).
• New graduates are surveyed each academic year to determine their first destination after their undergraduate degree (e.g., employment, continuing education, military service, public service, or still seeking) and their perceived career preparation. Findings are shared with degree programs and student support offices to inform continuous improvement strategies and academic program design. • Virginia Tech First Destination Report • Recent efforts include analyzing data by demographic indicators to determine how different socio-economic groups by program of study have access to work-based

learning opportunities prior to graduation. Results inform programming to improve appropriate student career preparation experiences without expanding time to degree.
- Virginia Tech monitors debt for graduating students and repayment trends amongst its students.

C4. What specific strategies/actions, including potential changes to your program portfolio or curriculum, are you planning to take to maximize the career readiness and job attainment of all students across programs of study, including increasing early career exposure for students (e.g., internships, work-based learning) during their time at your institution? How will you draw on successes/challenges from prior initiatives? Please describe how you intend to use existing/provided resources to execute the strategies.

- Virginia Tech promotes career pathways through partnerships between Career and Professional Development, Academic Advising Initiatives, academic colleges, and on-campus employers. Programs include professional development for academic advisors, faculty, and staff through the Career Champions program; IGrow training for supervisors of on-campus student workers; and Campus InternEXP to increase on-campus internships.
- First Year Experience courses invite Career and Professional Development faculty to guide students through career exploration in their first year, including introduction to the Handshake platform through which students identify and apply for internships and jobs.
- Bridge Experiences is a curriculum and course redesign initiative to build transcriptable, career-related experiential learning (e.g., internship, undergraduate research, study abroad) into every Virginia Tech degree. The five-year goal is included in the university strategic plan metric that is tracked annually and represents the Quality Enhancement Plan required by Virginia Tech's SACSCOC accreditor.
- As the largest producer of STEM degrees in the Commonwealth, Virginia Tech strives to align educational opportunities with the evolving needs of Virginia's economy. University departments and research institutes have developed a number of programs designed to engage students in real-world problem solving. For example, 800 undergraduate students are working on projects with the National Security Institute and its industry partners, providing meaningful, hands-on experiences with emerging technologies like drones, machine learning, and artificial intelligence. With university survey data demonstrating a connection between paid undergraduate research experience and post-graduate success, the university will continue to prioritize undergraduate engagement in research and other work-based opportunities.
- The university continues to engage with the Virginia Talent + Opportunity Partnership to connect existing institutional infrastructure, such as the Career and Professional Development Office, to employers in the Commonwealth who can offer students meaningful work-based learning experiences. The Virginia Tech Transportation Institute has developed an innovative, experiential learning program known as *InternHub* which allows students to work on high-tech automotive projects during the academic year and complete a related summer internship with an industry partner in a corporate environment. Graduates learn to apply practical knowledge, and skill sets towards solving pressing challenges in the automotive industry and are likely to receive employment offers from sponsoring industry partners.

- State support for university research initiatives bolsters the Commonwealth's reputation as a global leader in innovation across emerging technological frontiers, growing the economy and providing experiential learning opportunities for students. In FY24, the university's research enterprise received more than 1,200 new awards. FY24 extramural expenditures grew to $453M, an increase of 8% over FY23, for a total of 40% growth since FY21. Most of that growth has come from federal sponsors, with our three largest sponsors, Department of Defense, Department of Health and Human Services, and National Science Foundation all growing more than 10% year-over-year. Virginia Tech's portfolio includes programs that span from basic discovery-driven science to applied use-inspired research that engages industry partners. This research enterprise has produced transformative advances in health, technology, and the security of the citizens of the Commonwealth. Direct state investment will enhance Virginia Tech's overall competitiveness for recent major federal investment in research and development of quantum information, advanced computing, and health. Additional information on Virginia Tech's research enterprise is in section I1.
- Consistent with the vision outlined in the Governor's "Compete to Win" economic development policy, Virginia Tech aspires to expand its prominent role in making the Commonwealth a top destination for talent. Through its Tech Talent partnership with the Commonwealth and associated collaborations with industry leaders, Virginia Tech has demonstrated its ability to design and adapt cutting-edge academic programming and initiatives to fill the growing demand for talent in emerging areas like artificial intelligence, machine-learning, quantum information science engineering, and data science. Future success in these partnerships will require a nimble, targeted approach to create productive alignment between academic programs and future workforce demand. Working with the Commonwealth, Virginia Tech is well-positioned to close talent gaps by developing capacity and scaling growth in strategic, high-value academic disciplines.

WORKFORCE ALIGNMENT

Key question: How are your institution's programs of study and degree conferrals aligned with the evolving talent needs of the Commonwealth?

C5. For which specific workforce needs is your institution best positioned to supply talent, based on regional, industry, or occupation alignment? When responding please reference the "Workforce Alignment" section of your institution's fact pack data (linked here).

- Significant efforts have yielded memoranda of understanding (MOUs) with other institutions in the Commonwealth to create pathways into the Tech Talent Investment Program-related degrees. The university expects to continue supplying talent for computer science and engineering-related needs as these MOUs are being implemented.
- Virginia Tech remains one of the top national producers of engineering talent that is aligned with workforce needs in a variety of areas including cybersecurity, manufacturing, and information technology.
- Virginia Tech is the top STEM graduate producer in the state.
- As a comprehensive research institution, Virginia Tech has strong interactions with a wide range of industries and a broad array of academic programs.

- With the state's help, the Virginia Tech Carilion School of Medicine is well positioned to assist with addressing the state's shortage of physicians.
- The Virginia Tech Corps of Cadets prepares leaders for defense, intelligence, and other industries important to the Virginia economy, including Virginia military installations.

C6. Explain any additional initiatives or partnerships the institution is currently involved in to improve workforce alignment of academic programs.

- Using labor market analytics data, the university established a program development and market research team that works with existing and proposed programs to understand their market position better, thus enabling informed and strategic decision making. Findings are used to identify new enrollments, advance marketing materials, and shape curricular offerings to address workforce needs by specific locations. Labor market data has been used to inform existing and potential offerings at the institution.
- Programs that do not meet the SCHEV program productivity standards are monitored annually to determine if they have made sufficient progress on enrollments and degree production. This process, together with continuous review of degree requirements (prerequisites, hours to degree, incorporation of experiential learning, etc.), informs changes to the curriculum, initiation and discontinuation of programs, and generally aligns academic offerings with workforce needs.
- In addition to continual evaluation and incremental updating of program offerings, the university recently initiated an in-depth, periodic review of courses and programs.
- The university continues to develop partnerships that can facilitate degree attainment and meet workforce needs associated with the Tech Talent Investment Program.
- With the state's help, the Virginia Tech Carilion School of Medicine is well positioned to assist with the state's shortage of physicians by growing the size of its medical school class and creating an in-state tuition differential that will expand access of Virginians to medical education and keep more newly trained physicians in the Commonwealth.
- The Corps of Cadets stands ready to develop the leaders needed in defense, intelligence, and other industries important to the Virginia economy.

SECTION D: STRATEGIC DEEP DIVE – FINANCIAL EFFECTIVENESS & SUSTAINABILITY

AFFORDABILITY FOR STUDENTS & FAMILIES

Key question: How is your institution accounting for and improving affordability for students and families?

D1. What specific strategies/actions do you plan to take to improve affordability moving forward across your overall student body and priority subpopulations, and what is the expected impact? Please account for a broad range of factors including the full cost of attendance, net price, time to degree, debt load, etc. When responding please reference the "Financial Effectiveness & Sustainability: Affordability" and "Financial Health" section of your institution's fact pack data (linked here).

Reducing financial barriers to higher education is a guiding principle of Virginia Tech's historic land-grant mission and a point of emphasis in the university's Advancing Beyond Boundaries strategic plan.

The university takes seriously the commitment it made with the Commonwealth of Virginia in its Management Agreement to mitigate the impact of tuition increases and reduce unmet need for Virginia residents. Virginia Tech has implemented programs to advance these goals. As part of this commitment, the university maintains the Funds for the Future scholarship program which protects returning students with financial need from tuition rate increases, and the Virginia Tech Scholarship, which seeks to further reduce student need.

Although incremental investment in scholarship programs has allowed the university to make some progress in closing affordability gaps, net price benchmarking comparisons with national peer institutions and an analysis of discount rates at Virginia's four-year public institutions highlight a pressing need to enhance further the university's net price competitiveness for resident students, particularly those from low- to middle income families.

In Fall of 2022, the university began planning for a new initiative designed to extend opportunities for a high-quality educational experience to all students regardless of financial circumstances. The culmination of this planning process led to the Virginia Tech Advantage, a university-wide, multiyear commitment to offer the full Virginia Tech educational experience to all admitted Virginia undergraduate students. At scale, the program will remove barriers for more than 5,500 low- and middle-income students from the Commonwealth with unmet financial need by providing a strong foundation for academic success through enhanced resources, a community of peers and mentors, and scholarships and emergency funds. Programs are expected to enhance retention, persistence, and time-to-degree. Funding for this critical initiative will come from expanding private philanthropic support, leveraging state and institutional dollars, and reinvestments derived from reallocations of existing financial resources.

REVENUE

Key question: How is your institution approaching pricing and revenue management? What are the implications on long-term top-line financial health?

D2. Please explain the rationale behind your full pricing (i.e. published tuition & fees, including mandatory non-E&G fees) and financial aid award strategy (i.e. net tuition revenue projections). What data informed your assessment of T&F increase feasibility (e.g., market comparisons, student capacity to pay) and estimates of discounts/ waivers/unfunded scholarships? What informed your strategy around financial aid awards, merit and need-based, particularly for various student segments by income level and academic preparation? Further describe your institution's discounting by type and if this is sustainable in future years. Please reference the "Revenue" and "Financial Health" slides of your institution's fact pack (linked here).
• Virginia Tech works to minimize the cost of education while maximizing the quality and value of a Virginia Tech degree. • Pricing decisions are informed by the level of state support, market competitiveness and position, known or projected costs, and strategic investment needs. The university recently commissioned two price sensitivity analyses, one addressing the market for graduate degrees in the Greater Washington DC area and another focusing on undergraduate education with particular attention given to out-of-state students. • The university conducts periodic benchmarking with our peers to monitor trends in net price and tuition/fees. • Peer benchmarking reveals that Virginia Tech ranked 13 out of 24 amongst its SCHEV peers, and 8 out of 15 amongst Virginia public institutions in total cost (list price) for in-state undergraduates (FY24). • In the Institution-specific Fact Pack provided by SCHEV, Virginia Tech's Cost of Attendance as a proportion of household income declined from 2014-2024 from 40% to 37%; Additionally, the cost of attendance has grown 2.9% per year, paced with inflation for the same period. • Virginia Tech also periodically reviews the net price data of peer institutions. Repeated analysis confirms that Virginia Tech is an outlier among peers with a higher out-of-pocket cost of attendance. Closing this affordability gap for low-income Virginia students will be advanced through the previously described Virginia Tech Advantage program. • Scholarships and grants provided to reduce the cost of attendance for students and families are lower than peer institutions. • The goal of Virginia Tech's financial aid strategy is to ensure a VT degree is affordable for all Virginians. • 51% of Virginia residents at VT graduate with no educational debt; outperforming the national average by 2% (49% per 2023 College Board: Trends in College Pricing and Student Aid). • VT graduates experience an exceptionally low default rate for student loans. • The university has increased its population of Pell undergraduates by 29% over the last five years. • The university aspires to lower net tuition costs, especially for low- and middle-income students.

D3. What do you expect to be the impact of your pricing/discounting approach on enrollment numbers/mix (if any) and net tuition revenue moving forward and why? Please reference the "Financial Health" slides of your institution's fact pack (linked here).
While benchmarking indicates that Virginia Tech currently provides a lower level of institutional aid as well as total aid relative to its peers, the university continues to strive towards closing the net price gap. Enhancing the affordability of and access to opportunities for learning, research and discovery for Virginia residents will bolster the Commonwealth's human capital and its overall economic competitiveness. Virginia Tech continues to optimize strategies to leverage financial aid in a manner that supports overall enrollment planning, particularly in the highly competitive nonresident market. However, Virginia Tech's ability to use discounting strategies often employed by institutions with high sticker prices is limited due to the relatively low starting point of Virginia Tech's sticker price and the need to ensure full coverage of the cost of education for all nonresident students.

COST EFFECTIVENESS

Key question: How has your institution maintained bottom-line financial health and focused investment on the levers that will drive improvements in student outcomes?

D4. Reflect on the categories/subcategories of cost that have recently experienced the most significant increases on an absolute or per-student basis. What have been the primary drivers of those increases? Please be specific and include supporting data using the "Expenditures by Category" and "Financial Health" slides from your institution's fact pack data (linked here).
Costs that have recently experienced increases include: • Given that 75% of E&G costs are personnel related, major cost drivers include compensation programs, health insurance rate increases, and fixed costs (e.g. electricity). • Maintaining competitive salaries, wages, and assistantship stipends particularly for lower-paid employees where markets have been accelerating. • Mandated costs, such as the Virginia Military Survivors and Dependents Education Program (VMSDEP) tuition waiver, have experienced rapid increases in the number of eligible students, and thus cost, without time available to plan for these increased expenditures. VT appreciates state support to help offset a portion of the cost of this important program. On-going state funding appropriated for this program is expected to cover ~45% of the total projected program costs to Virginia Tech in FY26.

- Growing demand for student services like mental health counseling and areas which contribute to student success such as academic advising, which can reduce time-to-degree.
- Inflation continues to impact costs, such as library subscription, contracts, materials, and utilities. In FY26, property insurance increased significantly.

D5. What specific strategies/actions do you plan to take to contain/reduce key costs and improve fiscal health going forward while improving student outcomes? What are your objectives and what have been your results to date of any already-launched initiatives? What is the expected impact and timeframe of these strategies? Include any short-term costs that would need to be incurred to implement the strategies. Include the costs with a general fund request in the Excel file in the "GF Request" tab. Please reference the "Fastest Growing Expenditures" and "Financial Health" tables in your institution's fact pack data (linked here).

Periodic administrative cost benchmarking demonstrates that Virginia Tech continues to rank favorably among its various peer groups in broadly accepted measures of administrative efficiency.

The university's cost structure has been consistent over the last decade with the relative proportion of expenditures across various functions experiencing only slight fluctuation. Areas with the highest annual growth rates as displayed in the fact pack have grown due to the need to invest in enhancements to Virginia Tech's learning experience and technology, and to meet Virginia's workforce needs. The largest category displaying significant growth is General Academic Instruction.

The university's rigorous budget process carefully contemplates new spending and seeks to focus limited resources on academic priorities and strategic initiatives that enhance the university's mission and quality. In addition, the university actively explores opportunities to streamline business processes, eliminate non-value-added functions, and invest in technologies that ensure the effective and scalable delivery of services to the campus community. Through the university's annual budget process, senior management units are asked to identify cost-savings strategies and goals that support their budget needs. The university also seeks to identify opportunities to advance technology and automation, elevate effective and scalable service delivery, eliminate duplicative work efforts, and enhance strategic flexibility. These efficiency efforts promote and facilitate cost-containment actions before considering new resource allocations.

The university continues to implement a multi-year program to identify at least $25 million in base funding for reallocation in support of strategic initiatives. Through FY26, the university has identified $15.7 million of base reinvestments to support the institution's most strategic initiatives.

D6. Please describe the data in your fact pack (linked here) under "Expenditures by Category" and "Personnel". Provide an overview of any challenges present and what your institution is doing to get ahead of any anticipated challenges.

E&G expenditures have grown over the last decade to support Virginia's high-demand talent pipeline and to support inflationary cost pressures; however, that growth requires additional investments to enhance the educational experience and to maintain academic quality.

Since FY14, Virginia Tech's FTEs have increased by over 7,200 students (SCHEV E05A report). Enrollment growth necessitated investments in student services, academic classroom space, and increased personnel to maintain academic program quality and provide the necessary support for a growing student population.

To better characterize the changes in expenditures, a helpful perspective is to normalize expenses on a per FTE basis to reflect changes in enrollment.

On a per FTE basis, auxiliary expenditures have increased less than the rate of inflation. E&G expenditures per FTE have grown at a pace slightly higher than the rate of inflation over the last decade. The change in E&G expenditures reflects investments to enhance Virginia Tech's learning experience, leverage technology, and to meet Virginia's workforce needs. During the FY14-FY24 period, several key strategic initiatives have been undertaken, such as the integration of the Virginia Tech-Carillion School of Medicine and the development of Virginia Tech's academic program in Alexandria - both of which aim to address Virginia's workforce needs.

Growth in Virginia Tech admin/institutional expenditures are reflective of inflationary costs for goods and services, investments made to leverage technology, enhancement of Virginia Tech's support structure for commercialization and innovation opportunities across campus to better meet state needs, expansion of our presence in Northern Virginia to serve Virginia's technology and workforce needs, management of risks/ensure compliance, and enhancement of health and safety programs.

Virginia Tech's personnel level per FTE decreased during the FY14-FY24 time period. However, salary outlay per student FTE has increased an average of 3.0% per year over the same period. Our employment level per FTE has decreased due to increased efficiencies. Virginia Tech's salary outlay per FTE has grown at a rate comparable to inflation for the same period.

Highlighting the need to ensure the effective and efficient use of state and tuition resources, Virginia Tech has committed to reallocating $25M over five years. The continuation of this initiative is included in this submission. In addition to this commitment, Virginia Tech continues to think creatively about strategic resource generation, reallocations, and reinvestments to ensure that a Virginia Tech education is affordable and accessible to Virginia students.

D7. Please discuss how statewide salary and health insurance premium increases impact your institution (please reference your institution's estimated cost impact from the salary and health insurance calculator file). Further describe any challenges or the ability to support the NGF portion of the statewide increases. If statewide salary and health insurance premium increases occur and you do not receive additional state support above the general fund share, please describe how you will manage the NGF portion of these increases.

Per the instructions received, a placeholder for salary programs of 2.0% and 1.0% for health care is included in the 2026-32 Six- Year Plan. As provided in the estimate, Virginia Tech anticipates that the General Fund will cover 36% of the cost, and the institution will fund the remaining 64%. This is reflective of the long-standing funding principles between the Commonwealth and Virginia Tech.

For planning purposes, the nongeneral fund share of statewide salary and health insurance premium increases, along with other inflationary cost pressures, is envisioned to be supported by nongeneral fund revenues resulting from tuition and fee rate increases of 2.9% across all student types.

D8. Using the information from the ProForma tab of the Excel file please describe any present funding concerns (if relevant) and how your institution plans to address any potential concerns.

The ProForma tab provides a bottom-line perspective that compares resources and uses over the six-year planning period. Per the instructions, tuition rate increases are only reflected in the first two years of the plan.

Additionally, General Fund support is provided in the out-years solely to fund the state share of compensation and fringe rate change assumptions. Therefore, the out years do not include resources to support the nongeneral fund share of the projected costs. It is envisioned that the university would need to generate incremental nongeneral fund revenues through a combination of tuition increases and enrollment growth in the out years to support the nongeneral fund share of those costs. Further, although the university has relied on a modest and carefully managed increase in the percentage of out-of-state undergraduate students, while also increasing the absolute number of in-state undergraduate students, a recent market evaluation suggests that the price elasticity of out-of-state tuition is high given the increasingly competitive market nationally as more states face significant demographic shifts in the college-age going population.

SECTION E: ECONOMIC DEVELOPMENT ANNUAL REPORT

E1. Provide a link to any report your institution has produced about its economic development contributions. You may also share it in the appendix or as an attachment

The ongoing work of implementing Virginia Tech's *Beyond Boundaries* vision has shaped institutional contributions over the last year that are stimulating economic development across the Commonwealth. Key goals and themes connecting these efforts include:

Increasing Virginia Tech's regional, national, and global ***Impact:***

- Elevating the ***Ut Prosim Difference*** by addressing the current interconnected challenges in delivery of healthcare and economic vitality, along with longer-term post-COVID restructuring and the need to build more resilient public health systems.
- Bringing a uniquely ***Transdisciplinary***, high-impact approach to engagement, discovery, and learning.
- Building on the university's unique position to respond to issues across Virginia's spectrum of ***Urban and Rural*** communities.

A sampling of projects and initiatives advancing the vision include university-led, public-private partnerships in health sciences, community development and real estate; research activities with direct relevance to key state industries; and high impact programs designed to meet the needs of local families, community partners, and business.

Institute for Advanced Computing

Virginia Tech recently created an Institute for Advanced Computing in the Greater Washington, DC Area in Alexandria, building on the strong foundation established in computer science and computer engineering to engage closely related interests such as business analytics and intelligent interfaces, in partnership with the Commonwealth of Virginia and the private sector. The recent opening of the Potomac Yards-VT Metro Station will facilitate student, faculty, and staff access to Academic Building One, which opened in Fall 2024. Located near Amazon's HQ2 in Northern Virginia, this facility will serve as a cornerstone for Virginia Tech's growing Innovation Network as it brings industry, government, and academia together to develop a dynamic approach to project-based learning and research that will shape the region and the state's future innovation economy. In 2024, Virginia Tech graduated 377 master's degrees in Computer Science and Computer Engineering.

Commonwealth Cyber Initiative

Virginia Tech is leading the statewide Commonwealth Cyber Initiative (CCI). CCI is Virginia's main access point for cybersecurity research, innovation, workforce development, and collaboration. Virginia Tech is successfully leading this statewide consortium in this critical domain to advance Virginia in this area and grow this sector of the economy.

Smart Farm Innovation Network™

Connecting Virginia Tech's interdisciplinary researchers and Virginia Cooperative Extension specialists and agents to producers, The Smart Farm Innovation Network™ develops and

deploys a wide array of innovative technologies that will increase the overall efficiency, resilience, and sustainability of agricultural and natural resources production systems. The network is made up of about 120 interconnected locations — the Blacksburg campus, 11 Agricultural Research and Extension Centers, and 108 Virginia Cooperative Extension local unit offices. The network leverages the university's existing infrastructure to capitalize on its proximity to agricultural and natural resources industries around the Commonwealth and the state's soil, climate, and geographic diversity. The expanded seafood research center in downtown Hampton, which opened last fall, will be critical for sustaining Virginia's aquaculture industry and an important anchor for revitalizing downtown Hampton.

This network is an important component of a larger and more recently established Center for Advanced Innovation in Agriculture.

Virginia Alliance for Semiconductor Technology

The Growth and Opportunity for Virginia (GO Virginia) award of $3.3 million will fund the establishment of the Virginia Alliance for Semiconductor Technology (VAST) and the accompanying adult learning program for continuing professional development, Fast Track to Semiconductor Careers. Headquartered at the Virginia Tech Research Center in Arlington, VAST will leverage Northern Virginia's semiconductor and electronic component manufacturing industry and expertise of partner institutions across the Commonwealth, including nodes that will be established at George Mason University, the University of Virginia, Virginia Commonwealth University, Norfolk State University, and community colleges across the state, as well as the Virginia Tech Blacksburg campus.

Green Hydrogen Energy Demonstration Facility

A collaboration between the Virginia Tech Corporate Research Center, the Center for Economic and Community Engagement, private industry, and several community partners is helping Hampton Roads meet its growing energy needs while also exploring opportunities to expand energy sources for Virginia. The Corporate Research Center, a subsidiary of the Virginia Tech Foundation, oversees Tech Center Research Park in Newport News where $1.6 million in GO Virginia funds will be used to develop a 5,000- to 10,000-square-foot demonstration lab for the production of green hydrogen. Another $5 million in investments will come from ITA International, Genplant, W.M. Jordan Co., and the City of Newport News.

Health Sciences in Roanoke

Virginia Tech continues to prioritize its strategic commitment to health and biomedical sciences, much of which involves continuing development of its partnership with Roanoke-based Carilion Clinic. The partnership with Carilion involving the VTC School of Medicine is already well established, as evidenced by the very high number of applications for admission and success rate of graduates competing for residencies, and is now poised to take the next step in its development by expanding MD enrollment. With adequate base support from the state, the School will be able to offer in-state tuition and thereby expand medical education opportunities for Virginians, reduce their educational debt and encourage graduates to consider employment across the many and varied healthcare needs in the Commonwealth.

Closely integrated with medical education is the biomedical research program, centered at the Fralin Biomedical Research Institute (FBRI) and connected across all of Virginia Tech's academic colleges and with Carilion Clinic. This program has accomplished remarkable growth and a well-deserved reputation for excellence in research focused on neurosciences, cancer, and cardiovascular diseases among others. By also partnering with Children's National Hospital in Washington DC, FBRI has secured collaborative access to world-class expertise in neuro-oncology, which strengthens further its ability to enhance quality healthcare in Southwest Virginia, a region of the state that historically has not enjoyed the same level of public support as have other regions. As Roanoke and surrounding communities continue the transition from a railroad-based economy to one that benefits from an expanding healthcare industry, continued expansion of medical education and related biomedical research is critical to the economic wellbeing of the region.

Jefferson Labs

Virginia Tech has had a longstanding research collaboration with Jefferson Lab in Newport News – focused principally on nuclear physics. The recent announcement by the US Department of Energy to establish a high-performance data facility at the Lab has presented the university with an opportunity to expand the collaboration by competing for a role in managing the facility. If successful, such a role would greatly enhance the visibility of higher education in the state and facilitate the establishment of a joint institute designed to engage multiple Virginia universities in research and graduate education involving a variety of high-impact project areas, including artificial intelligence.

Smart Construction

Virginia Tech is in the process of reorganizing its programs in the Greater Washington DC area to facilitate regional delivery of services supporting employees and students and to facilitate further development of distinctive programs that highlight the university's expertise in selected thematic areas of interest. These areas of emphasis include advanced computing in Alexandria, national security at the Virginia Tech Research Center in Arlington, and a new Coalition for Smart Construction being built in partnership with a large contracting company in Falls Church. The latter will replace the Northern Virginia Center and will consist of a research and development facility, managed by the university, within which industry will partner with research faculty to develop more economical and technologically advanced methods for construction of commercial buildings. In the collective, the educational and research programs emphasizing advanced computing, national security and smart construction are all particularly well suited to providing the workforce and the expertise to support economic development of the national capital region.

Internships

Virginia Tech's Center for Economic and Community Engagement receives support from the SCHEV V-TOP initiative to develop the Regional Internship Collaborative, serving the Blacksburg, Roanoke-Allegheny, and Lynchburg regions. The collaborative tries to build "easy buttons" for employers looking for interns and students looking for internships at all levels of

education. There are programs which support internships and market opportunities for students at multiple schools and economic development organizations across the region. The group has worked to build a public online database of programs and contacts, and has hosted joint events, such as a recent internship fair for local companies in Christiansburg with students from New River Community College, Radford University, and Virginia Tech. The collaborative has also organized peer-to-peer webinars for businesses to share tips about starting and managing internship programs. Later this year, the collaborative hopes to share "starter kits" for employers to design programs and to provide opportunities to apply for state-supported HR help in managing these efforts.

SECTION F: FREEDOM OF EXPRESSION AND INQUIRY, FREE SPEECH, ACADEMIC FREEDOM AND DIVERSITY OF THOUGHT

F1. Provide a copy of any policy or reports your institution has produced and provide information about annual training or orientation related to this topic.

On March 20, 2023, the Virginia Tech Board of Visitors approved a Resolution on Freedom of Expression and Inquiry, accepting the December 2022 report of the Task Force on Freedom of Expression and Inquiry (attached), endorsing the statement contained therein committing unequivocally to upholding freedom of speech and academic freedom, and requesting periodic updates on the implementation of suggested actions proposed in the task force report.

An annual report required in accordance with § 23.1-401.1(D) of the Code of Virginia outlines the university's commitment to free speech/freedom of expression. The report cites several policies and handbooks, some of which are in the process of regular cyclical review.

The University's Speech on Campus Website that references applicable policy documents, the Speech on Campus Flyer, the annual Speech on Campus Report, and provides an incident reporting section for anyone experiencing issues with free speech or freedom of expression.

Notification to the university community through Virginia Tech news and Virginia Tech Hokies on Track student app.

SECTION G: NEW SCHOOLS, SITES, AND MERGERS

G1. Provide information on any new instructional sites, schools, or mergers supported by all types of funding that your institution is considering or planning to undertake during the six-year period.

Virginia Tech is actively engaged in expanding its international presence with the goal of elevating its global visibility through establishing strategic partnerships, facilitating study abroad experiences and collaborating on international research projects. There is potential for these efforts to involve adding new instructional sites overseas but SCHEV approvals are unlikely to be sought in the current fiscal year.

[OPTIONAL] SECTION H: RESEARCH

H1. [OPTIONAL] Highlight any strategic research priorities, programs, or key areas of investment (e.g., hiring plans, critical research agendas, interdisciplinary centers, business partnerships, commercialization efforts) and IP dissemination and commercialization priorities you intend to pursue over the next 6 years that have not already been mentioned in this narrative. What are the anticipated benefits to your faculty attraction/retention strategy, student value proposition, and the economic competitiveness of the Commonwealth?

Virginia Tech is investing in major research initiatives to bring together diverse expertise that transcend traditional disciplinary boundaries, in partnership with industry, government, and foundations, to address emerging challenges and opportunities that can improve the human condition and create a better world for all. These initiatives are the research frontiers: artificial intelligence, quantum, security, and health. Each frontier is at the intersection of Virginia Tech strengths, national and international priority, and capacity to create lasting impact on complex challenges. VT is investing in these areas by aligning opportunities, such as the Destination Area 2.0 program and the Presidential Postdoc Fellow Program, with the frontiers. The Destination Area 2.0 program supports transdisciplinary research in domains that will position Virginia Tech as a global leader in the selected areas of interest. The Presidential Postdoc Fellowship Program seeks to strengthen the university's ability to recruit outstanding postdoctoral associates through faculty mentorships and support of research projects that are aligned with the university and sponsor research priorities.

In addition, Virginia Tech's four thematic research institutes – the Fralin Biomedical Research Institute, the Virginia Tech Transportation Institute, the Virginia Tech National Security Institute, and the recently established Institute for Advanced Computing turn discoveries into impact through research, innovation, commercialization, and training in their focus areas.

Virginia Tech leads two state-wide initiatives that unite Virginia's institutions of higher education towards impactful research, innovation and training in critical areas: the Commonwealth Cyber Initiative (CCI) and the newly forged Virginia Alliance for Semiconductor Technology (VAST).

Virginia Tech's Innovations & Partnerships, a team dedicated to supporting all aspects of corporate partnerships, is seated in both Research & Innovation and Advancement and includes three centers: LINK + LICENSE + LAUNCH. These teams offer a full continuum of services to the Virginia Tech community, industry, foundations, and ecosystem partners to ensure partnerships grow and flourish and that the discoveries made at the university deliver economic and human impact. In fact, Virginia Tech recently was ranked in the top 100 globally by the National Academy of Inventors for utility patents granted, being ranked 73rd in the world, and 45th in the U.S. Those are our highest rankings to date.

The six-year plan includes building on significant momentum and milestones achieved over the prior six years including strategic partnerships with hundreds of leading companies around the country and world, as well as delivery of a full suite of resources to advance commercialization and new-venture creation. Specifically, six-year goals include continued build-out and/or delivery of: patent investment, technology assessment and marketing, negotiation and licensing, reporting and diligence, proof of concept program, Post-doctoral Innovation Fellows program, delivery of custom-built training programs including Tech Transfer Bootcamp and Start-Up Labs to a target audience of faculty and graduate students, participation in NSF i-Corps program and other similar federal programs intended to advance innovation and commercialization toward economic growth, new faculty orientation programs to support onboarding, undergraduate and graduate work-study programs, events and programming to celebrate inventors and build community, collaborations with the Virginia Innovation Partnership Corporation (VIPC), and coalition building in support of large federal programs.

The university will maintain a high-functioning technology transfer operation that can be trusted to deliver support as needed to the university community. Benefits include attracting and retaining enterprising faculty interested in transitioning technologies to the marketplace, as well as providing new career pathways for graduate students and post-doctoral fellows, while supporting economic growth by recruiting existing firms through talent pipelines and seeding new enterprise development. Recent improvements have yielded strong performance across all major metrics including corporate investment and sponsored programs, invention disclosures, licenses, and IP-based university start-ups.

In addition to the items mentioned above, Virginia Tech is also excited to leverage the new Commonwealth's support for the Virginia Tech Patient Research Center to advance clinical discovery, support the growth of Roanoke's Innovation Corridor, foster biotechnology startups, and to attract federal and industry opportunities to Virginia in collaboration with other schools and entities in Virginia.

[OPTIONAL] SECTION I: COLLABORATION

I1. [OPTIONAL] Outline any existing or potential initiatives you have not already highlighted in this narrative that feature collaboration across public higher education institutions and the K-12 sector (and other state agencies as appropriate) in furthering the goals outlined in sections B-D. What is the expected impact and in what timeframe? What is the timeline for the initiative and how far along is it? What (if anything) would be required from a budget or policy perspective to facilitate the success of the initiative?

Virginia Tech has a significant and broad range of collaborative activities and partnerships with other public higher education institutions and governmental entities, including the following:

- VT continues to partner with Northern Virginia Community College and recently Germanna Community College on transfer agreements into the four-year cybersecurity management and analytics program in Business Information Technology.
- Virginia Tech has partnered with Christopher Newport, James Madison, Mary Washington, Radford, Virginia State, Virginia Military Institute, Hollins University, and Roanoke College to create graduate degree pathways in Computer Science and Computer Engineering and advance Virginia's innovation economy under the Tech Talent Investment Program. Through the Institute for Advanced Computing, the university is also collaborating with leading Virginia employers, including Boeing to expand employment opportunities for veterans, and Northrop Grumman to support research and teaching in quantum information science and engineering.
- Current planning is underway with Radford University (RU) to develop a suite of collaborations focused on:
    - Reciprocal guaranteed admission agreements for master's degree programs at Virginia Tech and Radford University that are aligned with workforce needs and university enrollment goals.
    - Opportunities for joint education in criminal justice and forensics involving students taking courses at both universities, thus providing access to respective faculty expertise and avoiding duplication of course offerings.
    - Continue to explore opportunities for course sharing and collaborative research through the 4VA Consortium now that Radford University is an active member.
    - Collaboration in support of exploring use of shared services for health sciences students in Roanoke.
- Virginia Tech and Virginia Commonwealth University are working collaboratively to develop a shared equipment model to advance genome sequencing through the deployment of cutting-edge equipment. This investment will leverage the Higher Education Equipment Trust Fund Program. DNA genomic sequencing has become exceptionally fast and powerful to the point that modern top-end instruments require very high volumes of samples in order to be cost-effective. Because that level of throughput exceeds the needs of any individual Virginia university, Virginia Tech and VCU will jointly contribute to the shared purchase and management of a $1.6M Illumina NovSeq X DNA sequencer that will also be made available to other universities in Virginia.
- Virginia Tech, through the Virginia Tech Patient Research Center, is working in collaboration with the University of Virginia, Virginia Commonwealth University, Old Dominion University, Virginia Innovation Partnership Authority, Virginia Health Bioscience Research Corporation, and the Virginia Biotechnology Research Partnership Authority to develop a research center of life science in Virginia. The research center of life science will increase and grow joint research projects and clinical

trials; expand opportunities to leverage state funded life science efforts, programs, and initiatives; and expand options for including additional higher education institutions in the statewide effort.

- Virginia Tech is actively engaged with UVA and other Virginia institutions in considering the benefit of establishing a Commonwealth-wide consortium around artificial intelligence that is coordinated with, and distinct from, the Commonwealth Cyber Initiative (CCI). Initial consideration has focused on applicability in the health sciences and in anticipation of the US Department of Energy's build out of high-performance computing at Jefferson Labs. Work is already underway across multiple institutions in other aspects of the health sciences through the Commonwealth's biotechnology initiative and through the joint institute collaboration with SURA. The potential to include an AI initiative that complements those efforts without duplication offers opportunities for UVA, GMU, ODU, W&M, and other Virginia institutions to partner in new ways.

[OPTIONAL] SECTION J: STATE POLICY

J1. [OPTIONAL] Use this section to outline any state policy changes you have not already mentioned in this narrative that would enhance your ability to achieve greater success on the topics, strategies, and initiatives referenced in this narrative. What existing policies, if any, are hindering your ability to maximize outcomes and value for students? What new policies might create conditions that are more conducive to achieving those goals? What strategies or initiatives would these policy changes enable your institution to do or try that you are not yet able to do today? Please be as specific as possible.

In the twenty years since the General Assembly passed the Restructured Higher Education Financial and Administrative Operations Act of 2005, Virginia Tech has experienced significant benefits through its ability to locally manage university processes and resources, which translate into benefits for the Commonwealth. Particularly in a period of constrained resources and growing fixed costs, the flexibility provided through Restructuring has allowed the university to make progress in important strategic areas. The benefits of the Restructuring Act permeate the operating culture of the university and facilitate decision-making at the ground level where the university can deploy efficient and specialized solutions to advance strategic objectives. More recently, enhanced flexibility for the enrollment of non-resident undergraduates allowed the university to strengthen quality for Virginia students and continue momentum on the implementation of innovative academic programs and the development of human capital to meet evolving market demand. Further potential improvements include:

- Tuition and Fee Authority: Ensure Board of Visitors retain authority over tuition and fee decisions, including the ability to provide special pricing for strategic populations.
    - Simplify the calculation of athletic fee compliance by eliminating annual increase calculation for non-fee related revenue, avoiding unintended consequences of volatile athletic revenue**.** Athletic revenues, including those from media rights, ticket sales, conference allocations, etc., move independently from the need for support. The current law requires that increases in student fee revenues must be matched with commensurate increases in other non-fee revenue sources. This is not achievable in the current environment and needs to be decoupled.

Six-Year Plans (2025): 2026-27 through 2031-32

Due: July 3, 2025

Institution:	***Virginia Cooperative Extension and Agricultural Experiment Station***
Institution UNITID:	229

Individual responsible for plan

Name(s) & Title(s):	Tim Hodge
Email address(es):	tlhodge@vt.edu
Telephone number(s):	540-231-6419

Part 1: Undergraduate Tuition and Mandatory Fee Increase Plans in 2026-28 Biennium

Virginia Cooperative Extension and Agricultural Experiment Station

Instructions: *Provide annual planned increases in undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees for both in-state and out-of-state students in 2026-28 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.*

	Undergraduate Tuition and Mandatory Fees				
	2025-26 Charge (BOV approved)	2026-27		2027-28	
		Planned Charge	% Increase	Planned Charge	% Increase
In-State UG Tuition	N/A	N/A	#VALUE!	N/A	#VALUE!
In-State UG Mandatory E&G Fees	N/A	N/A	#VALUE!	N/A	#VALUE!
In-State UG Mandatory non-E&G Fees	N/A	N/A	#VALUE!	N/A	#VALUE!
In-State UG Total	$0	$0	%	$0	%
Out-of-State UG Tuition	N/A	N/A	#VALUE!	N/A	#VALUE!
Out-of-State UG Mandatory E&G Fees	N/A	N/A	#VALUE!	N/A	#VALUE!
Out-of-State UG Mandatory non-E&G Fees	N/A	N/A	#VALUE!	N/A	#VALUE!
Out-of-State UG Total	$0	$0	%	$0	%

Agency 229 (Virginia Cooperative Extension & Agricultural Experiment Station) does not assess tuition or mandatory fees.

Undergraduate Tuition Mandatory Fee

Attachment Z

Part 2: Revenue: 2024-25 through 2031-32
Virginia Cooperative Extension and Agricultural Experiment Station

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, provide total collected or projected to collect revenues (after discounts and waivers) by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue.
In line 25, enter E&G GF revenues for the current bienium, including any funds administratively transferred into your E&G programs during the fiscal year. The GF amount in each year of 2027-2032 should remain the same as the 2025-26 general fund for E&G. The formulas will automatically hold that constant for the remaining years of 2027 to 2032

Items	2024-2025 (Actual)	2025-2026 (Estimated)		2026-2027 (Planned)		2027-2028 (Planned)	
	Total Collected Tuition Revenue	Total Collected Tuition Revenue	Chg	Total Projected Tuition Revenue	Chg	Total Projected Tuition Revenue	Chg
E&G Programs							
Undergraduate, In-State	$0	$0	%	$0	%	$0	%
Undergraduate, Out-of-State	$0	$0	%	$0	%	$0	%
Graduate, In-State	$0	$0	%	$0	%	$0	%
Graduate, Out-of-State	$0	$0	%	$0	%	$0	%
Law, In-State	$0	$0	%	$0	%	$0	%
Law, Out-of-State	$0	$0	%	$0	%	$0	%
Medicine, In-State	$0	$0	%	$0	%	$0	%
Medicine, Out-of-State	$0	$0	%	$0	%	$0	%
Dentistry, In-State	$0	$0	%	$0	%	$0	%
Dentistry, Out-of-State	$0	$0	%	$0	%	$0	%
PharmD, In-State	$0	$0	%	$0	%	$0	%
PharmD, Out-of-State	$0	$0	%	$0	%	$0	%
Veterinary Medicine, In-State	$0	$0	%	$0	%	$0	%
Veterinary Medicine, Out-of-State	$0	$0	%	$0	%	$0	%
First Professional, In-State (Total)	$0	$0	%	$0	%	$0	%
First Professional, Out-of-State (Total)	$0	$0	%	$0	%	$0	%
Other NGF	$17,229,214	$17,285,687	0.3%	$17,285,687	0.0%	$17,285,687	0.0%
Total E&G NGF Revenue	$17,229,214	$17,285,687	0.3%	$17,285,687	0.0%	$17,285,687	0.0%
E&G GF Revenue (assume flat after 2026)	$94,580,943	$95,749,951	1.2%	$95,749,951	0.0%	$95,749,951	0.0%
Total E&G Revenue	$111,810,157	$113,035,638	1.1%	$113,035,638	0.0%	$113,035,638	0.0%

Auxiliary Revenue	2024-2025 (Actual)	2025-2026 (Estimated)		2026-2027 (Planned)		2027-2028 (Planned)	
	Total Revenue	Total Revenue	Chg	Total Revenue	Chg	Total Revenue	Chg
In-State undergraduates	$0	$0	%	$0	%	$0	%
All Other students	$0	$0	%	$0	%	$0	%
Total non-E&G fee revenue	$0	$0	%	$0	%	$0	%
Total Auxiliary Revenue	$0	$0	%	$0	%	$0	%

Agency 229 (Virginia Cooperative Extension & Agricultural Experiment Station) does not assess tuition or mandatory fees.

Revenue

Part 2: Revenue: 2024-25 through 2031-32
Virginia Cooperative Extension and Agricultural Experiment Station

Instructions: Provide a pro forma analysis of total tuition revenue in years 2029-2032 by holding T&F constant at the planned 2027-28 rate while incorporating your institution's submitted enrollment projections for each year through 2032. These columns are NOT meant to be a projection and do NOT make any assumption about GF support. The calculations will be used to support the pro forma analysis in tab 5.

2028-2029 (Pro Forma)		2029-2030 (Pro Forma)		2030-2031 (Pro Forma)		2031-2032 (Pro Forma)			
Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	Total Calculated Tuition Revenue	Chg	2024-2032 Chg	CAGR
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$0	%	$0	%	$0	%	$0	%	%	%
$17,285,687	0.0%	$17,285,687	0.0%	$17,285,687	0.0%	$17,285,687	0.0%	0%	0.0%
$17,285,687	0.0%	$17,285,687	0.0%	$17,285,687	0.0%	$17,285,687	0.0%	0%	0.0%
$95,749,951	0.0%	$95,749,951	0.0%	$95,749,951	0.0%	$95,749,951	0.0%	1%	0.2%
$113,035,638	0.0%	$113,035,638	0.0%	$113,035,638	0.0%	$113,035,638	0.0%	1%	0.2%

Attachment Z

Part 3: Financial Aid Plan: 2025-26 through 2031-32

Virginia Cooperative Extension and Agricultural Experiment Station

Instructions: Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid for the revenue numbers in Tab 2. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

The methodology used for completing this report MUST match the methodology used by the institution's financial aid office for completing the annual financial aid data file and related reports.

"Other Discounts and Waiver" means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions.

Note: If you do not have actual amounts for *Tuition Revenue for Financial Aid* by student category, please provide an estimate. If values are not distributed for *Tuition Revenue for Financial Aid*, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

***2024-25 (Actual) Please see footnote below**

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$0	$0	%	$0	$0	$0	$0	%	$0 Compliant
Undergraduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, In-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$0	$0	%	$0	$0	$0	$0	%	

2025-26 (Estimate)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$0	$0	%	$0	$0	$0	$0	%	$0 Compliant
Undergraduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, In-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, Out-of-State	$3	$0	%	$0	$0	$0	$3	0.0%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$3	$0	%	$0	$0	$0	$3	0.0%	

Allocation of Tuition Revenue Used for Student Financial Aid

2026-27 (Planned)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$0	$0	%	$0	$0	$0	$0	%	$0 Compliant
Undergraduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, In-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$0	$0	%	$0	$0	$0	$0	%	

2027-28 (Planned)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$0	$0	%	$0	$0	$0	$0	%	$0 Compliant
Undergraduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, In-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$0	$0	%	$0	$0	$0	$0	%	

2028-29 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$0	$0	%	$0	$0	$0	$0	%	$0 Compliant
Undergraduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, In-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$0	$0	%	$0	$0	$0	$0	%	

Allocation of Tuition Revenue Used for Student Financial Aid

2029-30 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$0	$0	%	$0	$0	$0	$0	%	$0 Compliant
Undergraduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, In-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$0	$0	%	$0	$0	$0	$0	%	

2030-31 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$0	$0	%	$0	$0	$0	$0	%	$0 Compliant
Undergraduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, In-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$0	$0	%	$0	$0	$0	$0	%	

2031-32 (Pro Forma)

T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	Gross Tuition Revenue (Cols. B+F+G)	Discount Rate (Cols. (C+F+G)/H)	Compliance with § 4-5.1.a.i
Undergraduate, In-State	$0	$0	%	$0	$0	$0	$0	%	$0 Compliant
Undergraduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, In-State	$0	$0	%	$0	$0	$0	$0	%	
Graduate, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, In-State	$0	$0	%	$0	$0	$0	$0	%	
First Professional, Out-of-State	$0	$0	%	$0	$0	$0	$0	%	
Total	$0	$0	%	$0	$0	$0	$0	%	

** Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for aid have the same understanding of what is to be reported for this category of aid.*

Agency 229 (Virginia Cooperative Extension & Agricultural Experiment Station) does not assess tuition or mandatory fees.

Part 4: ACADEMIC-FINANCIAL PLAN: 2026-27 through 2031-33
Virginia Cooperative Extension and Agricultural Experiment Station

Instructions: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies and other expenditure increases. Provide a concise description in the "Notes" column (column Q), including a 2% salary increase and 1% health insurance premium increase where relevant and a specific reference as to where more detailed information can be found in the Narrative document.

Complete the lines appropriate to your institution, adding lines within the relevant categories as needed. As completely as possible, the items should represent a complete picture of your anticipated use of projected tuition revenues and strategic focus areas. Categories are listed in bold; you may not change the categories but you may add lines where indicated. Please update total cost formulas if necessary. For every line, the total amount and the sum of the reallocation and tuition revenue should equal one another.

Funding amounts in the first year should be incremental. However, if the costs continue into the second year and beyond, they should be reflected cumulatively, not an annual increase. Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in 2026-28 in this tab aside from the instructed assumptions for salary and health insurance premium increases. A separate tab (Tab 6) is provided for institutions to request additional GF support for 2026-28. Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 6, General Fund Request, of the plan.

Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue.

Lines 5 and 6 collect the estimated E&G expenditures of 2024-25 and 2025-26 as baselines for Tab 5 Pro Forma.

For the 2028-30 biennium and 2030-2032 biennium, total amounts should be provided as estimates of future expenditures on these items but delineation of reallocation vs. tuition revenue vs. GF does not need to be provided by the institution.

Funding amounts shall assume an annual 2% salary increase for each year from FY2027 to FY2032 for those employees eligible for the state-supported salary increases in the 2024-2026 biennium. In columns H and L, institutions should use the estimated GF share of these increases provided in the salary and health insurance calculator file. If an institution plans to use its own funds to provide additional salary increases, add lines below the "increased state health insurance cost" and specify salary amount by employee type and associated fringe benefit costs, but do not put any dollar amount in Columns H and L.

Please estimate total E&G expenditures for 2024-25 and 2025-26	
Total Estimated 2024-25 E&G Expenditures	$111,810,157
Total Estimated 2025-26 E&G Expenditures	$113,035,638

2026-2027 (Auto-calculated)
Implied GF share
95.0%

2027-2028 (Auto-calculated)
Implied GF share
95.0%

Incremental amounts relative to 2025-26 estimated baseline

		2026-2027				2027-2028				2028-2029	2029-2030	2030-2031	2031-2032	Explanation Please be brief; reference specific narrative question for more detail.
Short Title	**Virginia Strategic Plan Goal(s)**	**Total Amount**	**Reallocation**	**Amount from Tuition Revenue**	**Amount from GF (Salaries & benefits only)**	**Total Amount**	**Reallocation**	**Amount from Tuition Revenue**	**Amount from GF (Salaries & benefits only)**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	
Salary & benefit increases for existing employees														
2% annual state salary increase cost	**Affordable**	$1,677,217	$83,861	$0	$1,593,356	$3,387,983	$169,399	$0	$3,218,584	$5,132,963	$6,912,842	$8,728,319	$10,580,105	2.0% placeholder across planning horizon per instructions
1% annual state health insurance increase cost	**Affordable**	$127,068	$6,351	$0	$120,717	$254,136	$12,706	$0	$241,430	$383,672	$514,504	$646,644	$780,105	1.0% placeholder across planning horizon per instructions
4% Supplemental Health insurance rate increase	**Affordable**	$508,272	$508,272	$0	$0	$1,016,544	$1,016,544	$0	$0	$1,534,689	$2,058,015	$2,586,574	$3,120,419	Health insurance cost increases have outpaced inflation.
Inflationary non-personnel cost increases														
Utilities & Fixed Cost Escalation	**Affordable**	$150,000	$150,000	$0	$0	$300,000	$300,000	$0	$0	$450,000	$600,000	$750,000	$900,000	Increased costs for utility services and other fixed costs must be addressed to maintain consistent delivery of agency services.
Financial aid expansion														
N/A to Agency 229		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	

		2026-2027				2027-2028				2028-2029	2029-2030	2030-2031	2031-2032	Explanation Please be brief; reference specific narrative question for more detail.
Short Title		**Total Amount**	**Reallocation**	**Amount from Tuition Revenue**	**Amount from GF (Salaries & benefits**	**Total Amount**	**Reallocation**	**Amount from Tuition Revenue**	**Amount from GF (Salaries & benefits**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	**Total Amount (Pro Forma)**	
New/expanded academic programs														
N/A to Agency 229		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Other academic & student support strategies & initiatives														
N/A to Agency 229		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Other non-academic strategies & initiatives														
Operations & Maintenance of New Facilities	**Transformative**	$242,027	$242,027	$0	$0	$497,712	$497,712	$0	$0	$512,643	$528,023	$543,863	$560,179	Support O&M for projects coming online
Total Additional Funding Need		**$2,704,584**	**$990,511**	**$0**	**$1,714,073**	**$5,456,375**	**$1,996,361**	**$0**	**$3,460,014**	**$8,013,967**	**$10,613,383**	**$13,255,400**	**$15,940,808**	

Auto Check Match=0 (Must not be greater than incremental Tuit Rev in Part 2). If not match, please provide explanations	
2026-2027	2027-2028
$0	$0

Part 5: Six-year Pro Forma Calculations: 2024-25 through 2031-32
Virginia Cooperative Extension and Agricultural Experiment Station

Instructions: *No new data needs to be added on this tab; it is entirely comprised by formulas.* *The top section pulls in data from the previous tabs to calculate a pro forma budget surplus/deficit for the 6 years. The following section calculates what* T&F (price) and GF increases would theoretically need to occur each year in order to cover the deficit and maintain the 2024-25 GF/NGF split. *At the bottom is a blended scenario calculator that a user can leverage to calculate* custom *"shared" scenarios where deficits can be covered by a combination of expenditure reduction, T&F increases, and GF increases. Cells D28:30 should be set by the user (so long as they add up to 100%) and the results will flow into the rows below that automatically.* This analysis is intended to be directional and pro forma; it is not intended to be interpreted as a projection or plan/budget of any kind.

Note: this pro forma does not include any of the additional GF requests in the following tab; those requests would require GF funding on top of what is calculated in this tab.

																From FY25-FY32	
Baseline Pro Forma Surplus/Deficit	**2024-2025 (Actual)**	**2025-2026 (Est.)**	**Chg**	**2026-2027 (Est.)**	**Chg**	**2027-2028 (Plan)**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**2030-2031**	**Chg**	**2031-2032**	**Chg**	**Total Chg**	**Avg Annual Chg**
Total E&G GF Revenue from Tab2, flat after 2027-28	94,580,943	95,749,951	1%	97,464,024	2%	99,209,965	2%	100,990,756	2%	102,805,931	2%	104,656,168	2%	106,542,153	2%	13%	2%
Tuition discount rate	%	0.0%	#VALUE!	%	#VALUE!	%	#VALUE!	%	#VALUE!	%	#VALUE!	%	#VALUE!	%	#VALUE!	%	%
Total E&G NGF Revenue	17,229,214	17,285,687	0%	17,285,687	0%	17,285,687	0%	17,285,687	0%	17,285,687	0%	17,285,687	0%	17,285,687	0%	0%	0%
Incremental E&G NGF Revenue vs. prior yr		56,473	%	-	-100%	-	%	-	%	-	%	-	%	-	%	-100%	-14%
Total E&G Revenue	111,810,157	113,035,638	1%	114,749,711	2%	116,495,652	2%	118,276,443	2%	120,091,618	2%	121,941,855	2%	123,827,840	2%	10%	1%
Implied GF % of E&G	84.6%	84.7%	0.1%	84.9%	0.2%	85.2%	0.2%	85.4%	0.2%	85.6%	0.2%	85.8%	0.2%	86.0%	0.2%	2%	0%
Total E&G Expenditures	111,810,157	113,035,638	1%	114,749,711	2%	116,495,652	2%	119,053,244	2%	121,652,660	2%	124,294,677	2%	126,980,085	2%	14%	2%
Incremental E&G Expenditures vs. 2025-26				2,704,584		5,456,375	102%	8,013,967	47%	10,613,383	32%	13,255,400	25%	15,940,808	20%	489%	70%
Reallocation of existing dollars (flat after 2027-28)				990,511		1,996,361	102%	1,996,361		1,996,361		1,996,361		1,996,361	0%	102%	15%
Pro Forma Surplus/Deficit	-	-	%	-	%	-	**%**	(776,801)	**%**	(1,561,042)	**101%**	(2,352,822)	**51%**	(3,152,245)	**34%**	**%**	%
Incremental Surplus/Deficit	-	-	%	-	%	-	**%**	**(776,801)**	**%**	**(784,240)**	**1%**	**(791,780)**	**1%**	**(799,423)**	**1%**	**%**	%

What would a constant GF/NGF ratio at 2025-26 levels imply for T&F and GF increases?																	
	2024-2025 (Actual)	**2025-2026 (Est.)**	**Chg**	**2026-2027**	**Chg**	**2027-2028**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**2030-2031**	**Chg**	**2031-2032**	**Chg**	**Total Chg**	**Avg Annual Chg**
GF % of E&G	**84.6%**	**84.6%**	0%	**84.6%**	0%	**84.6%**	0%	**84.6%**	0.0%	**84.6%**	0.0%	**84.6%**	0.0%	**84.6%**	0.0%	0%	0%
Implied incremental T&F increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.7%	0.7%	0.7%	0.0%	0.7%	0.0%	0.7%	0.0%	%	%
Implied incremental GF Increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.7%	0.7%	0.6%	0.0%	0.6%	0.0%	0.6%	0.0%	%	%

Blended Scenario Calculator - Share of Deficit Covered by Each Source	Expenditure reductions	0%	<< Input percentages here
(Must add up to 100%)	T&F increases	0%	
	GF increases	0%	
	TOTAL	**0%**	

	2024-2025 (Actual)	**2025-2026 (Est.)**	**Chg**	**2026-2027**	**Chg**	**2027-2028**	**Chg**	**2028-2029**	**Chg**	**2029-2030**	**Chg**	**2030-2031**	**Chg**	**2031-2032**	**Chg**	**Total Chg**	**Avg Annual Chg**
Implied E&G Expenditure Reduction (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental T&F increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied incremental GF Increase (%)	0.0%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	0.0%	%	%	%
Implied GF % of E&G	84.6%	84.7%	0.1%	84.9%	0.3%	85.2%	0.3%	85.4%	0.3%	85.6%	0.3%	85.8%	0.3%	86.0%	0.3%	1.6%	0%

Part 6: General Fund (GF) Requests in 2026-2028 Biennium
Virginia Cooperative Extension and Agricultural Experiment Station

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2026-28 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 4 and place it in bold print to draw attention to its connection to Part 6. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Note: If your institution thinks you cannot afford the nongeneral fund share of a statewide 2% annual salary increase, you can submit a request for GF support with explanations and assumptions in this tab.

Priority Ranking	Initiatives Requiring General Fund Support						Notes/Explanation Please be brief; reference specific narrative question for more detail.
			Biennium 2026-2028 (7/1/26-6/30/28)				
	Strategies (Match Academic-Financial Worksheet Short Title)	Category (Select best option from dropdown menu)	2026-2027		2027-2028		
			Total Amount	GF Support	Total Amount	GF Support	
	Building Resiliency 3.0	Economic Development	$761,475	$761,475	$761,475	$761,475	Incremental base support provided by the Commonwealth will allow the agency to invest in cohorts of area specialized agents and specialists to encourage Agricultural Innovation and community resource development by focusing on financial and economic decision-making tools for producers as well as challenges to the value chain for agriculture products. The specialized agents will work with unit agents and community, and industry leaders to facilitate innovation and resource development across the Commonwealth, especially in rural communities that are heavily dependent upon agriculture productivity and effective land use. Upskilling and economic development opportunities include automation & connectivity, data analytics, and controlled environment agriculture. There is an immediate opportunity for specialized agents and specialists to supplement the economic and financial decision-making of producers to support their investments in innovative agriculture to further the growth in the leading industry.
	Advanced Equipment	Research	$750,000	$750,000	$750,000	$750,000	The VCE/VAES is grateful for the one-time support provided in FY25. However, ongoing support is needed to invest in new technology and equipment to ensure that the ARECs continue to be the leaders of innovative agriculture for the Commonwealth's agribusiness community. Investment in innovative equipment will attract new partnerships and investment of private industry.
	Maintain Level of Service	General Operations Support	$990,511	$990,511	$1,996,361	$1,996,361	Due to Agency 229's inability to increase nongeneral fund revenue, General Fund support is needed to help fund cost escalation of unavoidable costs to avoid unplanned budget reallocations.
			$2,501,986	$2,501,986	$3,507,836	$3,507,836	

Part 7: E&G Capital Requests in 2026-2028 Biennium
Virginia Cooperative Extension and Agricultural Experiment Station

Instructions: Indicate E&G capital projects for which you anticipate making a request for state general fund in the 2026-28 biennium to complete a project. Projects should include planning costs and then funding for construction. Describe in the Notes column the justification, alternatives explored, and how the projects align with enrollment growth and facility condition index. If the project has other fund sources, please indicate source.

E&G Capital Projects Requests
Biennium 2026-2028 (7/1/26-6/30/28)

Priority Ranking	Capital Project / Building	Category (Select best option from dropdown menu)	Facility Condition Index *(for renovation projects only)* if available	2026-2027 Total Amount	2026-2027 NGF Support	2026-2027 GF Support	2027-2028 Total Amount	2027-2028 NGF Support	2027-2028 GF Support	Notes/Explanation Please be brief; reference specific justification, alternatives and additional fund sources.
1	ESAREC - construction funding	New Construction-Improvements	N/A	$27,600,000	$0	$27,600,000	$0	$0	$0	The Virginia Tech Cooperative Extension/Agricultural Experiment Station agency, Agency 229, impacts are vast, diverse, and touch every sector of Virginia's agriculture and forestry economy. The innovative and applied research, education and training, and direct assistance provided to Virginians by Agency 229 have led to nationwide recognition of Virginia as a producer of superior agricultural products, better business management practices, and environmental stewardship that improves quality of life for all Virginians. Justification: The Eastern Shore AREC facilities are outdated, too small, and have accumulated more deferred maintenance than can be addressed with repairs or renovations. Modern research facilities are needed to continue the research and outreach expected by the Commonwealth's agricultural businesses. Alternatives: Options considered and not selected include elimination or reduction of the research programs and deferring the project to a future biennium. Elimination or reduction of the program is not feasible because of the significant negative impact to the program's support to industry and government. Deferring the project is not recommended because the facilities are no longer in a position to adequately support the research programs. Additional Fund sources: No additional fund sources exist for this project.
2	Renew TAREC and SPAREC - planning	New Construction-Improvements	N/A	$35,200,000	$0	$35,200,000	$0	$0	$0	The Virginia Tech Cooperative Extension/Agricultural Experiment Station agency, Agency 229, impacts are vast, diverse, and touch every sector of Virginia's agriculture and forestry economy. The innovative and applied research, education and training, and direct assistance provided to Virginians by Agency 229 have led to nationwide recognition of Virginia as a producer of superior agricultural products, better business management practices, and environmental stewardship that improves quality of life for all Virginians. Justification: The facilities at the Southern Piedmont and Tidewater ARECs are outdated, too small, and have accumulated more deferred maintenance than can be addressed with repairs or renovations. Modern research facilities are needed to continue the research and outreach expected by the Commonwealth's agricultural businesses. Alternatives: Options considered and not selected include elimination or reduction of the research programs and deferring the project to a future biennium. Elimination or reduction of the program is not feasible because of the significant negative impact to the program's support to industry and government. Deferring the project is not recommended because the facilities are no longer in a position to adequately support the research programs. Additional Fund sources: No additional fund sources exist for this project.
3	Relocate Plant-based Facilities at Glade Road	New Construction-Improvements	N/A	$18,800,000	$0	$18,800,000	$0	$0	$0	The Glade Rd facilities house School of Plant and Environmental Sciences faculty members from the weed science program. Their research and extension programs focus on solving weed management challenges currently facing the Commonwealth, with emphasis placed on sustainable and economic solutions. Weed management in field crops (corn, soybean, small grains), pasture/forage crops, and turfgrass are a major focus. The Glade Rd facilities also house the Department of Entomology, whose work includes biomedical research on vector-borne diseases, smart and sustainable management of pests wherever they occur (in homes, agricultural fields and forests, natural systems, evaluation of water quality through the insects living there, description and discovery of new species and more. Justification: An extensive programmatic analysis conducted by the College of Agriculture and Life Sciences identified buildings and facilities that are deteriorated beyond repair and cannot continue to efficiently serve on-going instruction and scientific research. As a product of master planning efforts, a new development district is now identified as the highest and best use for this land tract. This concept, along with the inefficiency of continued support for an aging research complex, has prompted the relocation of plant-based assets from this tract to better long-term locations near the respective college facilities at more centralized campus holdings. Alternatives: Options considered include renovation of other existing plant and entomology facilities and deferral of the project. Renovation of other existing facilities would be costly as facilities would require major reconfigurations to the specified plant species. Deferral of this project to a future biennium is also not desired because of the urgent need for improvements and the on-going impact on the quality of instruction and research. Additional Fund sources: No additional fund sources exist for this project.
				$81,600,000	$0	$81,600,000	$0	$0	$0	

Part 8: Degree/Certificate Programs in 2026-2028 Biennium
Virginia Cooperative Extension and Agricultural Experiment Station

Instructions: In the table below indicate which degree and/or certificate programs the institution plans to establish, grow, and close in the upcoming 2026-28 biennium. SCHEV's new degree program approval process will ***require*** *all new degree programs for the upcoming biennium to be included in the Six-Year Plan table below.*

Academic Degree/Certificate Programs Biennium 2026-2028					
Degree Designation	**Program Name**	**Establish/Grow/ Close**	**CIP Code**	**Anticipated Start/End Date**	**Explanation (please describe projected costs/savings from program establishment, growth, or closure)**

Not applicable to Agency 229.

Degree Program

2025 SIX-YEAR PLAN NARRATIVE (Part II)

INSTITUTION: Virginia Cooperative Extension & Agricultural Experiment Station Division (Agency 229)

OVERVIEW

The six-year plan should describe the institution's goals as they relate to the Commonwealth's goals which are articulated in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); the Restructured Higher Education Financial and Administrative Operations Act of 2005; and the Governor's objectives to prepare every graduate for success in life. Please use this opportunity to outline your institution's plans and objectives.

The instructions within the institutional mission and priorities section below ask for specific strategies related to affordability and access to quality postsecondary education that prepare students for success in life. Other sections offer institutions the opportunity to describe additional strategies to advance institutional goals and Commonwealth needs.

The intent of this process is for each of the commonwealth's higher education institutions to complete a consistent, detailed biennial strategic plan, with an update to that plan in the second year of the biennium. This process should coincide with any planning processes completed by the institution and presented to their board of visitors. It is also expected that the plans rely on the fact packs maintained by SCHEV for key statistics and financial metrics.

Please be comprehensive but as concise as possible with responses; you are encouraged to use bullet points vs. prose. Consider this a starting point for the dialogue with OpSix; you will have the opportunity to further elaborate on the narrative in your review session later this summer.

Please save this narrative document with your institution's name added to the file name.

SECTION A: MISSION & PRIORITIES

Key question: What are your institution's unique strengths and how do those inform your strategic priorities?

A1. Describe how your institutional strategic plan goals align to your institutions mission. Please share any plans you have to change your mission over the six-year period.

The Virginia Cooperative Extension and the Virginia Agricultural Experiment Station — the two organizations that make up Virginia Agency 229 — play integral roles in Virginia's land-grant system.

The mission of the Virginia Agricultural Experiment Station is to perform basic and applied research on agricultural, environmental, natural, and community resource issues related to the future needs of Virginia, the region, the nation, and the world.

The Virginia Cooperative Extension helps lead the engagement and technology transfer mission of Virginia Tech and Virginia State University, the Commonwealth's land-grant universities. Building local relationships and collaborative partnerships, the VCE helps people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being. VCE is also part of the Virginia Disaster Response Process.

These missions are not expected to change over the six-year period, though continued assessment of the agency's effectiveness will inform the underlying strategies to ensure that VCE/VAES continues to make a positive impact on the Commonwealth's citizens and economy.

A2. What are your institution's greatest strengths and areas of distinctiveness that it should continue to invest in? Looking ahead, what are your institution's greatest opportunities for improvement?

As a foundational pillar of Virginia Tech's traditional land-grant mission, Agency 229 provides critical support to the Commonwealth's diverse agriculture and forestry industry. With a presence of over 230 faculty in 107 communities across Virginia, Agency 229 Extension Specialists and Agents work collaboratively with local stakeholders to advance innovative and applied agricultural and forestry research, leading to higher returns and profits for producers. Recent state investment has also positioned Agency 229 to further accelerate innovation in wireless connectivity, smart sensors, autonomous systems for crop and animal management, precision farm equipment, biotechnology, and laboratory analytical equipment. Through the adoption of cutting-edge technologies and an emphasis on environmental stewardship, Agency 229 and industry partners provide consumers throughout Virginia and the world a safe, abundant, and affordable food supply.

Based on sound science, agricultural innovation has improved production and the capability to feed a growing population. Over the past 90 years, U.S. agricultural output has increased by 400 percent with no change in inputs and 10 percent less land in production. According to the Weldon Cooper Economic Impact Study of Agriculture and Forestry, the total value-added impact of agriculture and forestry grew from $5 billion in 2016 to $55.1 billion in 2021. The industries of agriculture and forestry together have grown to a total impact of $105 billion and provide more than 490,000 jobs in the Commonwealth. When considered together, this represents 9.3% of the Commonwealth's total gross domestic product.

Opportunities:

- Recent state investment has positioned Agency 229 to accelerate further innovative approaches with existing producers. This includes smart sensors, autonomous systems for crop and animal management, precision farm equipment, and laboratory analytical equipment. Through the adoption of cutting-edge technologies and an emphasis on environmental stewardship, Agency 229 and industry partners provide consumers throughout Virginia and the world with a safe, abundant, and affordable food supply. Innovations that will enable continued progress in agriculture production include the adoption of open data, big data, gene editing, science of the microbiome, artificial intelligence, technology and engineering, automation, sensors, remote sensing, and cyber-biosecurity. Working closely with industry partners and producers will increase efficacy in the adoption of new agricultural technologies, fueling economic growth, particularly in Virginia's rural localities.
- An additional area of growth recently embraced by the Governor and his Cabinet is to further the state's efforts in controlled environment agriculture (CEA). This has a variety of possibilities in both urban and rural settings. One unique approach includes repurposing older buildings or unused warehouses for indoor growing operations. This type of support can include efforts from economic assessments to engineering solutions for hydroponic systems. Continued investment also can create opportunities for diversifying existing operations with greenhouses and other facilities that allow for increased opportunities for growing time as well as bringing different types of value-added and specialty crops to their agriculture portfolio. The industry is poised for strong growth globally and there is a need in Virginia for online and in-person workforce training in CEA and precision agriculture, exploring outside funding, site planning, and economic analysis of these efforts. With continued support, VAES, VCE and Virginia Tech can help lead these efforts.

A3. What are the top 3-5 strategic priorities you are currently pursuing or planning to pursue in the next six years? Please explain how each strategy relates to the statewide strategic plan for higher education, to the strengths and/or opportunities for improvement mentioned above, and will ultimately drive better outcomes for students. If the strategy has a general fund component (operating and/or capital, equipment, renovation) please include the operating request in the "General Fund Request" tab and the capital or equipment request in the "Capital" tab of the excel file.

Recent growth in Virginia's agricultural and forestry industries can partially be attributed to the Commonwealth's investment in the Building Resiliency Initiative. New extension agents and specialists will further increase innovative research and dissemination of information in fields such as bioprocessing, food safety, precision agriculture, controlled environment agriculture, and agricultural markets.

- Significant one-time investments in equipment upgrades and technology upgrades have positioned Agricultural Research and Extension Centers to be at the forefront of innovating agricultural practices.
- Investment in extension agent salary competitiveness has allowed Virginia Cooperative Extension to attract and retain talent which is vital to helping the agricultural and forestry sectors flourish. Additional requests seek to build resiliency in identified areas of strategic need to the commonwealth such as innovation and farm business management.

Leveraging the success of these investments by the Commonwealth, the agency will focus on building capacity and enhancing community economic development through agricultural innovation as outlined below.

A4. Please explain how your institution has engaged your Board of Visitors and institution leadership in the mandatory review of the Pell Initiative for Virginia.
N/A to Agency 229

SECTION B: STRATEGIC DEEP DIVE – ENROLLMENT VOLUME & COMPOSITION

Key question: How is your institution managing enrollment in light of state and national trends, and what are the financial implications?

B1. What do you see as the primary drivers of recent enrollment trends for your institution? Further, describe your 2023 enrollment projections and explain why those projections have (or have not) resulted as projected. Please reference any specific academic programs that have had a significant (positive or negative) effect on enrollment, if relevant. When responding to this question please consider data under the "Enrollment" section of your institution's fact pack (linked here).
N/A to Agency 229

B2. Please summarize your institution's enrollment management strategy to align with recent demographic and enrollment trends. Consider online education enrollment in your response. What is the level of confidence in your 2025 enrollment projections, considering potential risks and unknowns such as economic factors, shifting student preferences, and regional demographic changes? Please reference national and statewide enrollment trends/projections and cite any other data (e.g. regional trends, performance of prior enrollment strategies) that informed your projections.
N/A to Agency 229

B3. Explain the implications of your enrollment strategy on your institution's financials. Please consider impacts on both revenues (e.g., discounting, financial aid, net tuition revenue) and expenditures (e.g., costs to implement enrollment management strategies, costs of enrolling more students or students with different needs, cost-per-student impact of flat/decreased enrollment).
N/A to Agency 229

SECTION C: STRATEGIC DEEP DIVE – PROGRAM ALIGNMENT & PERFORMANCE

COMPLETION OUTCOMES

Key question: How is your institution supporting all students to succeed in completing their degree or credential in a timely manner?

C1. What are your highest-priority completion outcomes targets, both overall and for particular student segments? Please include aspirational targets, realistic expectations, and qualitative targets and specify by when and how you are aiming to meet those targets (e.g., X% 6-year graduation rate for Pell students by 2030). Also include information on recent changes in completion outcomes. When responding please reference the "Completion" section of your institution's fact pack data (linked here).
N/A to Agency 229

C2. Please describe efforts at your institution to ensure all students are graduating in a timely manner. Reference data from the "Program Alignment and Performance" section of your fact pack (linked here).
N/A to Agency 229

POST-COMPLETION OUTCOMES

Key question: How is your institution preparing all students for success beyond completion (e.g., career preparation)?

C3. Please explain how you monitor post-completion outcomes (e.g., employment rates, wage attainment, debt load, upward mobility). What data do you collect? What metrics are you monitoring most closely? What does the data reveal about your institution's greatest strengths and areas for improvement with respect to post-completion outcomes? Please include any relevant data/reports in the appendix or as a separate attachment, including any data that captures outcomes by school/department/program. When responding please reference the "Post Completion" section of your institution's fact pack data (linked here).
N/A to Agency 229

C4. What specific strategies/actions, including potential changes to your program portfolio or curriculum, are you planning to take to maximize the career readiness and job attainment of all students across programs of study, including increasing early career exposure for students (e.g., internships, work-based learning) during their time at your institution? How will you draw on successes/challenges from prior initiatives? Please describe how you intend to use existing/provided resources to execute the strategies.
N/A to Agency 229

WORKFORCE ALIGNMENT

Key question: How are your institution's programs of study and degree conferrals aligned with the evolving talent needs of the Commonwealth?

C5. For which specific workforce needs is your institution best positioned to supply talent, based on regional, industry, or occupation alignment? When responding please reference the "Workforce Alignment" section of your institution's fact pack data (linked here).
N/A to Agency 229

C6. Explain any additional initiatives or partnerships the institution is currently involved in to improve workforce alignment of academic programs.
N/A to Agency 229

SECTION D: STRATEGIC DEEP DIVE – FINANCIAL EFFECTIVENESS & SUSTAINABILITY

AFFORDABILITY FOR STUDENTS & FAMILIES

Key question: How is your institution accounting for and improving affordability for students and families?

D1. What specific strategies/actions do you plan to take to improve affordability moving forward across your overall student body and priority subpopulations, and what is the expected impact? Please account for a broad range of factors including the full cost of attendance, net price, time to degree, debt load, etc. When responding please reference the "Financial Effectiveness & Sustainability: Affordability" and "Financial Health" section of your institution's fact pack data (linked here).
N/A to Agency 229

REVENUE

Key question: How is your institution approaching pricing and revenue management? What are the implications on long-term top-line financial health?

D2. Please explain the rationale behind your full pricing (i.e. published tuition & fees, including mandatory non-E&G fees) and financial aid award strategy (i.e. net tuition revenue projections). What data informed your assessment of T&F increase feasibility (e.g., market comparisons, student capacity to pay) and estimates of discounts/ waivers/unfunded scholarships? What informed your strategy around financial aid awards, merit and need-based, particularly for various student segments by income level and academic preparation? Further describe your institution's discounting by type and if this is sustainable in future years. Please reference the "Revenue" and "Financial Health" slides of your institution's fact pack (linked here).
N/A to Agency 229

D3. What do you expect to be the impact of your pricing/discounting approach on enrollment numbers/mix (if any) and net tuition revenue moving forward and why? Please reference the "Financial Health" slides of your institution's fact pack (linked here).
N/A to Agency 229

COST EFFECTIVENESS

Key question: How has your institution maintained bottom-line financial health and focused investment on the levers that will drive improvements in student outcomes?

D4. Reflect on the categories/subcategories of cost that have recently experienced the most significant increases on an absolute or per-student basis. What have been the primary drivers of those increases? Please be specific and include supporting data using the "Expenditures by Category" and "Financial Health" slides from your institution's fact pack data (linked here).
Given that 80% of E&G costs are personnel related, major cost drivers include compensation programs and health insurance increases. Maintaining competitive compensation, particularly for lower-paid employees, where markets have been accelerating is challenging. Inflation is driving cost increases in utilities and contracts to materials and technology.

D5. What specific strategies/actions do you plan to take to contain/reduce key costs and improve fiscal health going forward while improving student outcomes? What are your objectives and what have been your results to date of any already-launched initiatives? What is the expected impact and timeframe of these strategies? Include any short-term costs that would need to be incurred to implement the strategies. Include the costs with a general fund request in the Excel file in the "GF Request" tab. Please reference the "Fastest Growing Expenditures" and "Financial Health" tables in your institution's fact pack data (linked here).
The university's rigorous budget process carefully contemplates new spending and seeks to focus limited resources on strategic needs that enhance the university's mission and quality. In addition, the university actively explores opportunities to streamline business processes, eliminate non-value-added functions, and invest in technologies that ensure the effective and scalable delivery of services to the community. Over the last 17 years, the filled full-time equivalent (FTE) employees in Agency 229 have decreased from 993 to 845, a 15% decrease. This was necessary due to constrained funding. The agency is working to ensure quality and continue innovative services.

D6. Please describe the data in your fact pack (linked here) under "Expenditures by Category" and "Personnel". Provide an overview of any challenges present and what your institution is doing to get ahead of any anticipated challenges.
N/A to Agency 229.

D7. Please discuss how statewide salary and health insurance premium increases impact your institution (please reference your institution's estimated cost impact from the salary and health insurance calculator file). Further describe any challenges or the ability to support the NGF portion of the statewide increases. If statewide salary and health insurance premium increases occur and you do not receive additional state support above the general fund share, please describe how you will manage the NGF portion of these increases.
Per the instructions received, a placeholder for salary programs of 2.0% and 1.0% for health care is included in the 2026-32 Six- Year Plan. As a primarily General Fund supported agency, the VCE/VAES is challenged with generating other resources to fund the nongeneral fund share of mandated cost assignments. Therefore, nongeneral fund cost assignments require the agency to reallocate existing resources, often by shrinking the workforce through attrition. This erodes the capacity of the agency to meet the needs of the Commonwealth and to enhance the VCE/VAES mission

D8. Using the information from the ProForma tab of the Excel file please describe any present funding concerns (if relevant) and how your institution plans to address any potential concerns.
The ProForma tab provides a bottom-line perspective that compares resources and uses over the six-year planning period. Since the agency has limited ability to generate other nongeneral fund resources, out-year deficits are likely and will both pressure the need to reallocate funding (from personnel lines to escalating costs) and also highlight the need for state investment.

SECTION E: ECONOMIC DEVELOPMENT ANNUAL REPORT

E1. Provide a link to any report your institution has produced about its economic development contributions. You may also share it in the appendix or as an attachment

The elevation of the Center for Advanced Innovation in Agriculture (CAIA) to the College of Agriculture and Life Sciences (CALS) Office of Research and Innovation (CALS ORI) is intended to establish Virginia Tech as a comprehensive and innovative global research leader in smart and secure agriculture technologies and data analytics for informed decisions, and broaden our visibility in the mission areas of health and nutrition, plant and zoonotic infectious disease, and other stakeholder identified needs. The CALS ORI is designed to drive innovation and advance agriculture and food systems in the era of automation and digital agriculture. CALS ORI develops partnerships, creates synergies, and evaluates technological efficiencies with the help of affiliate members for economic growth within the Commonwealth and beyond.

The Smart Farm Innovation Network™ connects Virginia Tech's interdisciplinary researchers and Virginia Cooperative Extension specialists and agents to producers and the commercial sector to develop and deploy a wide array of innovative technologies that will increase overall efficiency, resilience, and sustainability of agricultural and natural resources production systems. The network is made up of about 120 interconnected locations — the Blacksburg campus, 11 Agricultural Research and Extension Centers, and 108 Virginia Cooperative Extension local unit offices. The network leverages the university's existing infrastructure to capitalize on its proximity to agricultural and natural resources industries around the Commonwealth and on the state's soil, climate, and geographic diversity. Investments have helped our faculty, staff, and stakeholders work together to advance implementation of technological utilization in producers' operations, improve decisions on technology adoption and evaluate economic benefits.

Virginia Tech hosts the Global Agricultural Productivity Report (GAP Report), which is a call to action to invest in proven strategies to produce food, feed, fiber, and bioenergy in a sustainable manner to meet the needs of a growing world, and without increasing the agricultural inputs such as water, fertilizer, labor, etc. The GAP Index™ tracks global agricultural productivity growth, a key indicator of sustainability.

SECTION F: FREEDOM OF EXPRESSION AND INQUIRY, FREE SPEECH, ACADEMIC FREEDOM AND DIVERSITY OF THOUGHT

F1. Provide a copy of any policy or reports your institution has produced and provide information about annual training or orientation related to this topic.

N/A – please see response under Agency 208

SECTION G: NEW SCHOOLS, SITES, AND MERGERS

G1. Provide information on any new instructional sites, schools, or mergers supported by all types of funding that your institution is considering or planning to undertake during the six-year period.
N/A to Agency 229

[OPTIONAL] SECTION H: RESEARCH

H1. [OPTIONAL] Highlight any strategic research priorities, programs, or key areas of investment (e.g., hiring plans, critical research agendas, interdisciplinary centers, business partnerships, commercialization efforts) and IP dissemination and commercialization priorities you intend to pursue over the next 6 years that have not already been mentioned in this narrative. What are the anticipated benefits to your faculty attraction/retention strategy, student value proposition, and the economic competitiveness of the Commonwealth?
The previously described initiatives are intended to advance the state economy.

[OPTIONAL] SECTION I: COLLABORATION

I1. [OPTIONAL] Outline any existing or potential initiatives you have not already highlighted in this narrative that feature collaboration across public higher education institutions and the K-12 sector (and other state agencies as appropriate) in furthering the goals outlined in sections B-D. What is the expected impact and in what timeframe? What is the timeline for the initiative and how far along is it? What (if anything) would be required from a budget or policy perspective to facilitate the success of the initiative?
The previously described initiatives envision collaboration.

[OPTIONAL] SECTION J: STATE POLICY

J1. [OPTIONAL] Use this section to outline any state policy changes you have not already mentioned in this narrative that would enhance your ability to achieve greater success on the topics, strategies, and initiatives referenced in this narrative. What existing policies, if any, are hindering your ability to maximize outcomes and value for students? What new policies might create conditions that are more conducive to achieving those goals? What strategies or initiatives would these policy changes enable your institution to do or try that you are not yet able to do today? Please be as specific as possible.
Please see Agency 208 submission.

[OPTIONAL] SECTION K: ADDITIONAL INFORMATION

K1. [OPTIONAL] Use this final section to provide any additional context and/or supporting materials you feel should be incorporated into the six-year planning process.
N/A

- For state policymakers, future issues around intercollegiate athletics will extend beyond student affordability given the huge economic engine that many programs provide within their communities and more broadly for the Commonwealth.

- Indirect cost recovery – Eliminate State Cap: eliminate the requirement that indirect cost recoveries, up to the state cap, be transferred to the Educational and General (E&G) Program to provide additional institutional flexibility. While this does not change overall indirect cost recoveries, the additional flexibility creates capacity for the university to continue honoring its obligations (e.g. debt service) as it faces uncertainty around the treatment of indirect costs on federally-funded grants and contracts and the likely near-term reduction in overall federal grant awards.
- Retention of E&G interest earnings: eliminate the escrow requirement to ensure that university resources can be reliably budgeted and reduce pressure on other nongeneral fund sources (i.e. tuition).
- Talent recruitment and retention: allow the university to manage compensation and benefit programs for faculty and university staff without restriction by the state.
- Additional procurement authority: Eliminate daily eVA transactional posting. Ability to implement and maintain university small purchase and travel Pcard program. Autonomy to select the best construction delivery method for major capital projects without approval from Department of General Services. Increase IT procurement threshold: The threshold for CIO review for IT procurement should be increased to reflect inflationary increases and overall growth and importance of technology in university operations.

[OPTIONAL] SECTION K: ADDITIONAL INFORMATION

K1. [OPTIONAL] Use this final section to provide any additional context and/or supporting materials you feel should be incorporated into the six-year planning process.

N/A