

BOARD OF VISITORS INFORMATION SESSION MINUTES
November 18, 2024

An information session (open session) for the Board of Visitors was held on Monday, November 18, 2024, at 9:30 a.m. in Latham Ballroom AB at The Inn at Virginia Tech, in Blacksburg, Virginia. The meeting was livestreamed via YouTube for the public. There was no public comment period.

Board Members Present

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

Absent

Letitia A. Long

Constituent Representatives Present:

Leslie Orellana, Undergraduate Representative
William Poland, Graduate/Professional Representative
LaTawnya Burleson, Staff Representative
Janice Austin, Administrative/Professional Faculty Representative
Rachel Miles, Faculty Representative

*One Board member participated remotely from her home for medical reasons in accordance with Code of Virginia §2.2-3708.3(B). A quorum was physically present.

Also present at the meeting were: President Timothy Sands, Kim O'Rourke (Secretary to the Board), Simon Allen, Beth Armstrong, Lauren Augustine, Lynsay Belshe, Leanne Bokinskie, Eric Brooks, Caroline Buscaglia, Brock Burroughs, Cyril Clarke, Lance Collins, Al Cooper, Deborah Day, Corey Earles, Jeff Earley, Abbey Erwin, Juan Espinoza, Ron Fricker, Rachel Gabriele, Emily Gibson, April Goode, Ellington Graves, Suzanne Griffin, Rebekah Gunn, Chelsea Haines, Kay Heidbreder, David Hinds, Tim Hodge, Rachel Holloway, Elizabeth Hooper, Cyndi Hutchison, Andrew Jessup, Frances Keene, Sharon Kurek, Christophe Larroque, Elizabeth McClanahan, Nancy Meacham, Joseph Merola, Mallory Miller, Elizabeth Mitchell, Jeff Mitchell, April Myers, Kayla Nichols, Justin Noble, Mark Owczarski, Charlie Phlegar, Lauren Pollard, Menah Pratt, Paul Richter, Lori Rose, Lisa Royal, Karen Sanders, Amy Sebring, Brennan Shepard, Jaida Smith, Dee Dee Somervell, Richard Sparks, Michael Staples, Michael Stowe, Daniel Sui, Aimee Surprenant,

John Tarter, Don Taylor, Dwyn Taylor, Mollie Taylor, Rob Viers, Lisa Wilkes, Chris Wise, and Chris Yianilos.

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

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Rector Baine convened the meeting and welcomed everyone to the Information Session.

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Strategic Plan Update – Dr. Menah Pratt, Vice President for Strategic Affairs and Diversity, gave the board an update of the Strategic Plan which included an overview of the Strategic Planning Metrics (SPM) Dashboard in which metrics and milestones are documented to track progress towards achieving the goals of the university strategic plan. Metrics and milestones are considered “green,” “yellow,” or “red” indicating the milestone is on track and good progress has been made toward being achieved, a milestone is in process or possibly below the established target, or a milestone is experiencing challenges.

In addition, the presentation provided an overview of the recent Beyond Boundaries Update and the work being done towards presidential priorities Virginia Tech Advantage and Virginia Tech Global Distinction.

Enrollment Management – Dr. Juan Espinoza, Vice Provost for Enrollment Management, reported Virginia Tech’s total student population to be 38,857. The student population includes 31,035 undergraduates (20,271 in-state students and 10,764 out-of-state students), 7,129 graduate students, 494 Virginia-Maryland College of Veterinary Medicine students, 199 Virginia Tech Carilion School of Medicine students, and 2,698 international students. Of Virginia Tech’s 31,035 undergraduates, 32.66 percent are underrepresented minorities or underserved students. Among the fall 2024 incoming class of first-year and transfer students, there are 2,546 underrepresented minorities or underserved students.

Dr. Espinoza provided an update on Virginia Tech’s experience with the “test-optional” policy that the university has piloted for the past several years. He noted that no public institute of higher education in Virginia currently requires the SAT or ACT, and the vast majority of Virginia Tech’s SCHEV peers also are test optional. Virginia Tech’s 2024 first-year class of 7,289 students came from a record 52,498 applicants, which is partially attributable to implementation of the Common Application and the test-optional policy.. The university extended offers to 28,758 (54.8%) first-year applicants. These applicants came from 66 countries and had a record-high average GPA of 4.11. As the applicant pool grows, Virginia Tech can be more selective. Retention rates also remain a point of emphasis for university officials, and the census displayed positive outcomes as well. This year’s record-high first-year retention rate of 93.1 percent overall and average first-year GPA of 3.27 appear to indicate that the test-optional policy has not resulted in any decrease in the quality of the

incoming class. We have found that grades and the rigor of high school courses are among the best indicators of success at the university. Based on these results, he recommended to university leadership that the test-optional policy be extended for three more years to allow time to gather information about graduation statistics. Dr. Espinoza noted that there is an ongoing analysis of applications, enrollment trends, and student success measures, and the board will continue to receive updates, including immediate updates if there are any negative trends.

Innovation Campus – Dr. Lance Collins, Vice President and Executive Director for the Innovation Campus, presented an update on the Innovation Campus and its key accomplishments leading up to the opening of the campus' first academic building in January 2025. Collins told the Board members about the Innovation Campus' planned opening celebration, slated for February 28, 2025, featuring a keynote address from Virginia Tech alumna Regina Dugan, CEO of Wellcome Leap. He detailed efforts to increase enrollment in the Innovation Campus' Master of Engineering (M.Eng) program to meet the goals set by the Commonwealth's Tech Talent Investment Program. There are currently 455 Innovation Campus M.Eng students based in Northern Virginia. Collins also discussed the establishment of the Innovation Campus project-based learning delivery method for Master of Engineering in Computer Science and Applications students, the growth in faculty and staff, and the establishment of more than 25 industry partnerships to support programmatic efforts and scholarships.

Constituent Reports – Each of the five representatives to the board – Leslie Orellana, William Poland, LaTawnya Burleson, Janice Austin, and Rachel Miles -- presented a report of their constituency.

(Copies filed with the permanent minutes of the full board meeting held November 19, 2024.)

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The meeting was adjourned at 11:42 a.m.

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

Virginia Tech Board of Visitors Meeting

Information Session

**Monday, November 18, 2024
9:15 a.m.**

**The Inn – Latham Ballroom A/B
Virginia Tech Campus**

Strategic Plan and Beyond Boundaries Updates

- Dr. Menah Pratt, Vice President for Strategic Affairs and Diversity

Enrollment Management Update

- Dr. Juan Espinoza, Vice Provost for Enrollment Management

Innovation Campus Update

- Dr. Lance Collins, Vice President and Executive Director for the Innovation Campus

Constituent Reports

- Ms. Leslie Orellana, Undergraduate Student Representative to the Board
- Mr. William Poland, Graduate/Professional Student Representative to the Board
- Ms. LaTawnya Burleson, Staff Representative to the Board
- Dr. Janice Austin, Administrative and Professional Faculty Representative to the Board
- Ms. Rachel Miles, Faculty Representative to the Board





Continuous Strategic Planning Annual Milestones Report

Office of Strategic Affairs

Beyond Boundaries Vision and 2024 Update

Beyond Boundaries: A 2047 Vision continues to be a framework for the future as we look ahead to imagine what we could and should be. Co-chairs France Belanger, Sylvester Johnson, and Julie Ross in partnership with the Office for Strategic Affairs, sought to envision how learning, research and discovery, and engagement will evolve by 2050.

Over the course of a year, the co-chairs and strategic affairs initiated a three-step process:

1. Solicit feedback from Virginia Tech stakeholders.
2. Synthesize and analyze the gathered data into key themes.
3. Draft and finalize this report.

Feedback identified several attributes of a university in 2050; primarily the need for Virginia Tech to be agile and an innovator towards driving change in higher education.

Beyond Boundaries Vision and 2024 Update

The core of the initial vision was retained and streamlined into the following concepts:

- **Future of Learning**
 - Disciplinary depth and interdisciplinary capabilities for students
 - Students with the potential to address societal needs and become global citizens
- **Future of Research and Discovery**
 - Deep disciplinary expertise and high impact scholarship
 - Innovation hubs and transdisciplinary teams
- **Future of Engagement**
 - Support the *Ut Prosim* motto and extend the land-grant mission
 - Problem-based approaches and solutions
 - Teaching, research, and discovery in an interconnected global environment

University Strategic Planning Timeline and the Strategic Planning Metrics (SPM) Dashboard

- Strategic Plan Advancing Beyond Boundaries: Approved by BOV in Summer 2019
- Continuous Strategic Planning: Updated Fall 2023
- Public Dashboard with Metrics and Milestones
- Four Strategic Priorities, each with 3 goals

ADVANCE REGIONAL, NATIONAL, and GLOBAL IMPACT

- Increase excellence in research, discovery, and creativity
- Increase teaching and learning excellence for a holistic education
- Increase institutional impact and visibility

BE A DESTINATION FOR TALENT

- Attract, retain, and develop the talents of faculty and staff
- Attract, retain, and graduate students prepared to serve a global community
- Support lifelong engagement and learning for alumni and local communities

ELEVATE THE *UT PROSIM* (THAT I MAY SERVE) DIFFERENCE

- Increase representational diversity
- Increase cultural competency
- Address critical societal issues impacting humanity and equity

ENSURE INSTITUTIONAL EXCELLENCE

- Continue to develop the physical campus and technology infrastructure
- Develop comprehensive and transparent budget and financial models with diverse and sustainable revenue sources
- Develop and launch an adaptive, inclusive process for continuous strategic planning

Critical Strategic Plan Milestones

Priority 1: ADVANCE REGIONAL, NATIONAL and GLOBAL IMPACT

- Extramural Research Expenditures
- Graduate and Professional Student Enrollment, Postdoc Appointees
- Faculty Excellence (awards, publications and citations)

Priority 2: *UT PROSIM* (That I May Serve) DIFFERENCE

- Student Representational Diversity (URM / USS undergraduate)
- Faculty Representational Diversity

Priority 3: DESTINATION for TALENT

- Instructional Faculty Salaries
- Graduation Rates (first year and transfer students)

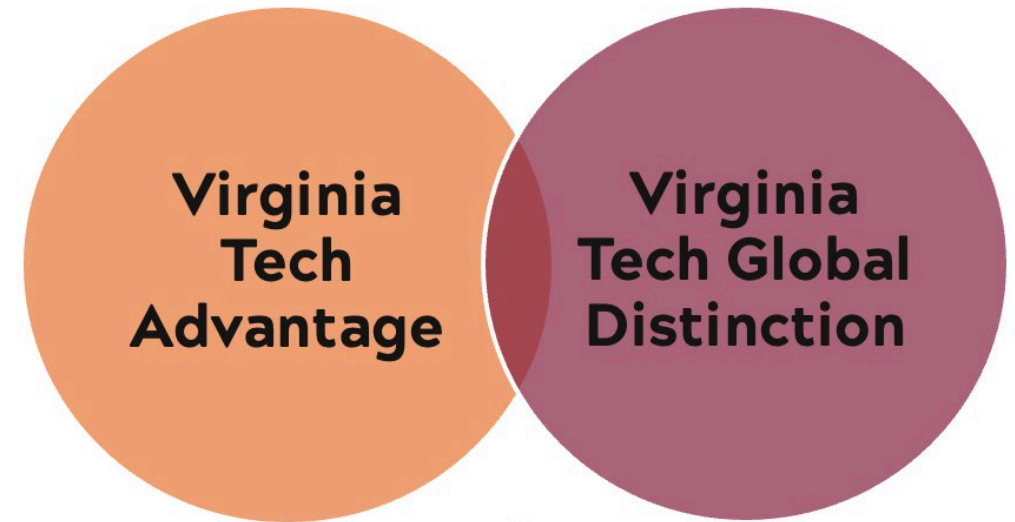
Priority 4: INSTITUTIONAL EXCELLENCE

- Advancement (alumni giving, new gifts and commitments, campaign)

Presidential Priorities and Continuous Planning

- **Virginia Tech Advantage**
- **Virginia Tech Global Distinction**

The next phase of Continuous Planning will explore opportunities to align presidential priorities and strategic plan priorities.



Enabling Infrastructure

The people, processes, and resources deployed in support of the strategic goals.

VIRGINIA TECH ADVANTAGE



- Virginia Tech is fully committed to offering a broad educational experience to all students, ensuring access to basic needs, and the opportunity for experiential learning.
- Our goal is for in-state students with financial need to graduate on time with experiences and a college résumé that are similar to a student without financial need.
- At scale, the initiative aims to meet the difference between the full cost of attendance and a student's ability to contribute financial resources.

HOW CAN VIRGINIA TECH ADVANTAGE HELP?

- Presidential Scholarship Initiative
- New Scholarship Funds
- Funds for the Future

BRIDGE EXPERIENCES

- Internships
- Study abroad
- Undergraduate research
- Co-ops

SUPPORT FOR STUDENTS' BASIC NEEDS

- The Market at Virginia Tech
 - The Market – Enrolled grocery store model
 - Open market hours
 - Pop-up pantries
- Emergency Fund

Virginia Tech Advantage Milestones

Virginia Tech Advantage is a university-wide, multi-year commitment to offer a broad educational experience to undergraduate students from Virginia who have financial need.

- Achieve \$500M Virginia Tech Advantage Fundraising Goal (\$450M for Scholarships and \$50M for Student Success) by FY 2032-33
- Decrease the average net price for Virginia Tech Advantage students to \$12,000 by AY 2031-32
- Decrease the proportion of Virginia Tech Advantage students with a net price greater than \$12,000 to 0% by AY 2031-32
- Increase the four-year graduation rates for Virginia Tech Advantage entering freshmen to 74.5% by 2030 (entering cohort Fall 2026)
- Increase the first-year retention rates for Virginia Tech Advantage entering freshmen to 94% by 2030 (entering cohort Fall 2029)

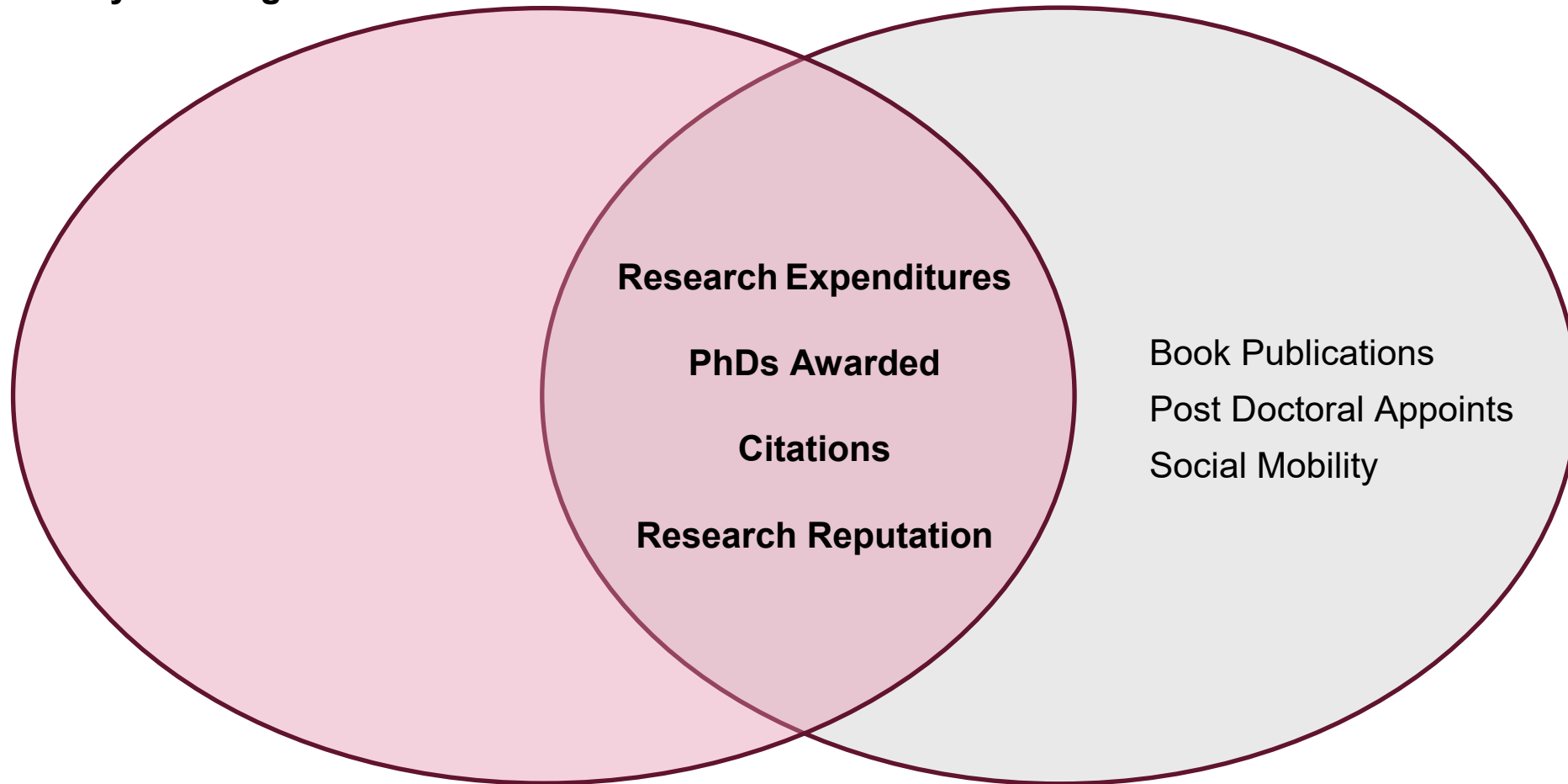
Virginia Tech Global Distinction is a commitment to elevate our international prominence and strengthen our capacity to act as a force for positive change.



Common Measures of Distinction

**Times Higher Education (THE)
World University Rankings Metrics**

AAU Membership Indicators



Global Distinction Metrics

Virginia Tech Global Distinction is a commitment to elevate our international prominence and strengthen our capacity to act as a force for positive change.

- Number of citations per faculty
- Number of research/scholarship doctoral degrees
- Total sponsored expenditure per faculty
- Total prestigious/highly prestigious award per faculty
- Number of post-docs

Enabling Infrastructure

The people, processes, and resources that support faculty, staff, and students in their pursuit of the university's education, research, and outreach missions.

Includes technological tools, administrative processes, physical and financial resources, and human capital and talent programs. Examples include:

- Supporting recruitment, retention, and professional development programs
- Modernizing the Enterprise Resource Planning (ERP) toolset
- Maintaining IT systems and security
- Improving Business process improvement
- Providing Research administration support
- Aligning and optimizing the allocation and utilization of facilities and physical space with strategic priorities

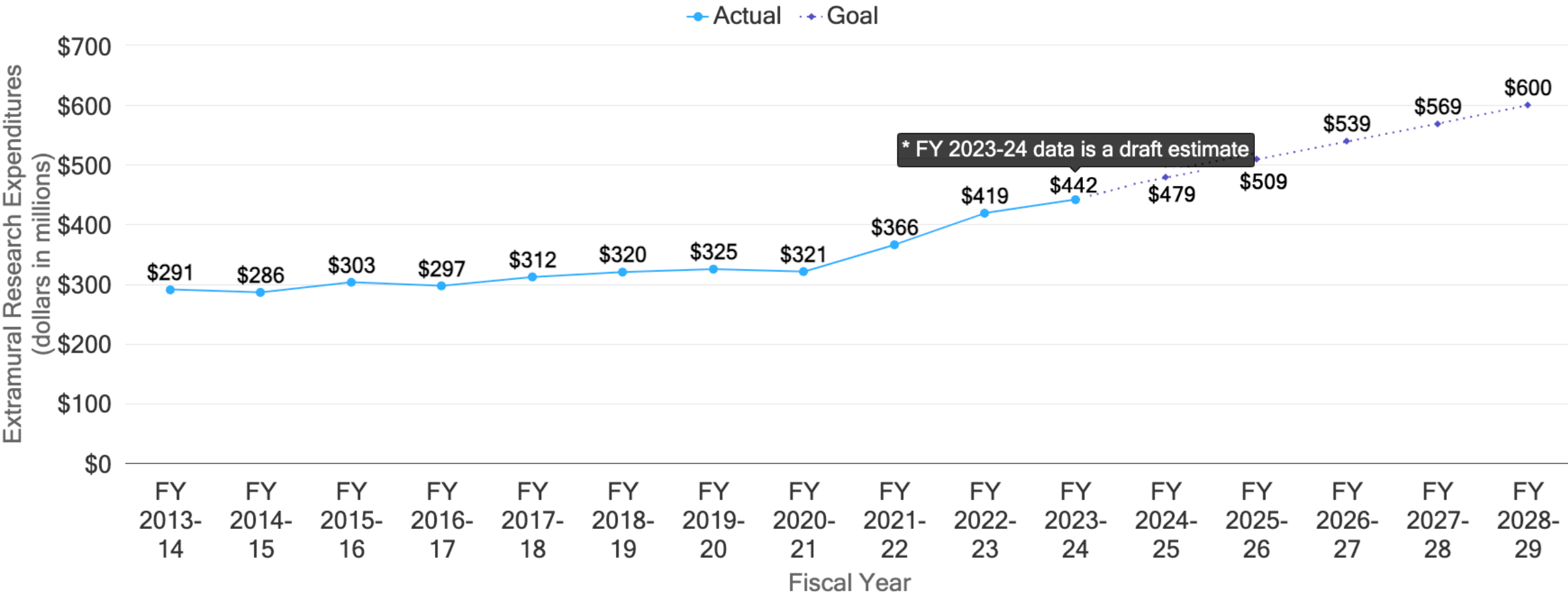
Strategic Priority 1 Critical Milestones Progress

Advance Regional, National, and Global Impact

Extramural Research Expenditures	FY24 (Est.): \$442M Milestone: \$600M by FY 2028-29
Graduate Student Enrollment	Master's Current: 3,827 Milestone: 4,550 by 2024 PhD Current: 3,302 Milestone: 3,350 by 2024
Internationally and Nationally Recognized Faculty Awards	2023 Current: 387 Milestone: 400 Highly Prestigious and Prestigious Awards by 2028
Internationally and Nationally Recognized Faculty Publications	2023 5-yr Average: 3,598 Milestone: 4,500 Average Publications by 2028
Internationally and Nationally Recognized Faculty Citations	2023 5-yr Average: 38,584 Milestone: 45,000 Average Citations by 2028
Postdoctoral Appointees	Current: 322 Milestone: 338 by 2028

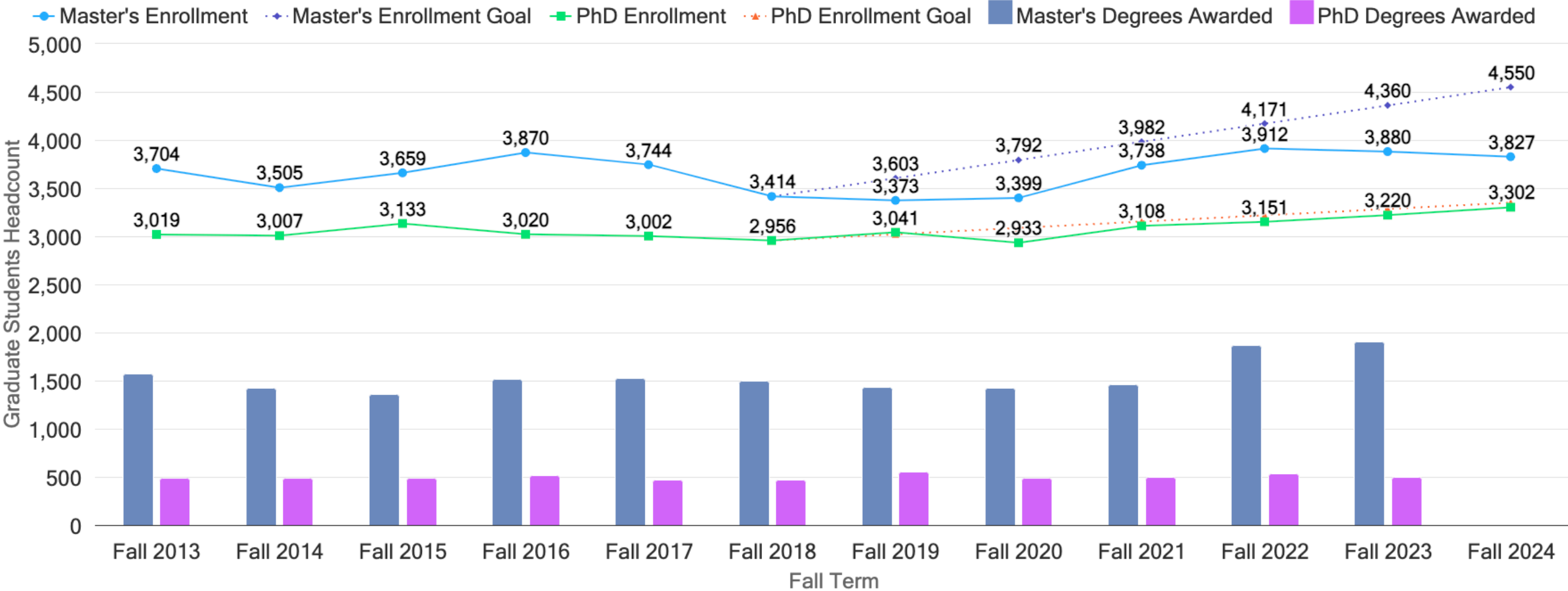
Extramural Research Expenditures

\$600M by FY 2028-29



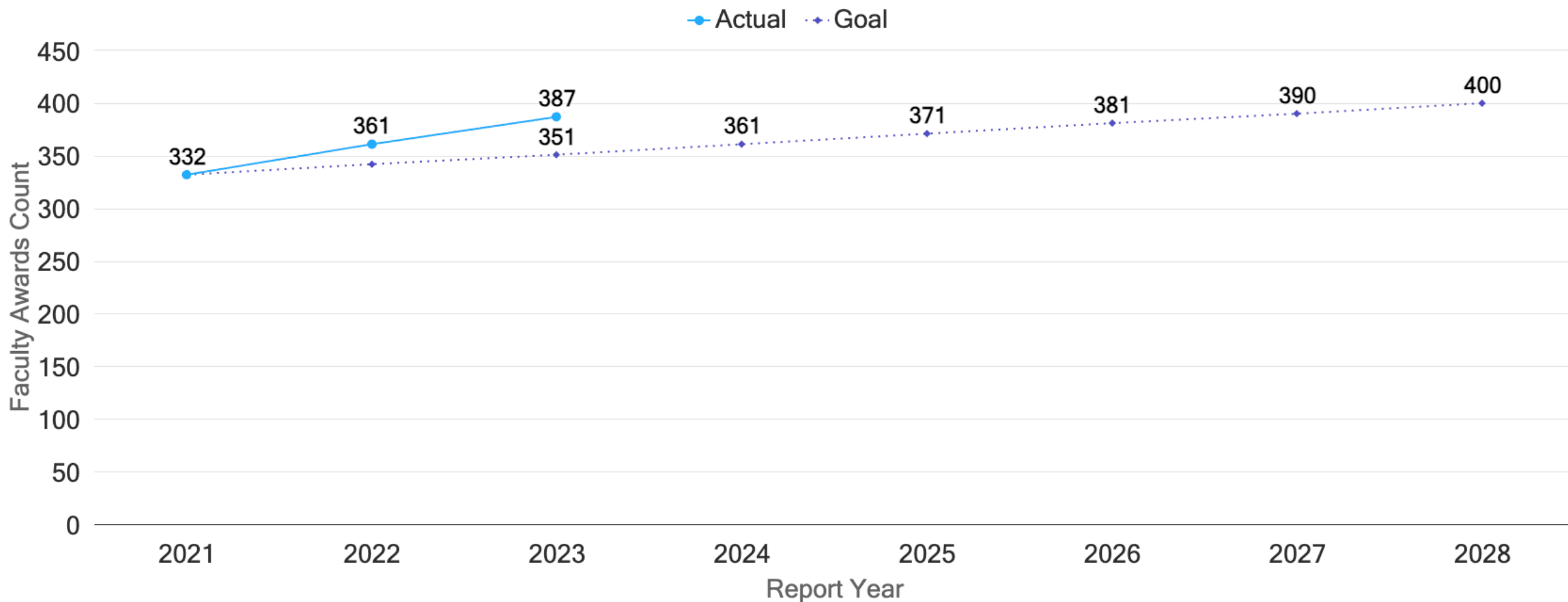
Graduate Student Enrollment

7,900 Master's and PhD students by Fall 2024, including 4,550 Master's and 3,350 PhD students



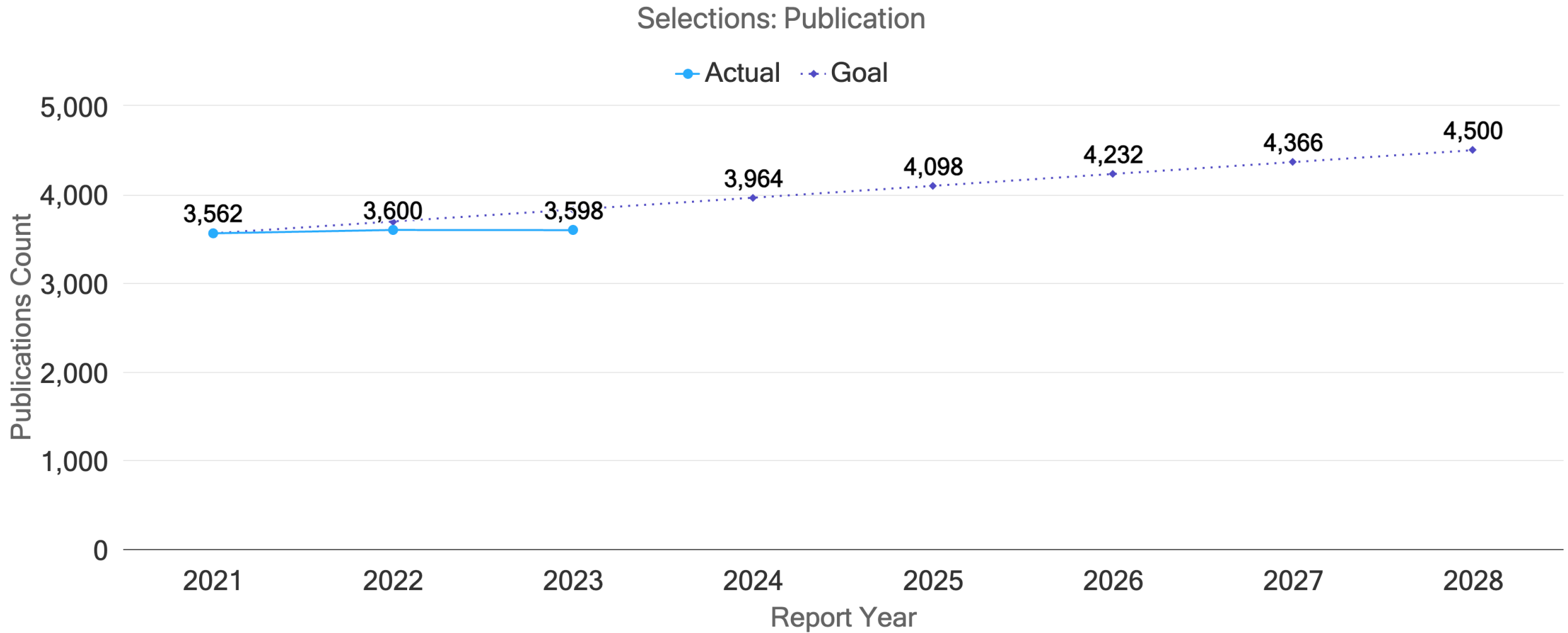
Highly Prestigious and Prestigious Awards

400 Highly Prestigious and Prestigious Awards by 2028



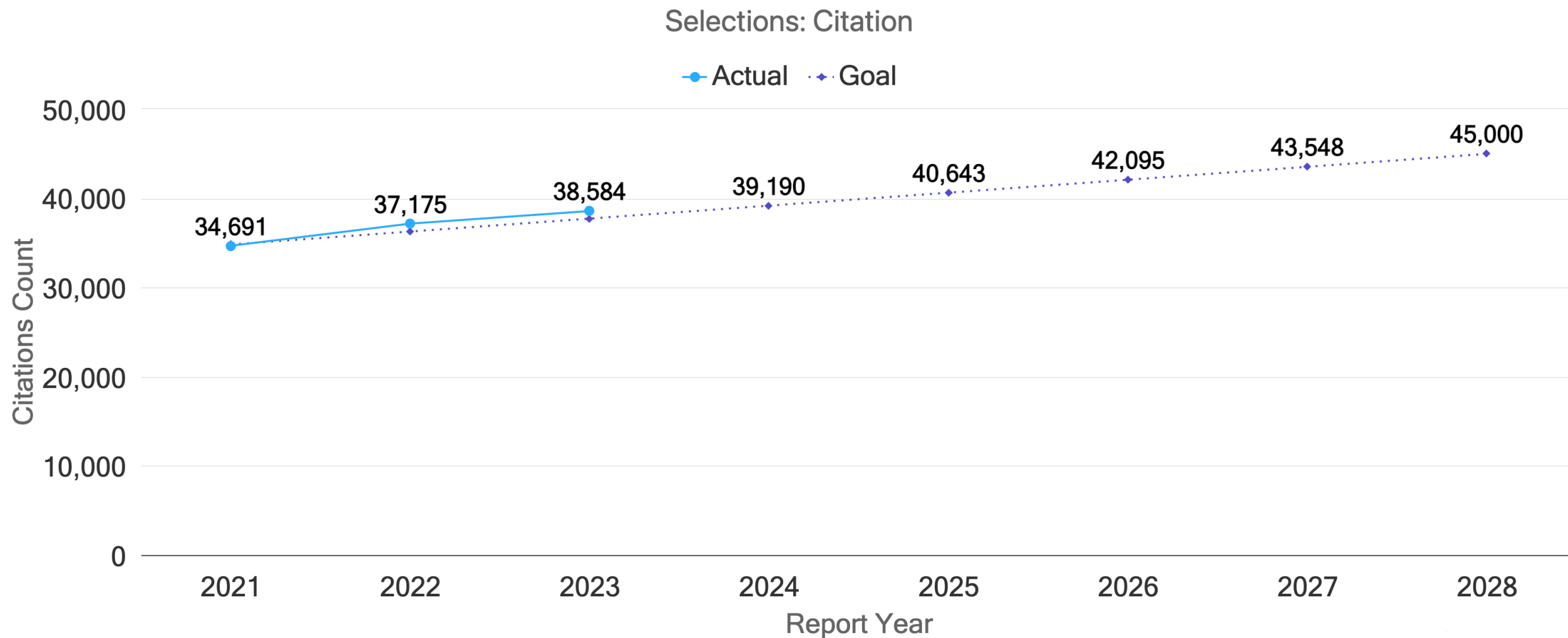
Average Faculty Publications

4,500 publications by 2028



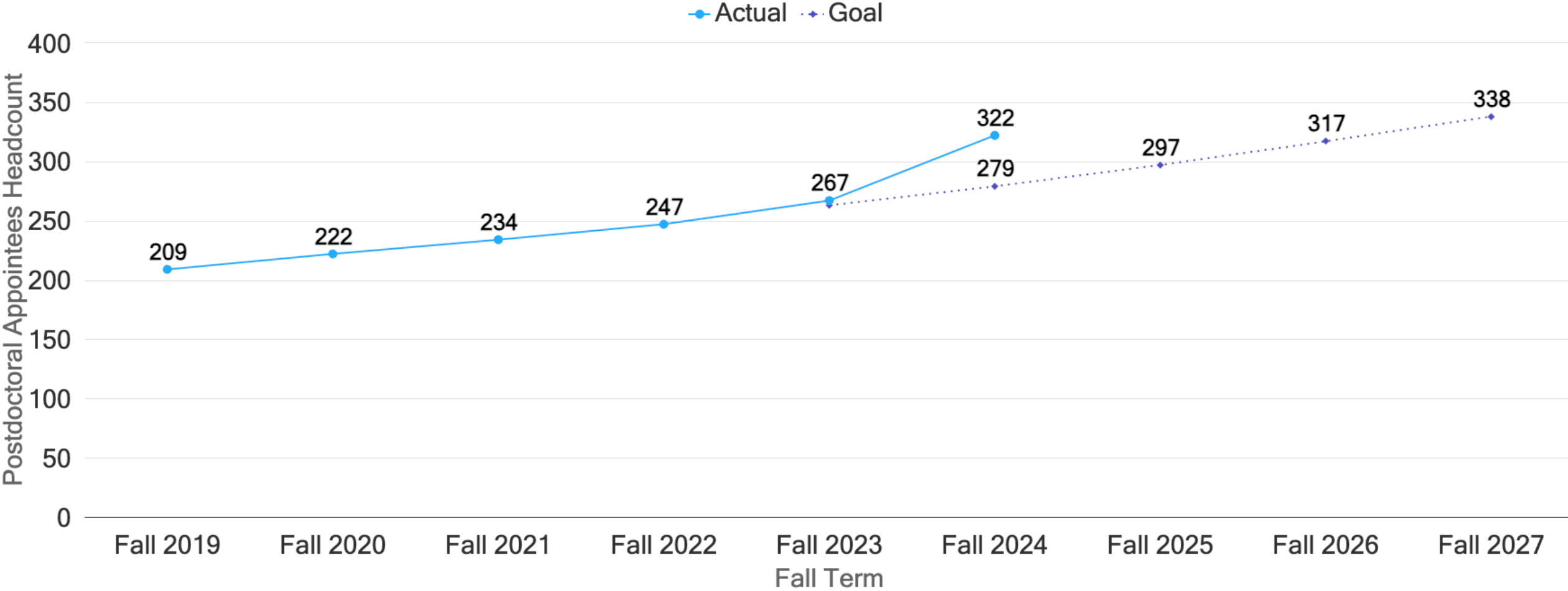
Average Faculty Citations

45,000 citations by 2028



Postdoctoral Appointees

338 Postdoctoral Appointees by 2027



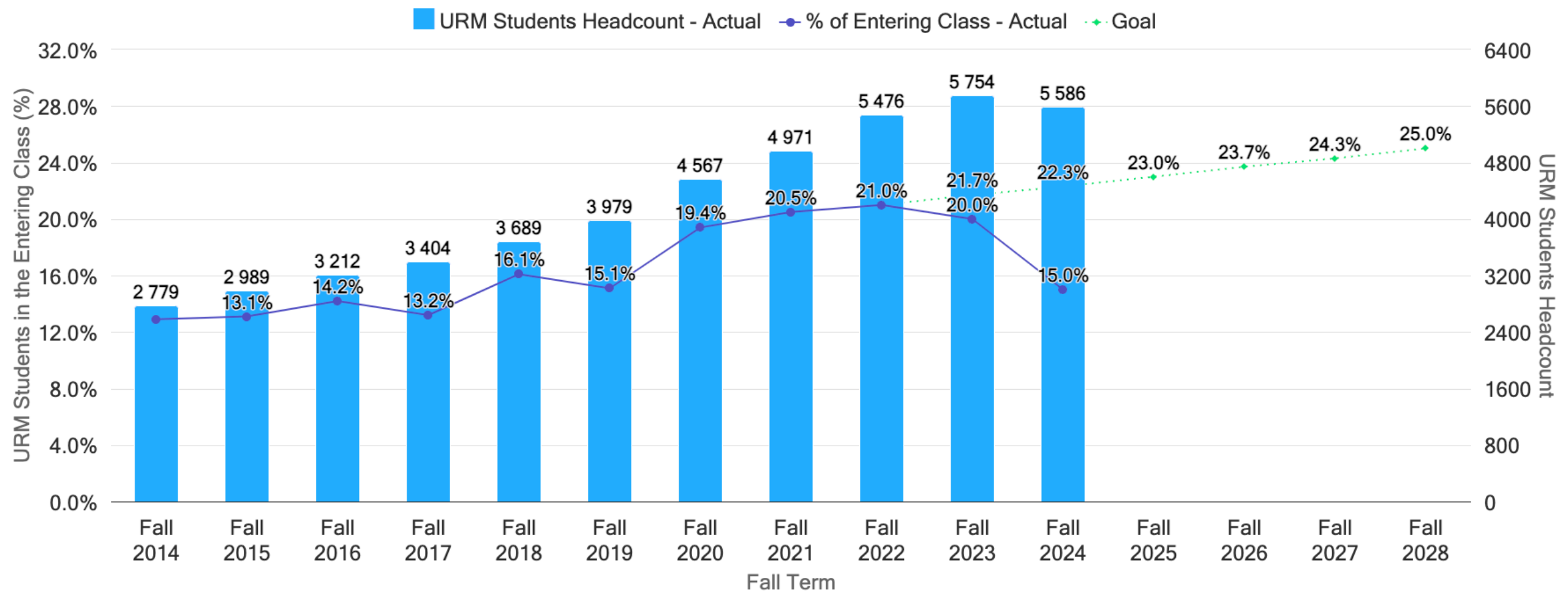
Strategic Priority 2 Critical Milestones Progress

Elevate the *Ut Prosim* (That I May Serve) Difference

Underrepresented Minority Students	Current: 15% Milestone: 25% by 2028
Underrepresented Minority or Underserved Students	Current: 32.7% Milestone: 40% through 2028
Underrepresented Minority Faculty & New Underrepresented Minority Faculty Hires	Current Total: 9% Milestone: 12% by Fall 2028
	Current New Hire: 10.7% Milestone: 17% by Fall 2028
Female Faculty & New Female Faculty Hires	Current Total: 38.6% Milestone: 40% by Fall 2028
	Current New Hire: 42.7% Milestone: 48% by Fall 2028

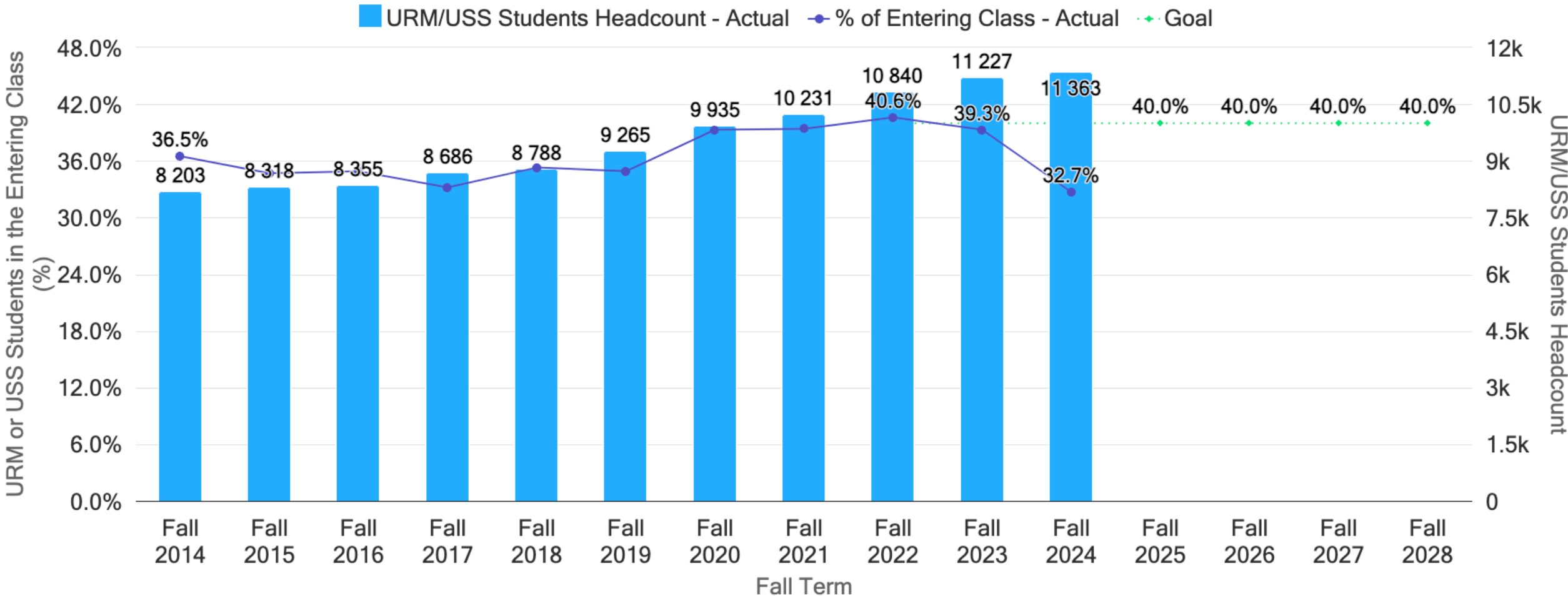
Underrepresented Minority Students

25% representation in the entering class by 2028



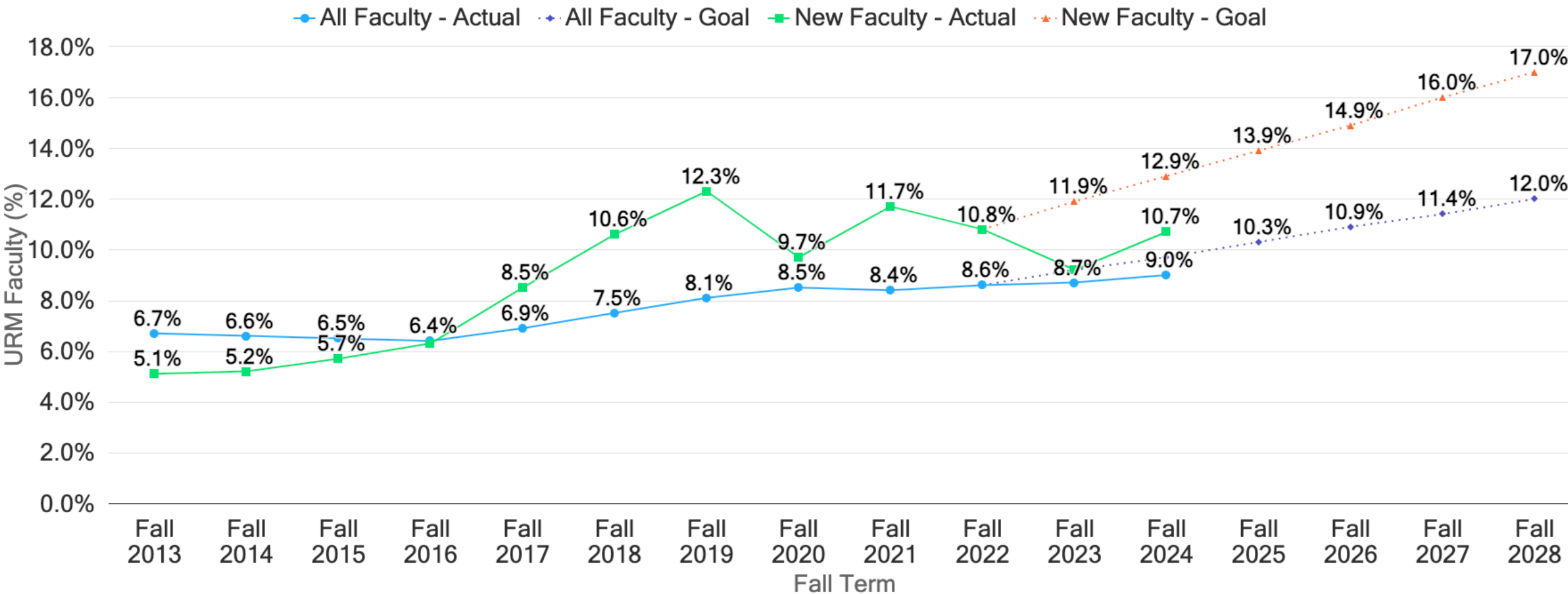
Underrepresented Minority or Underserved Students

40% representation in the entering class through 2028



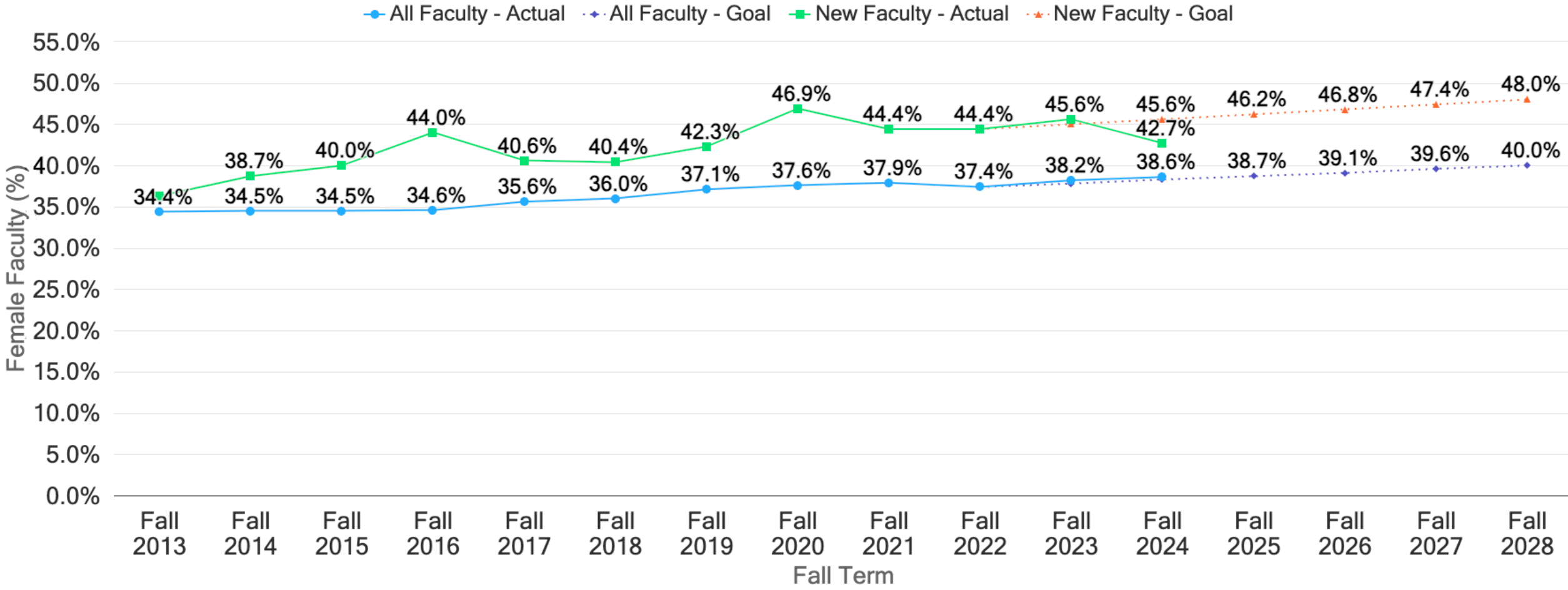
Underrepresented Minority Faculty

12% representation by 2028



Female Faculty

40% representation by 2028



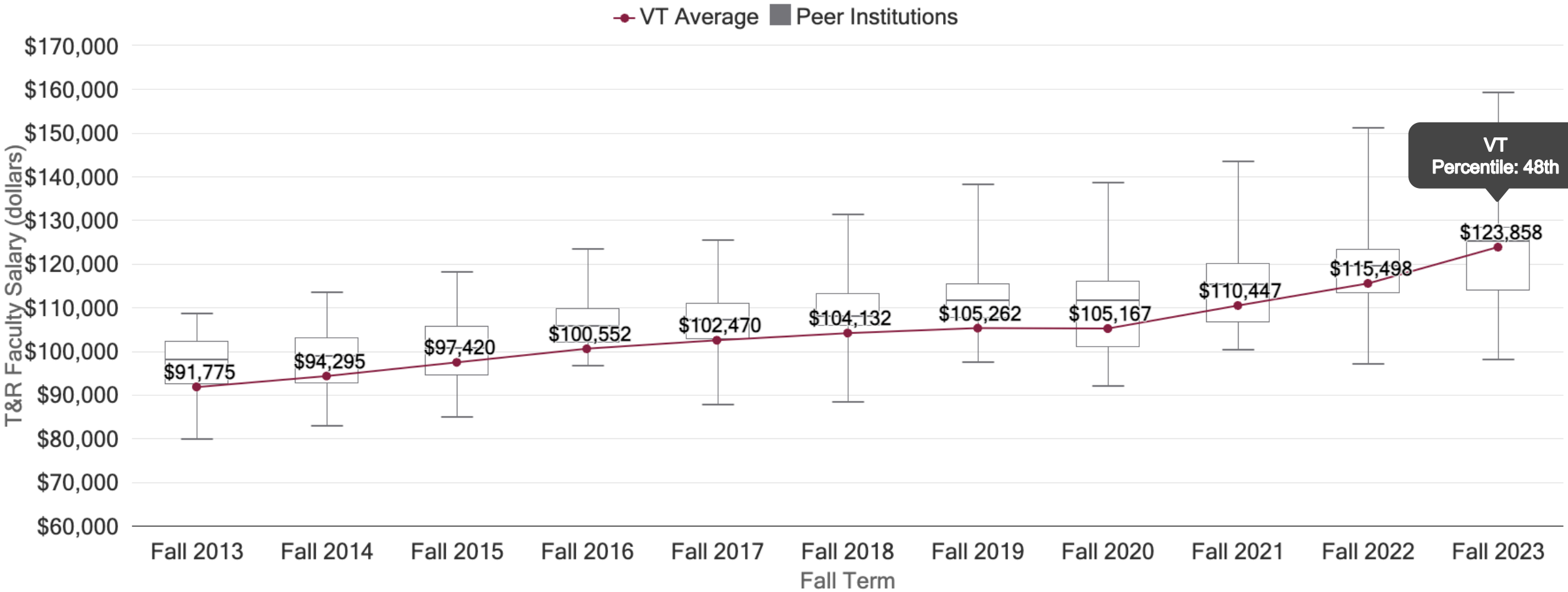
Strategic Priority 3 Critical Milestones Progress

Be a Destination for Talent

Instructional Faculty Salaries	Current: 48th Percentile Milestone: 50th Percentile by 2024
Four-Year Graduation Rates for Entering Freshmen	Current: 69.5% Milestone: 73% by 2028
Three-Year Graduation Rates for Transfer Students with at least 60 credits	Current: 78.7% Milestone: 80% by 2028

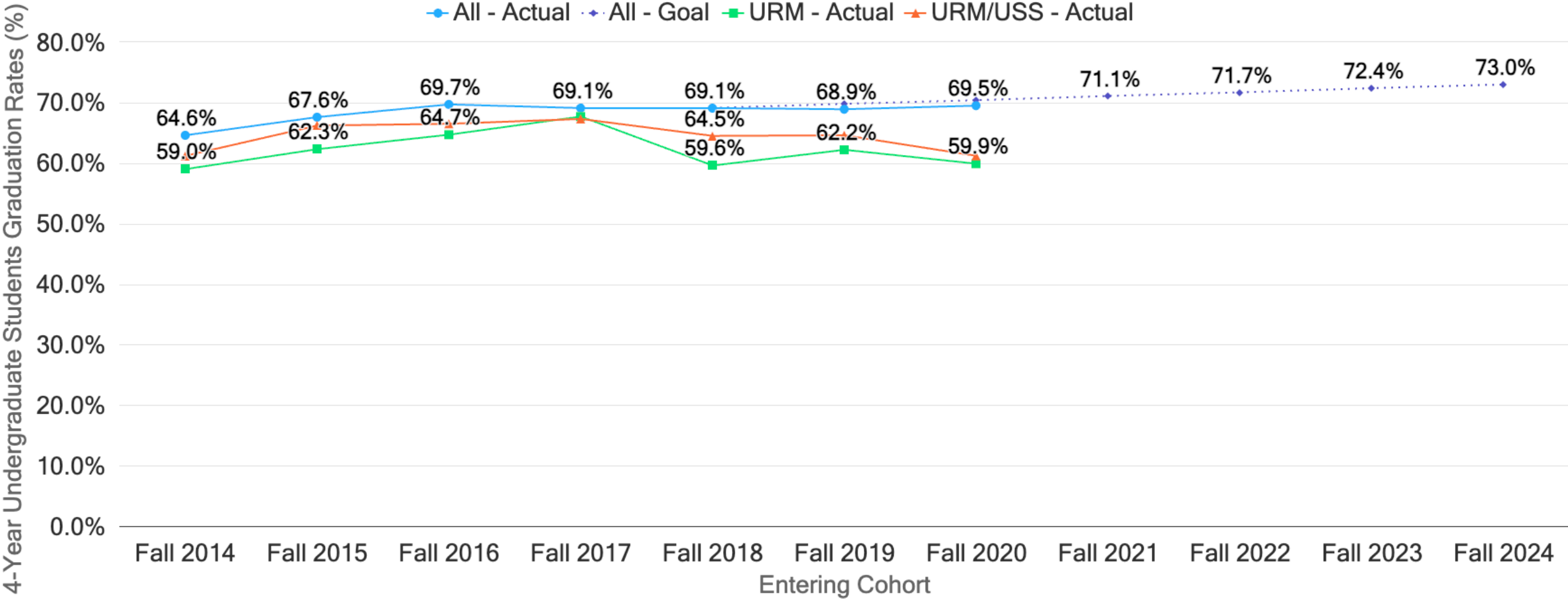
Instructional Faculty Salaries

50th percentile of the top 20 Land-Grant Universities by AY 2024-25



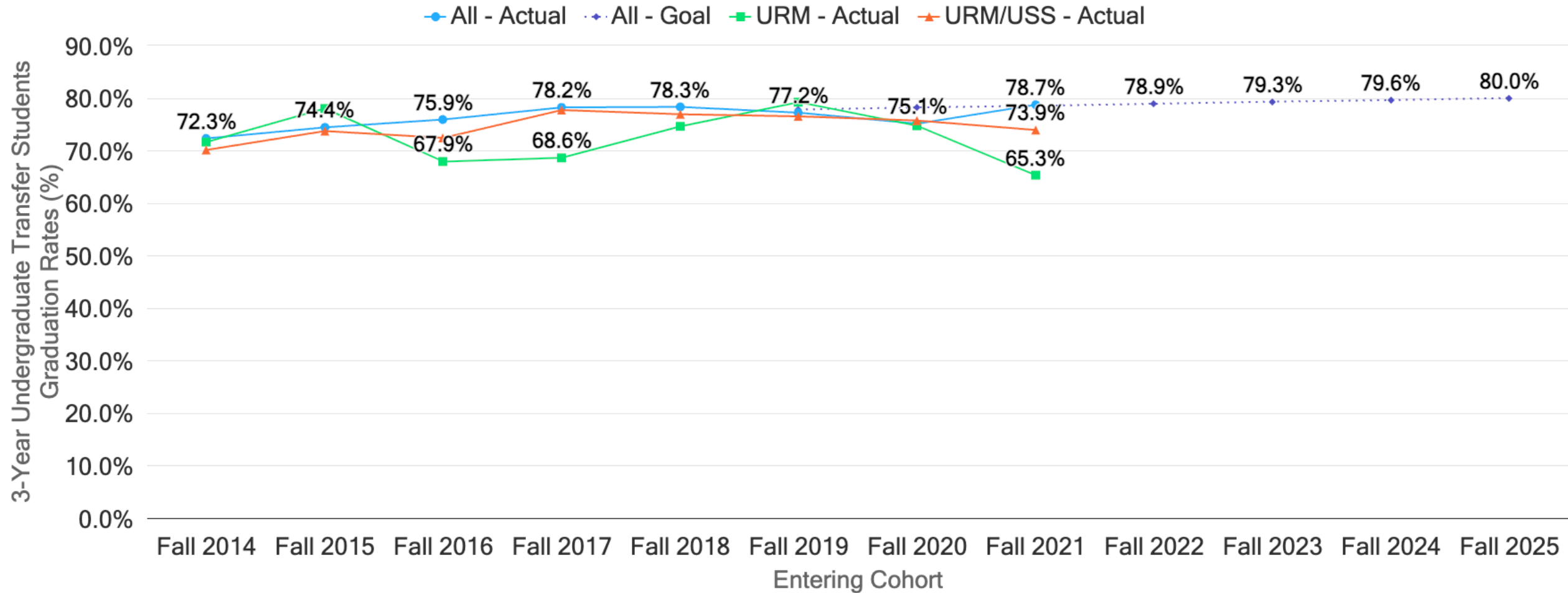
Four-year Graduation Rates for Entering Freshmen

73% by 2028 (entering cohort Fall 2024)



Three-year Graduation Rates for Transfer Students

(Transfer credit \geq to 60) | 80% by 2028 (Fall 2025 cohort)



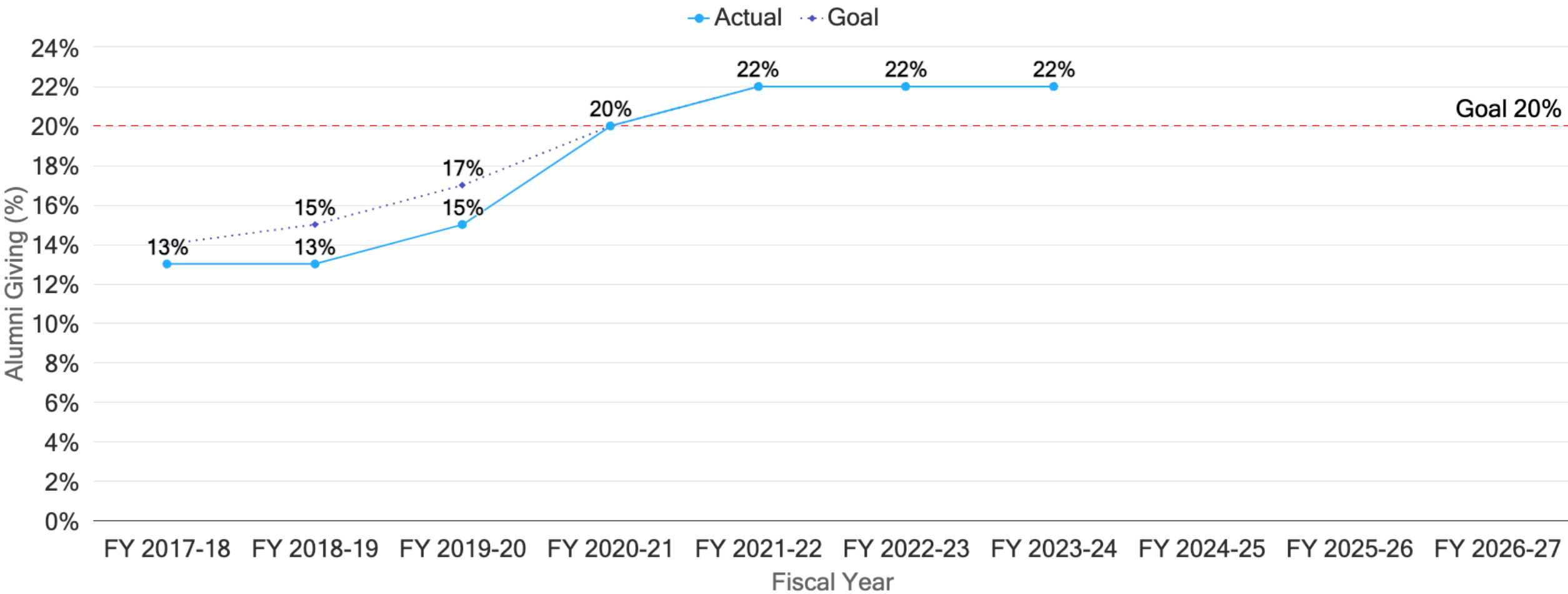
Strategic Priority 4 Critical Milestones Progress

Ensure Institutional Excellence

Alumni Giving	Current: 22% Milestone: Greater than 20% through FY 2027
New Gifts and Commitments	Current: \$226.1M Milestone: \$300M by FY 2028
\$1.872B campaign goal by 2027	Current: \$1.640B Milestone: \$1.872B by 2027

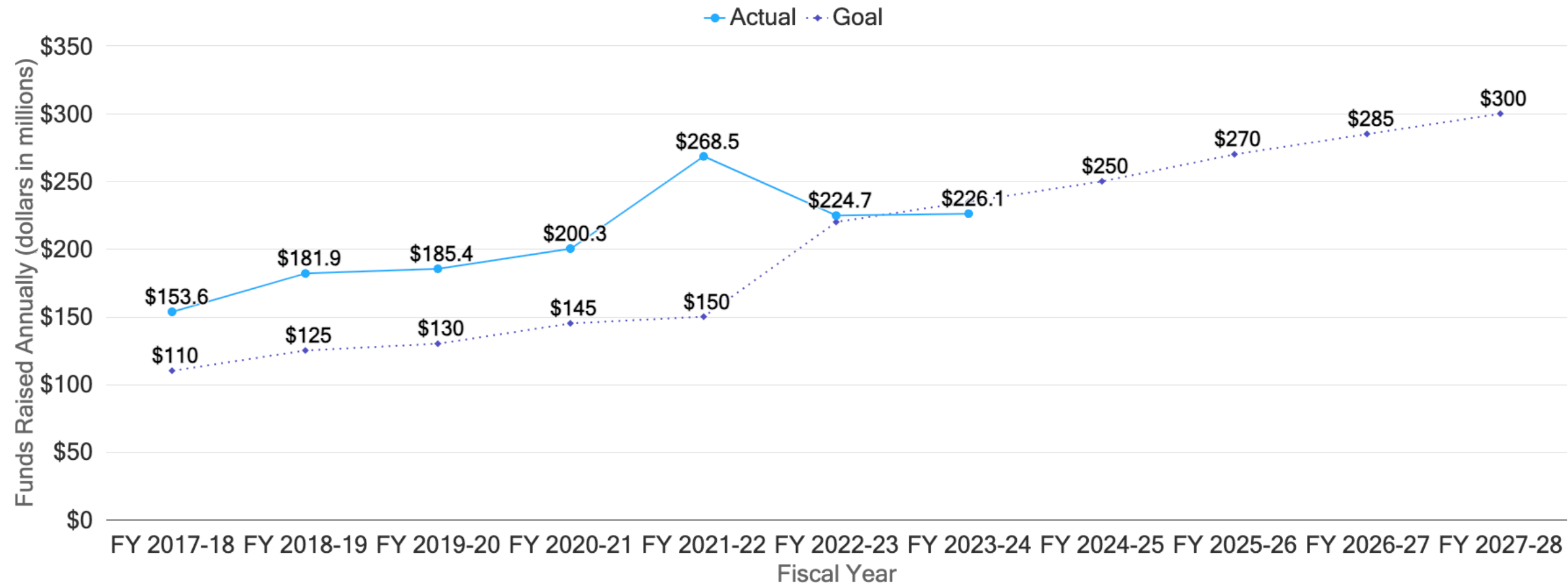
Alumni Giving

Greater than 20% each year through FY 2026-27



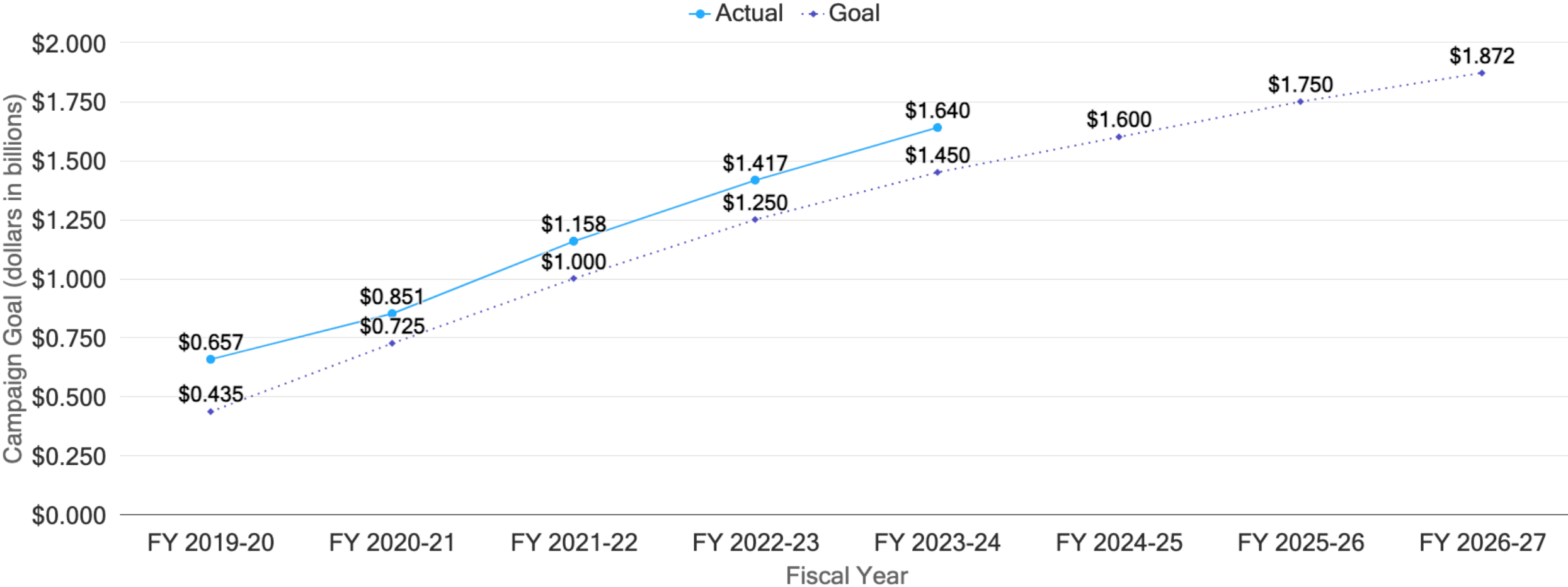
New Gifts and Commitments

\$300M by FY 2027-28



Boundless Impact Campaign Goal

Achieve \$1.872B campaign goal by FY 2026-27



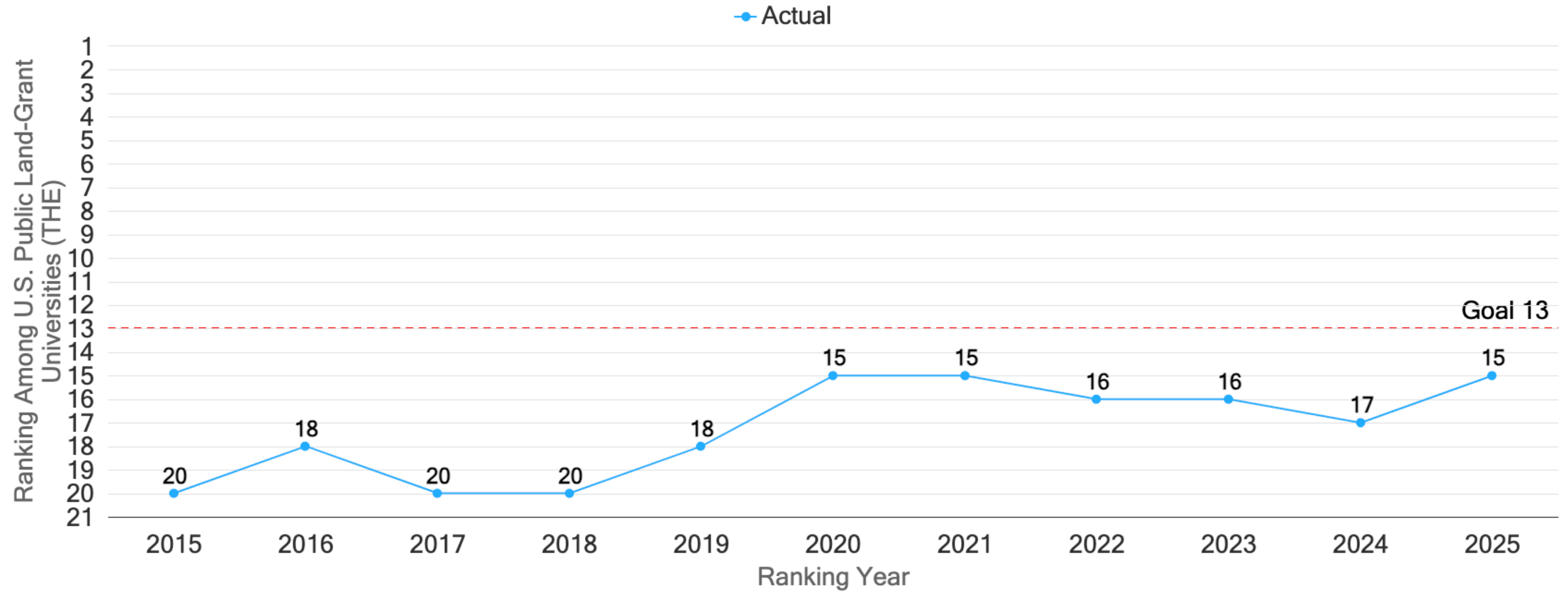
SUPPLEMENTAL MATERIALS

STRATEGIC PRIORITY 1

Advance Regional, National, and Global Impact

Times Higher Education (THE) World University Rankings

Top 13 US public land-grant by 2024

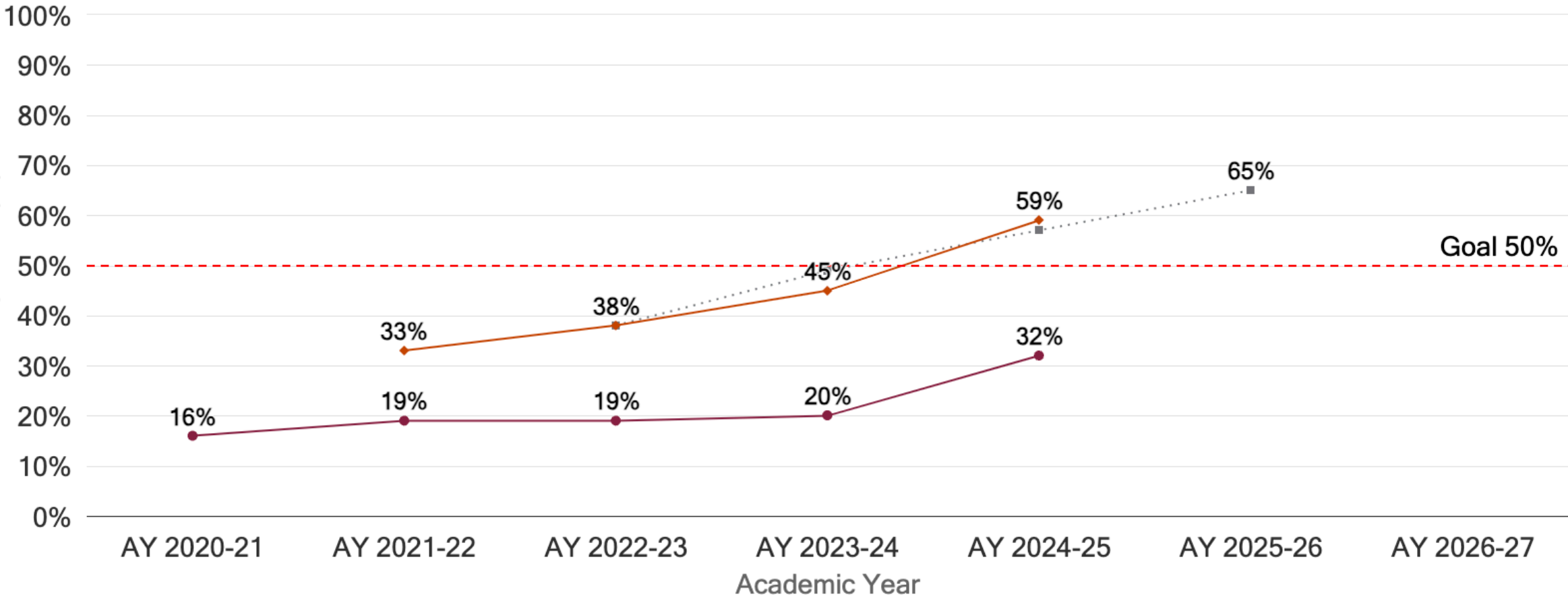


Undergraduate Degrees featuring a Required Experiential Learning Component

50% by AY 2026-2027

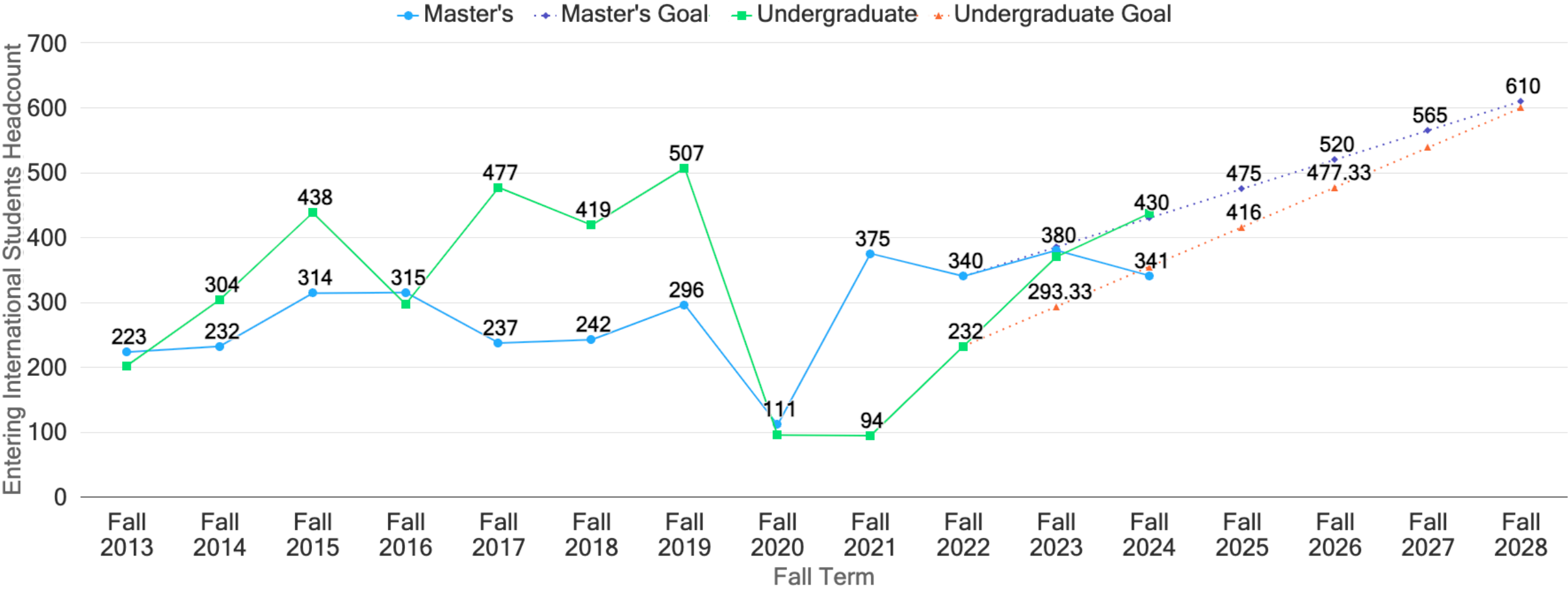
Undergraduate Degrees Featuring a Required Experiential Learning Component (%)

Actual Actual + In-Progress Projection: Actual + In Progress + Future Target



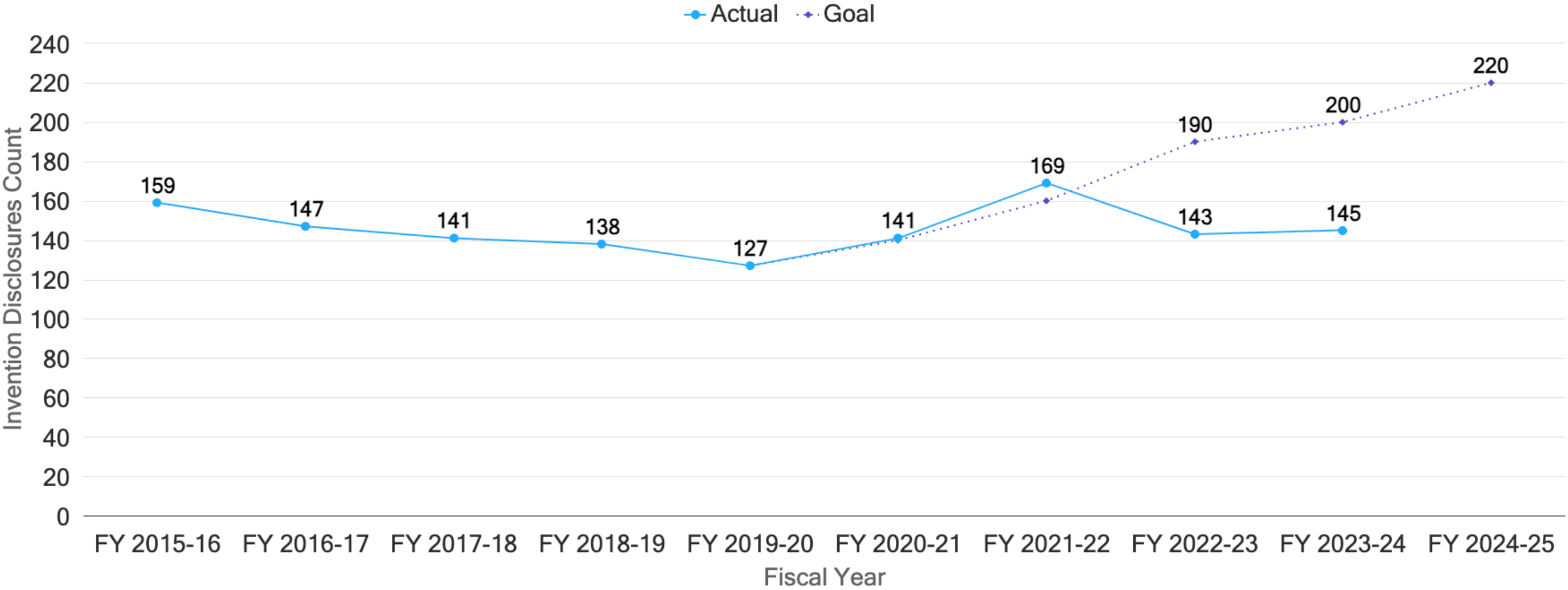
International Student Enrollment

Increase the entering cohort of international undergraduate and Master's students to 600 and 610 respectively by 2028



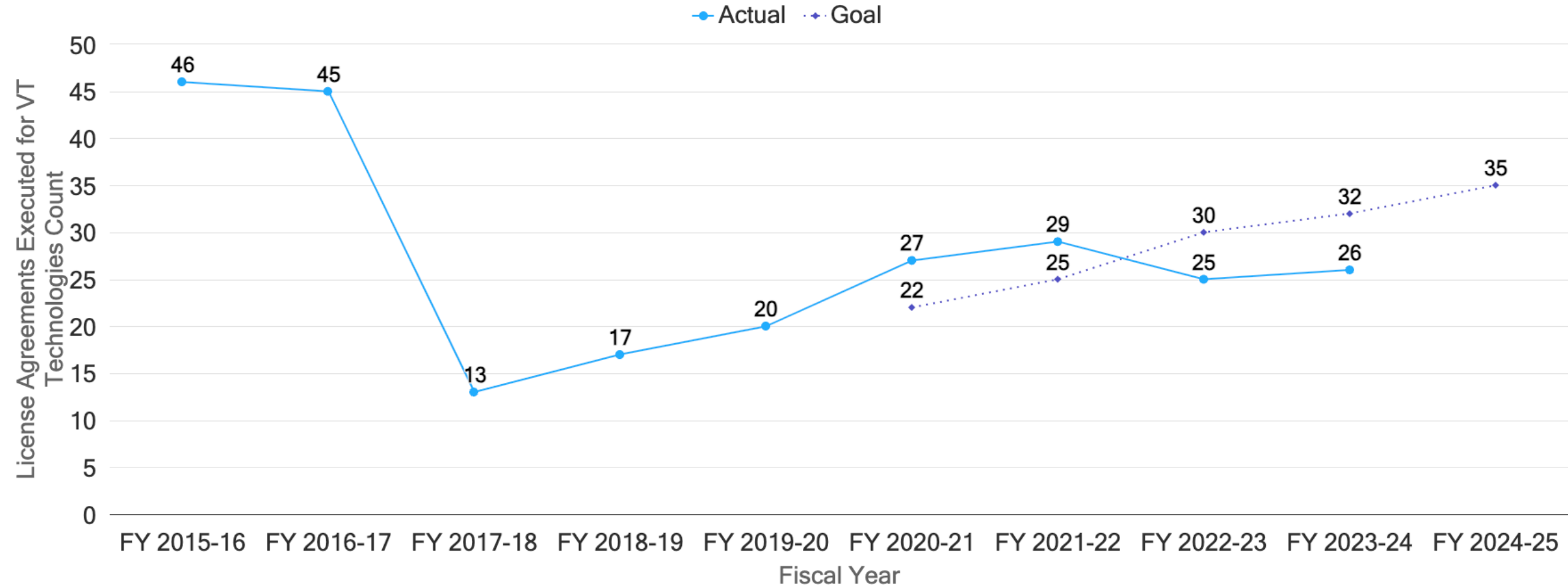
Invention Disclosures

Increase by 70% by FY 2024-25



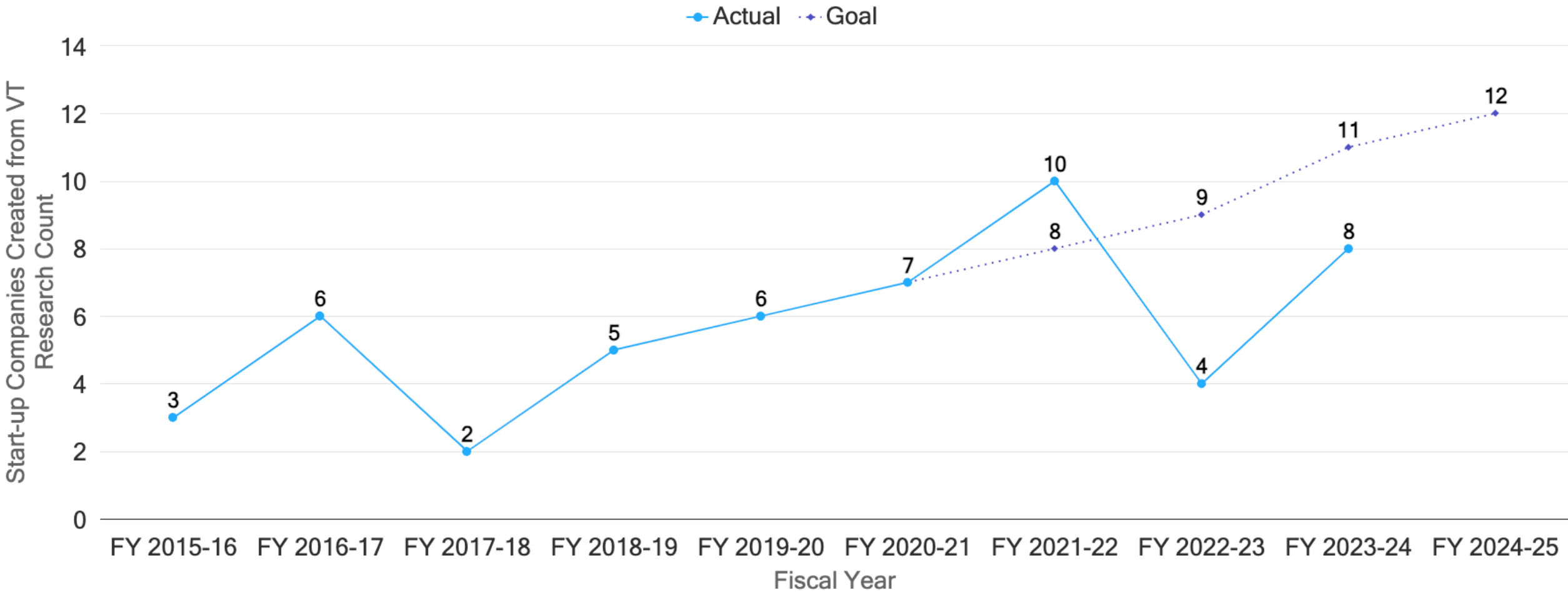
License Agreements

Increase by 75% by FY2025



Start-up Companies

Double by FY2025

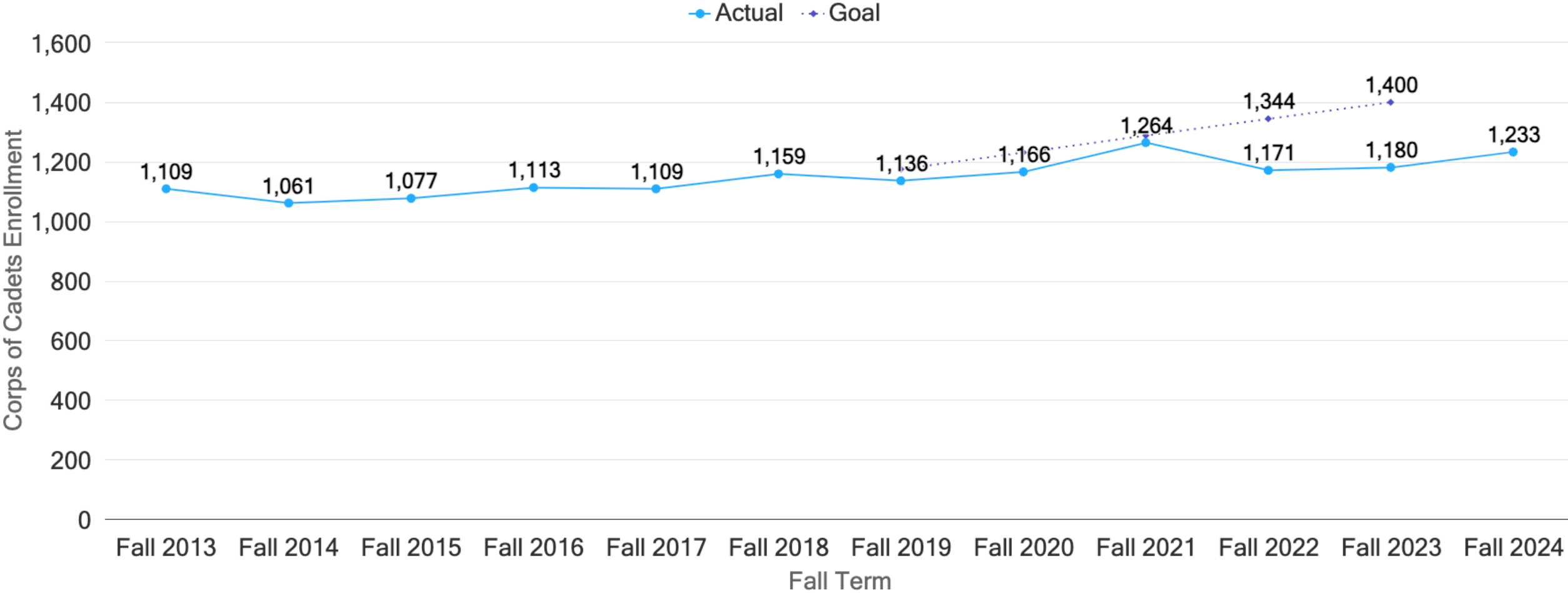


STRATEGIC PRIORITY 2

Elevate the *Ut Prosim* (That I May Serve) Difference

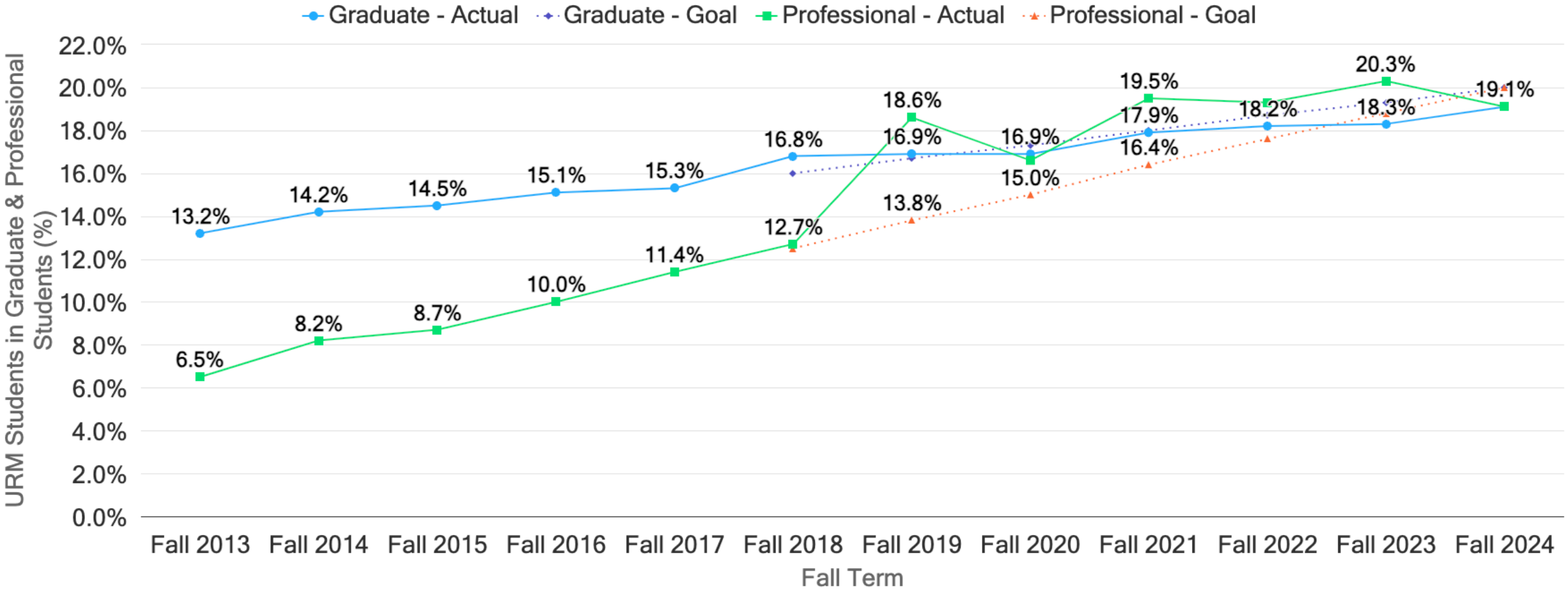
Corps of Cadets Enrollment

1,400 by 2023



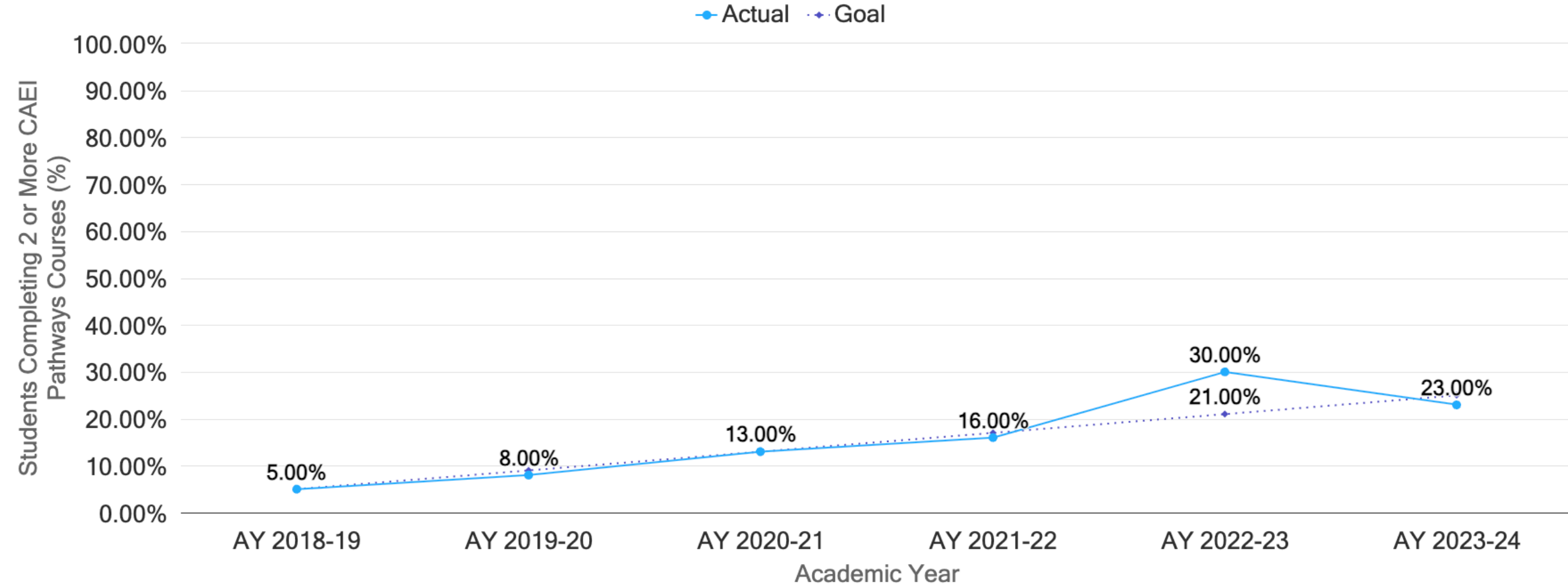
Underrepresented Minority Graduate and Professional Students

20% representation by 2024



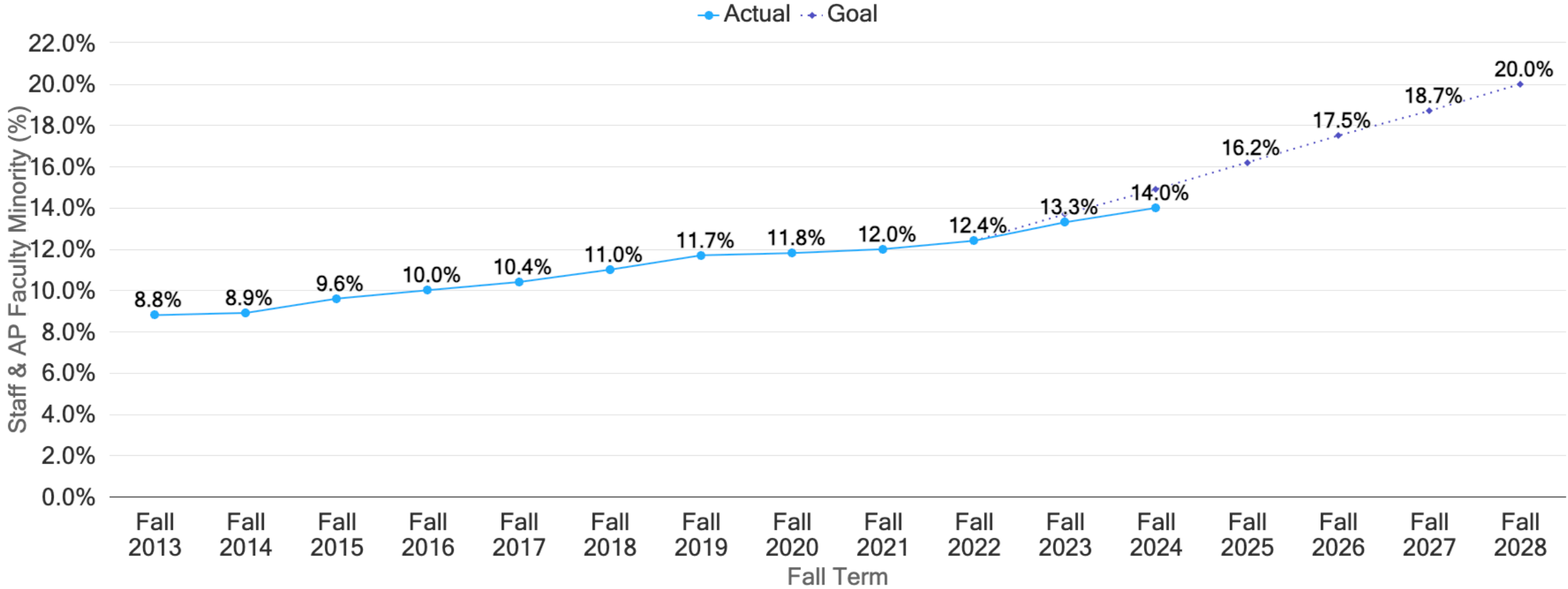
Undergraduate (enrolled by 2018) who have completed two or more Critical Analysis of Equity & Identity Pathways Courses

25% by FY 2023-24



Increase Representation of All Minority Staff and Administrative and Professional Faculty

20% representation by 2028

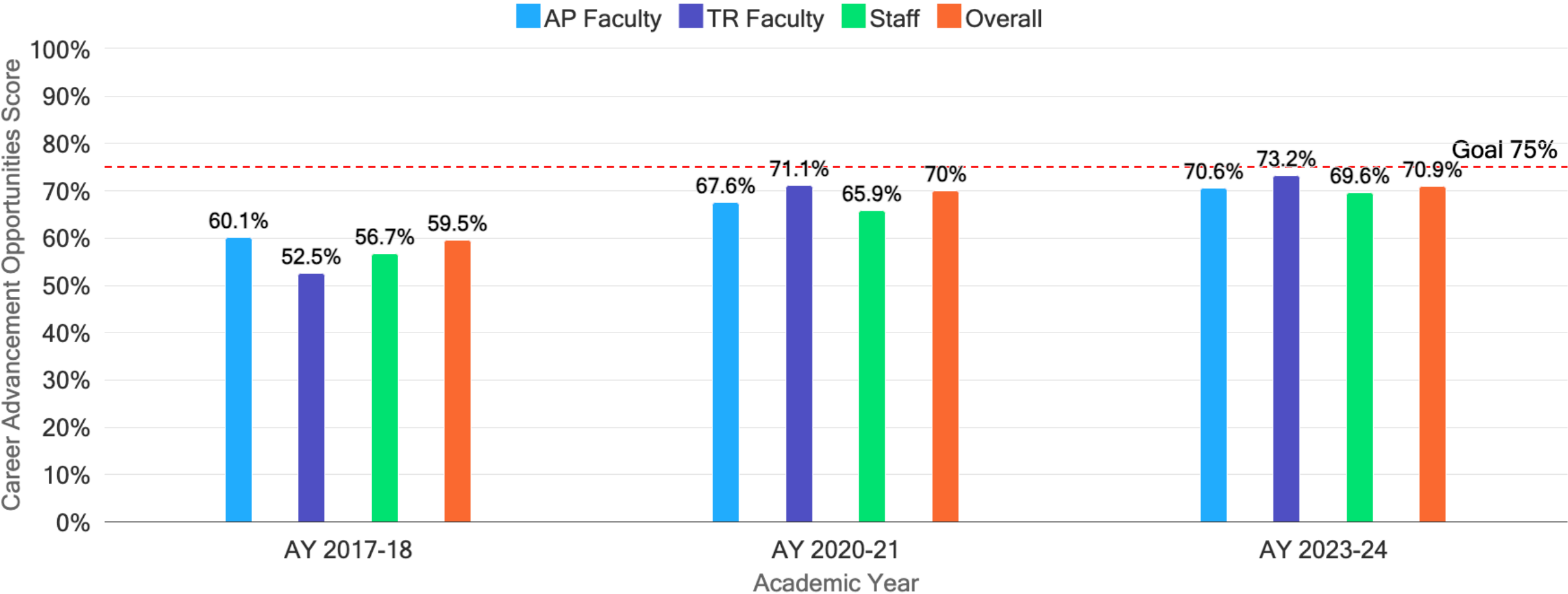


STRATEGIC PRIORITY 3

Be a Destination for Talent

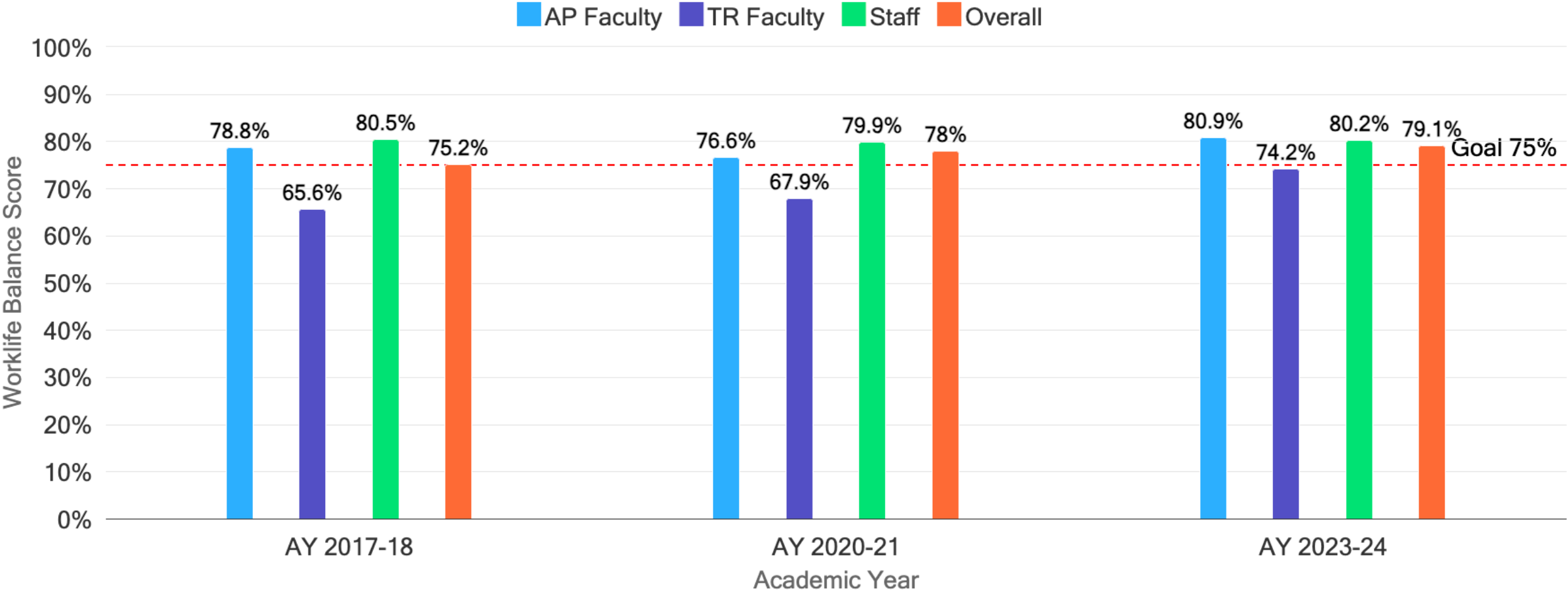
Human Resources: Career Advancement

75% by AY 2026-27



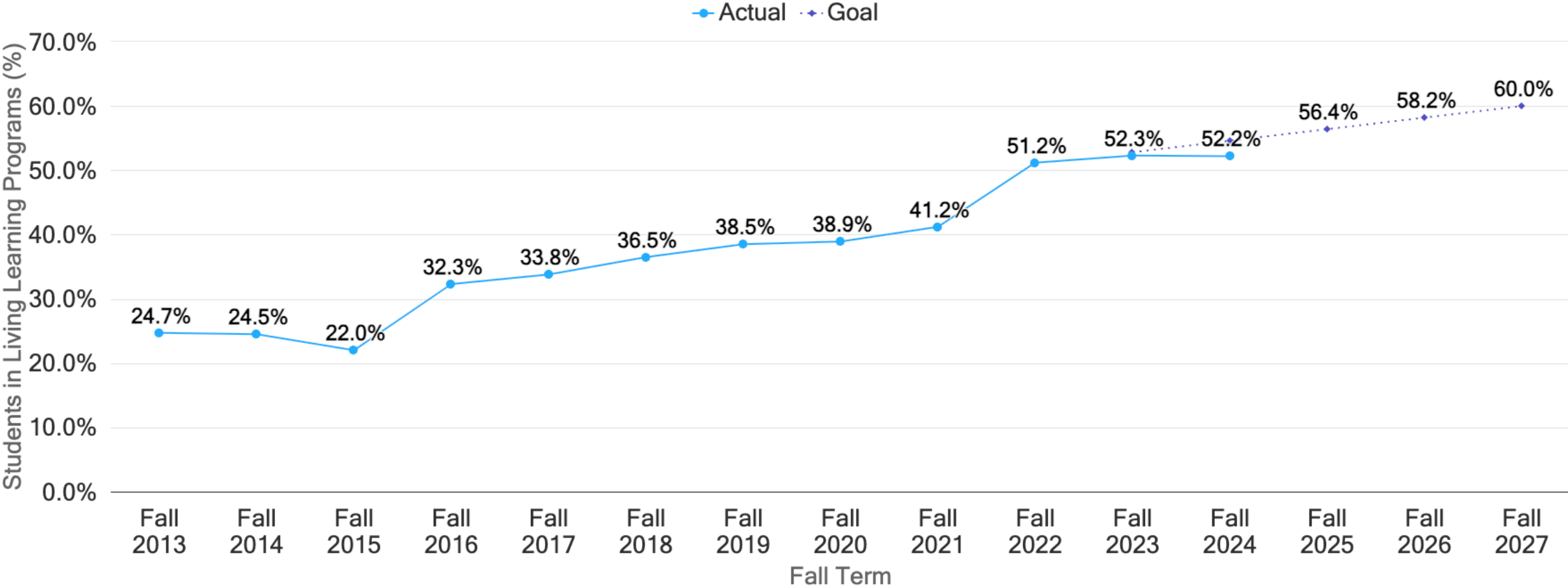
Human Resources: Work-Life Balance

75% by AY 2026-27



Students in Living Learning Programs

60% through Fall 2027

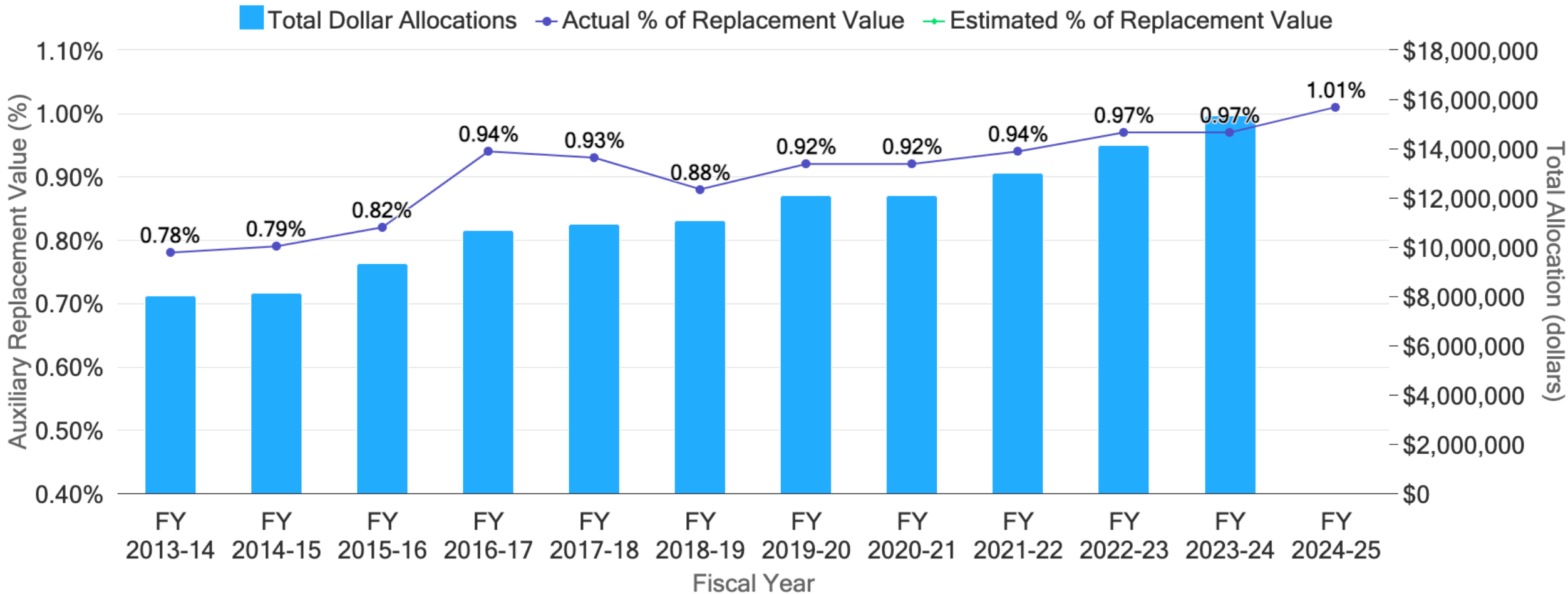


STRATEGIC PRIORITY 4

Ensure Institutional Excellence

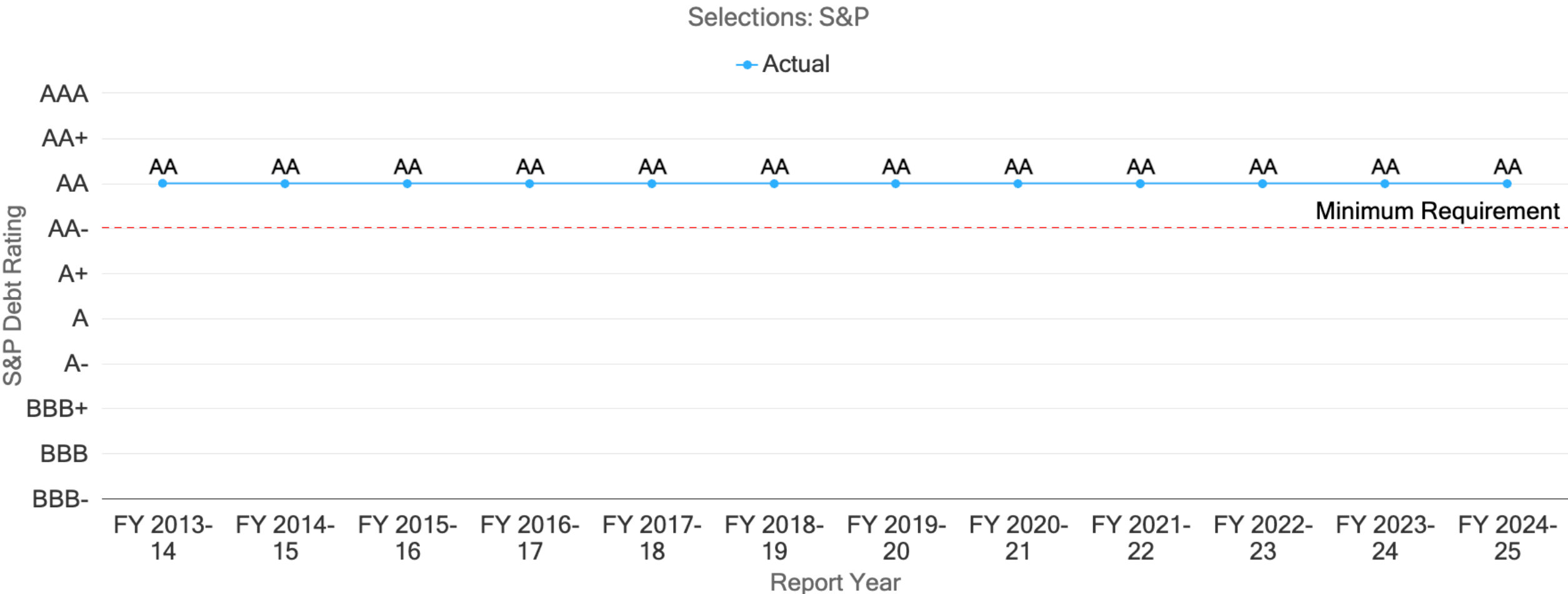
Auxiliary Maintenance Reserve Funding

Maintain range of 1-1.5% of facility replacement value



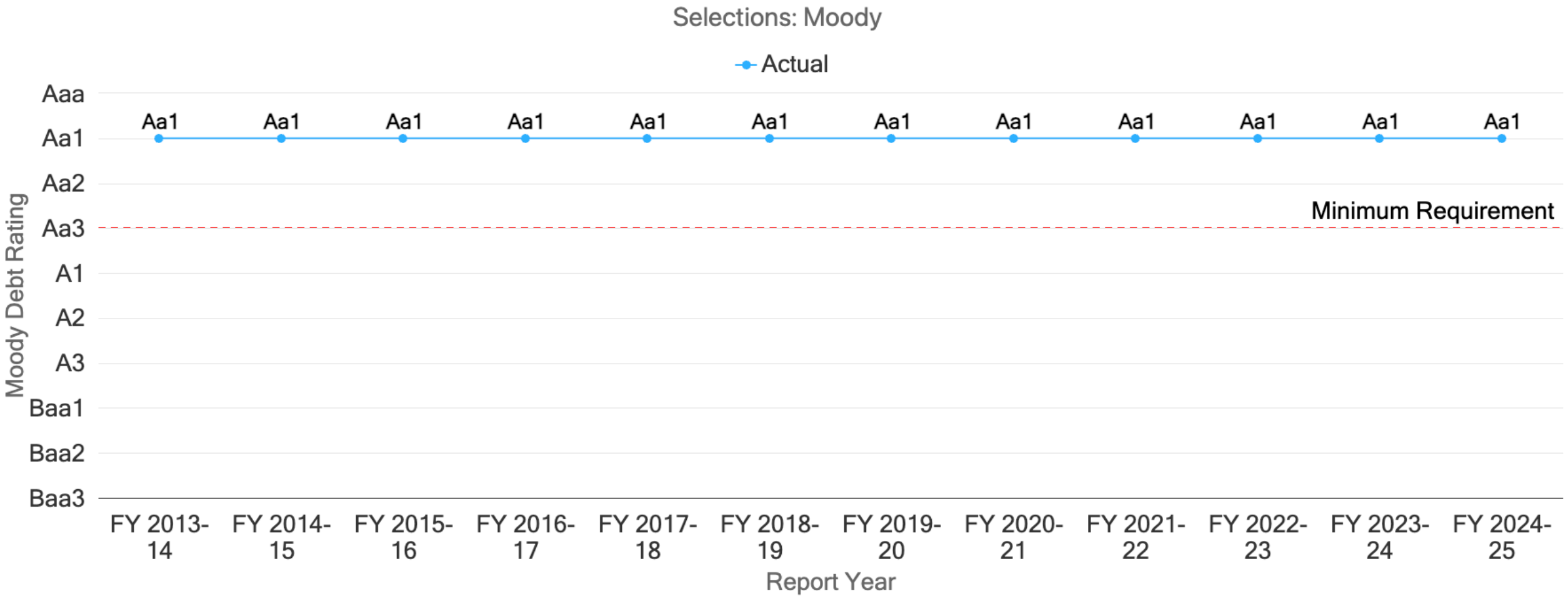
Debt Rating (Standard & Poor's)

Maintain a rating in the AA range



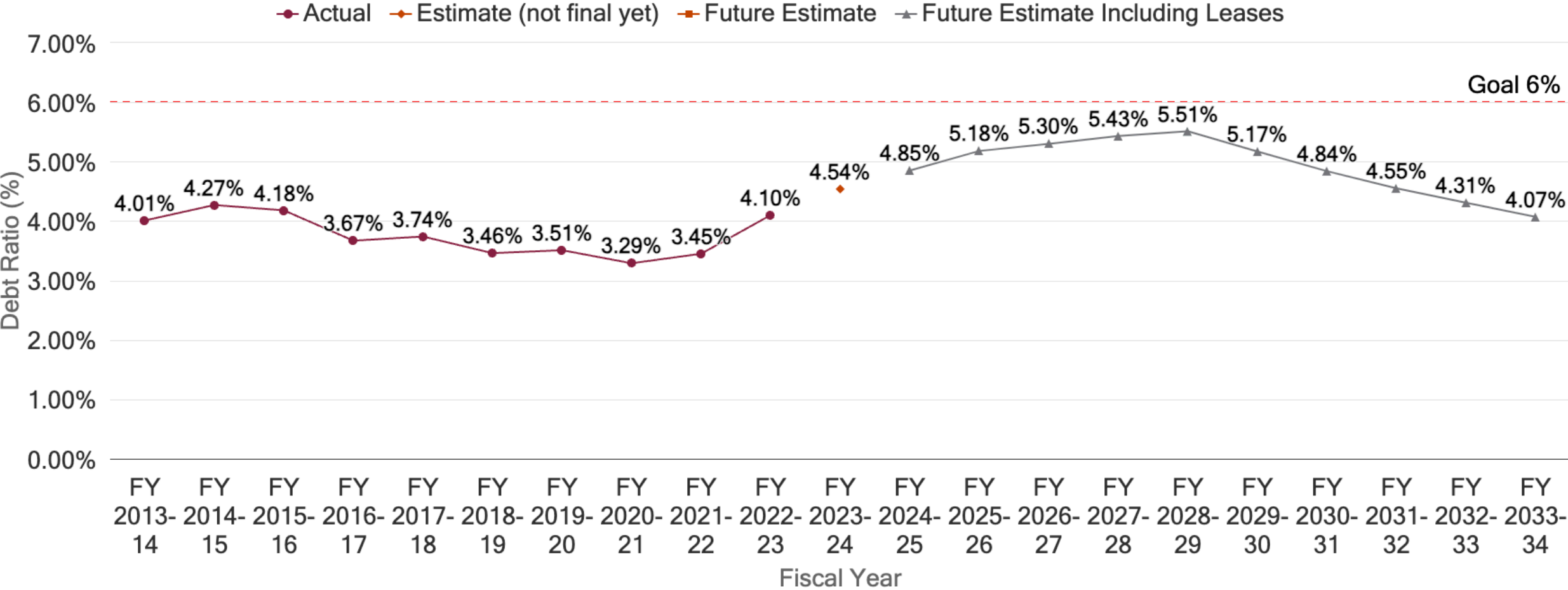
Debt Rating (Moody)

Maintain a rating in the Aa range



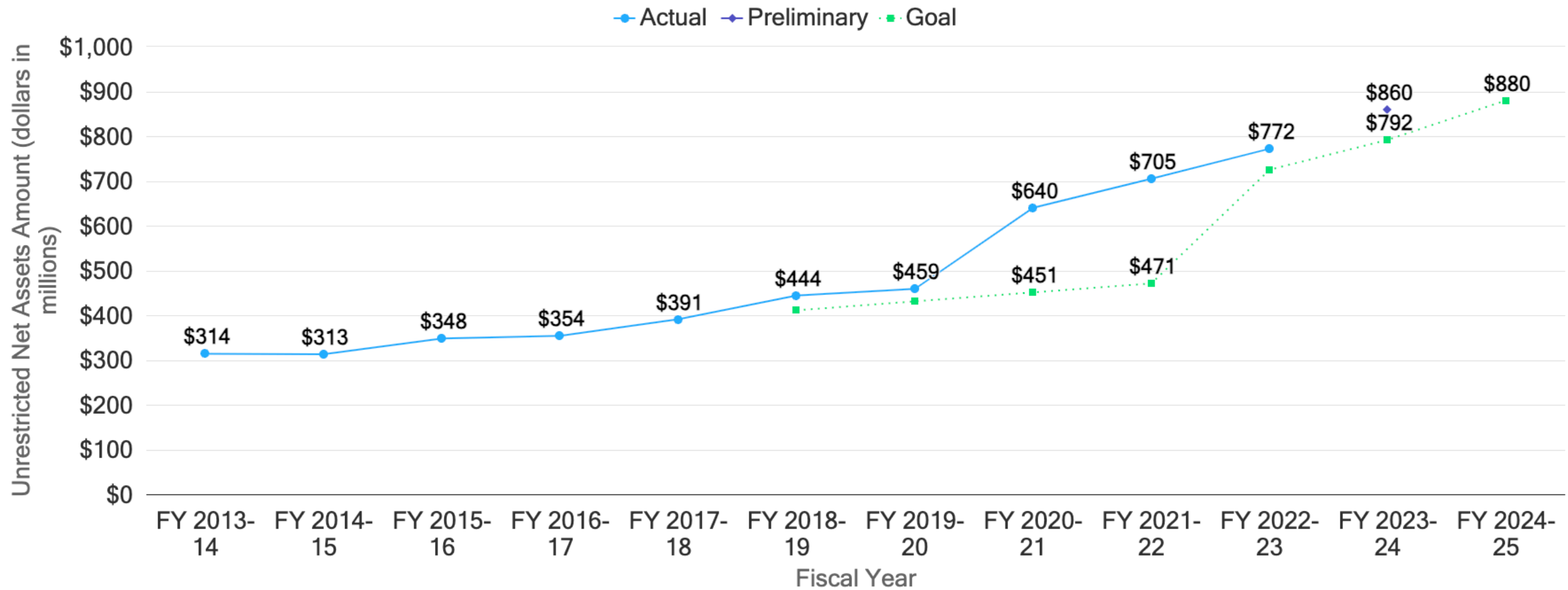
University Debt Ratio

Less than or equal to 6%



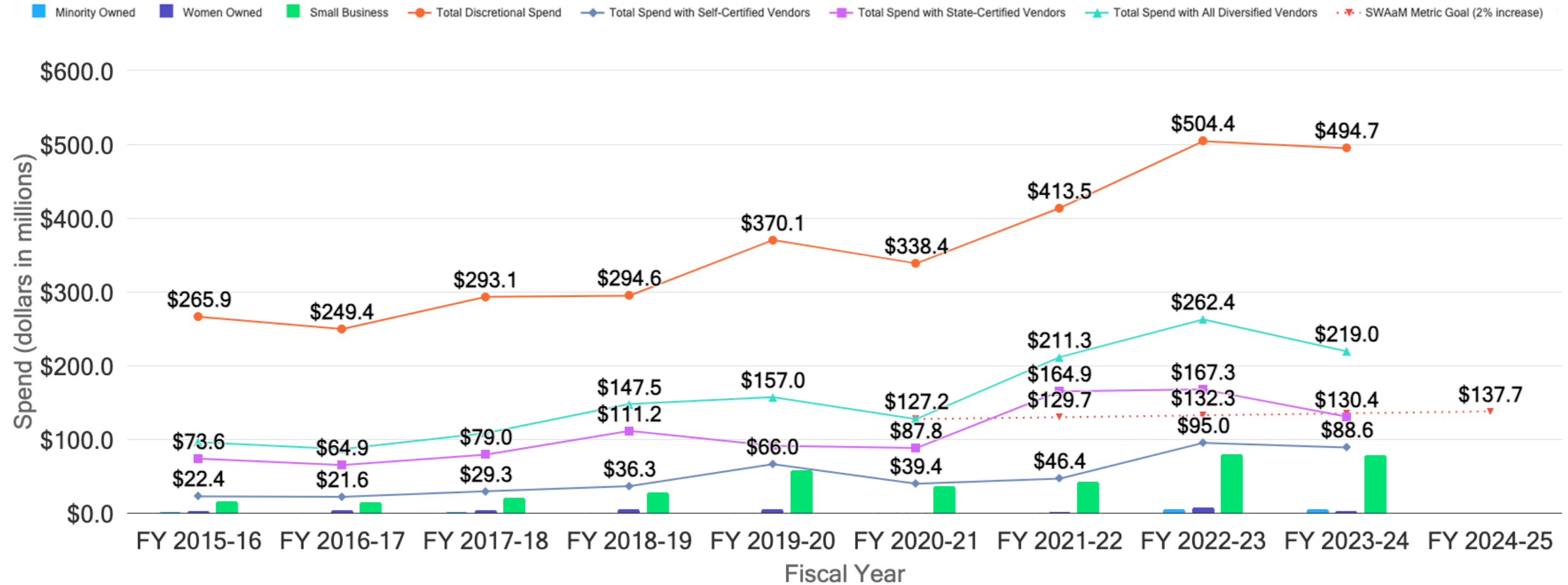
University Unrestricted Net Assets

\$20M additional annually by FY2024



SWaM* Spend

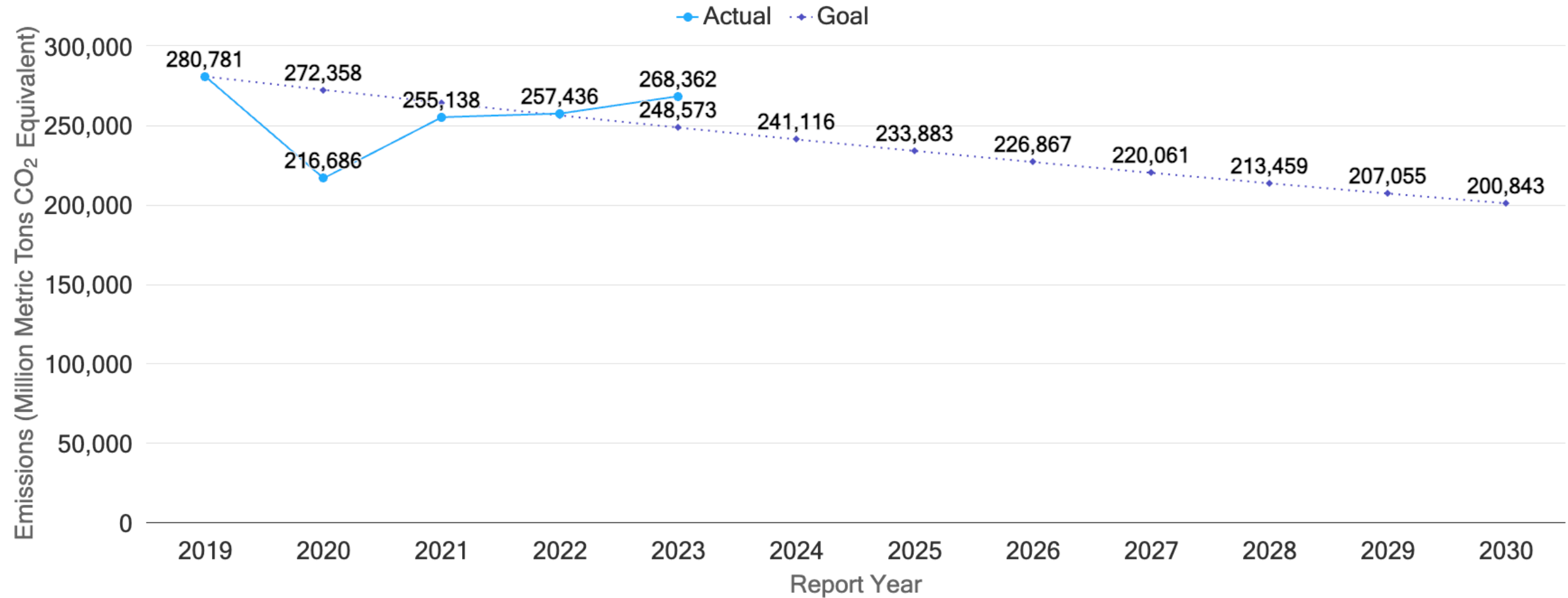
2% increase in direct spend with SWAM firms per year by FY 2024-25



*Small Business or Woman Owned or Minority Owned; includes all firms that meet the definition of a SWaM firm (including but not limited to state-registered SWaM firms)

Percent Reduction of Greenhouse Gas Emissions

Achieve an annual net reduction of campus greenhouse gas (GHG) emissions of 3% through 2030

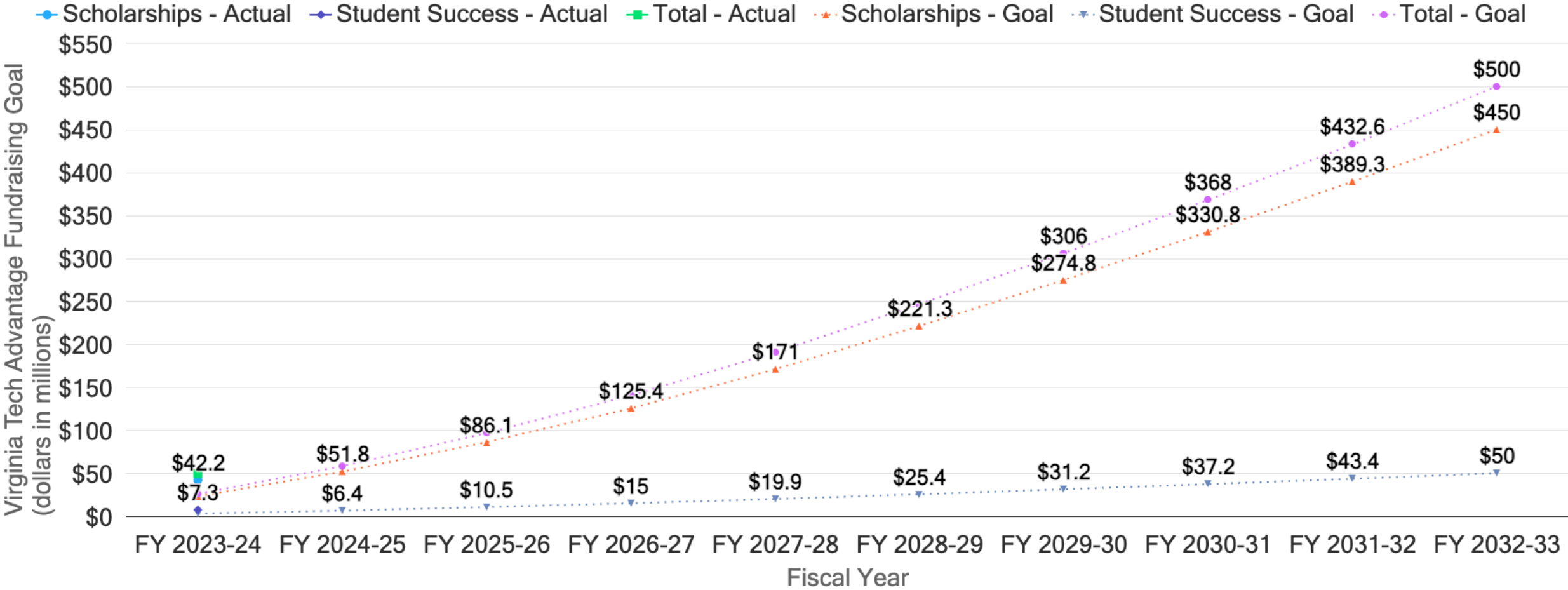


VIRGINIA TECH ADVANTAGE

Metrics

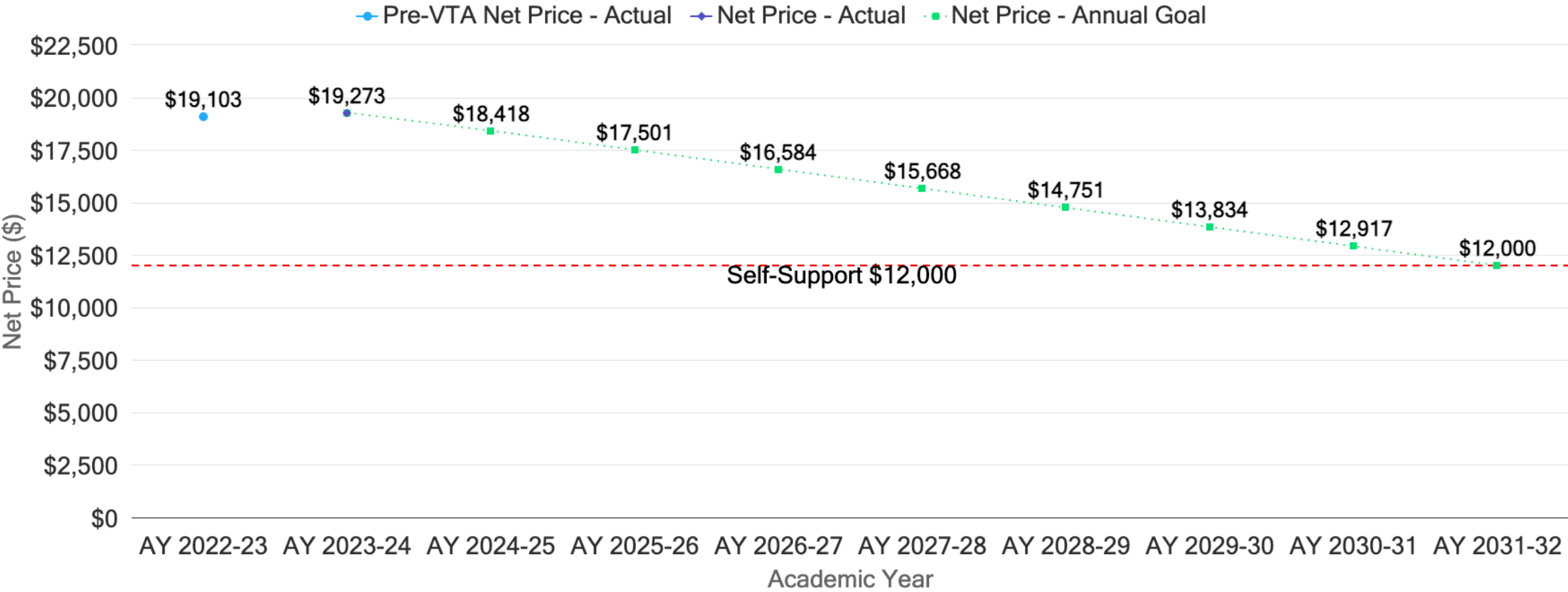
Virginia Tech Advantage Fundraising Goal

Achieve \$500M Virginia Tech Advantage Fundraising Goal
(\$450 for scholarships and \$50 for student success) by FY 2032-33



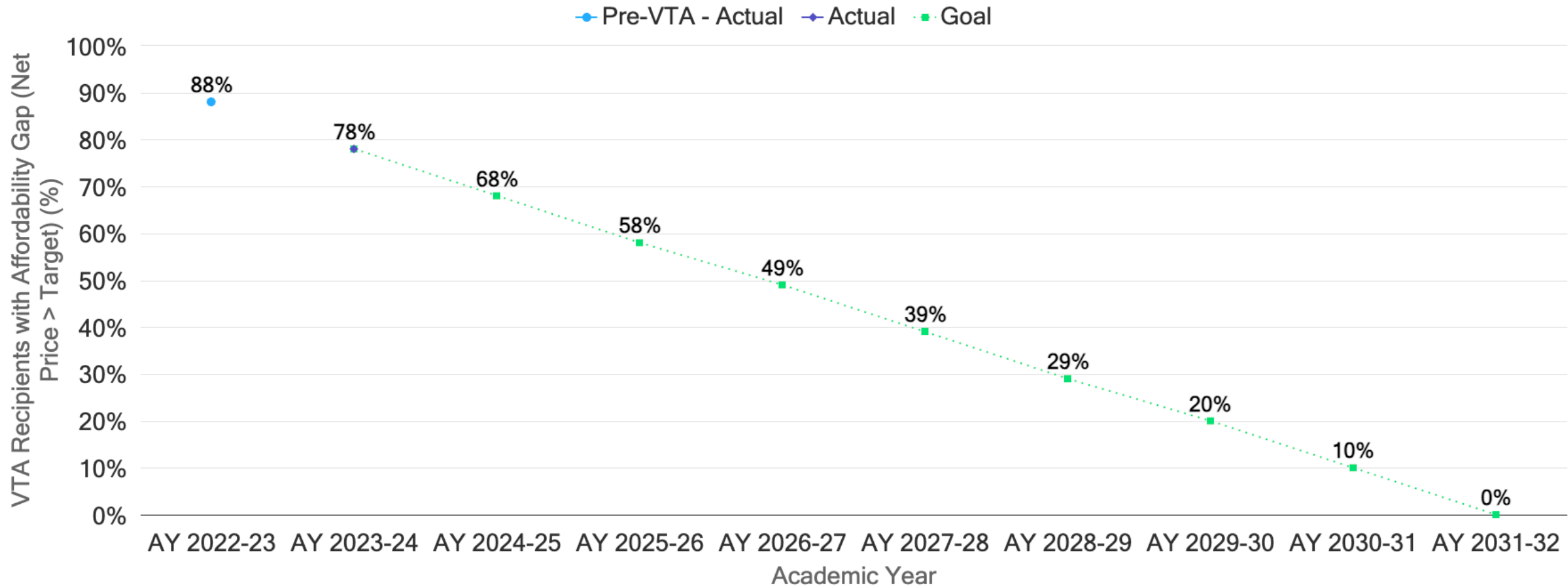
Average net price for Virginia Tech Advantage students

Decrease the net price to \$12,000 by AY 2031-32



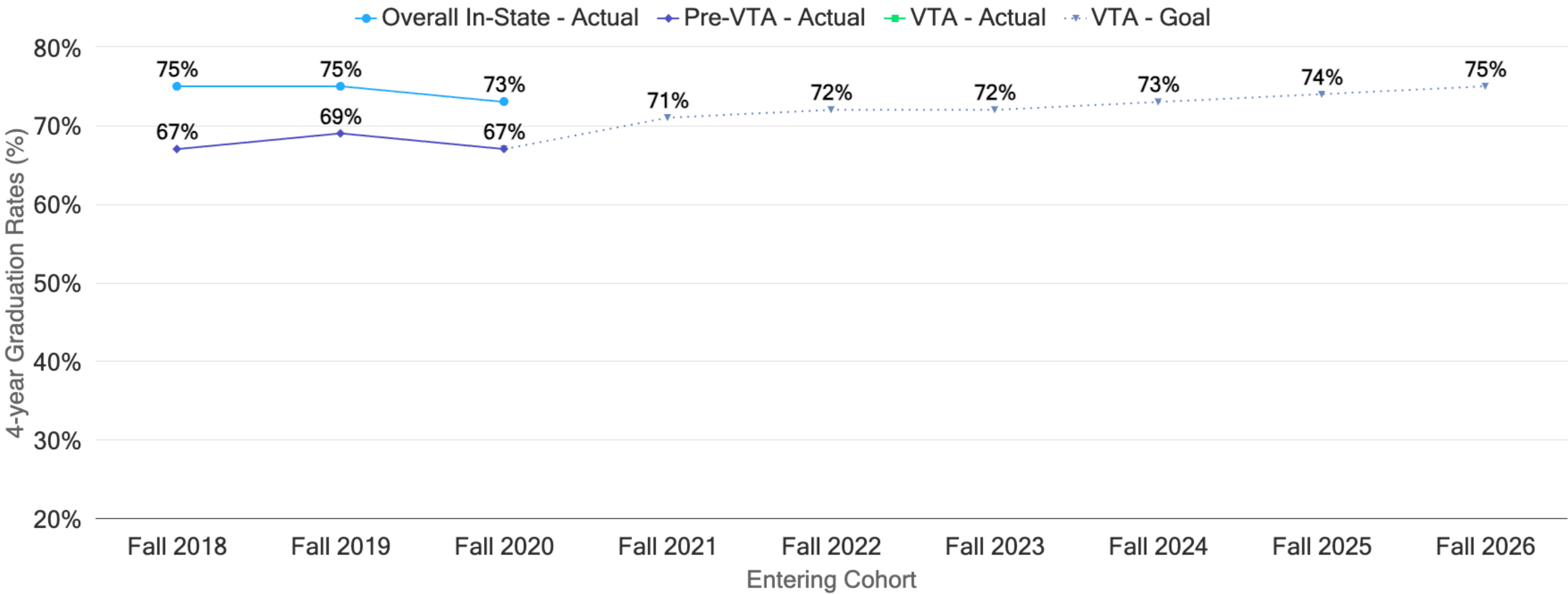
Proportion of Virginia Tech Advantage students with a net price > \$12,000

0% by AY 2031-32



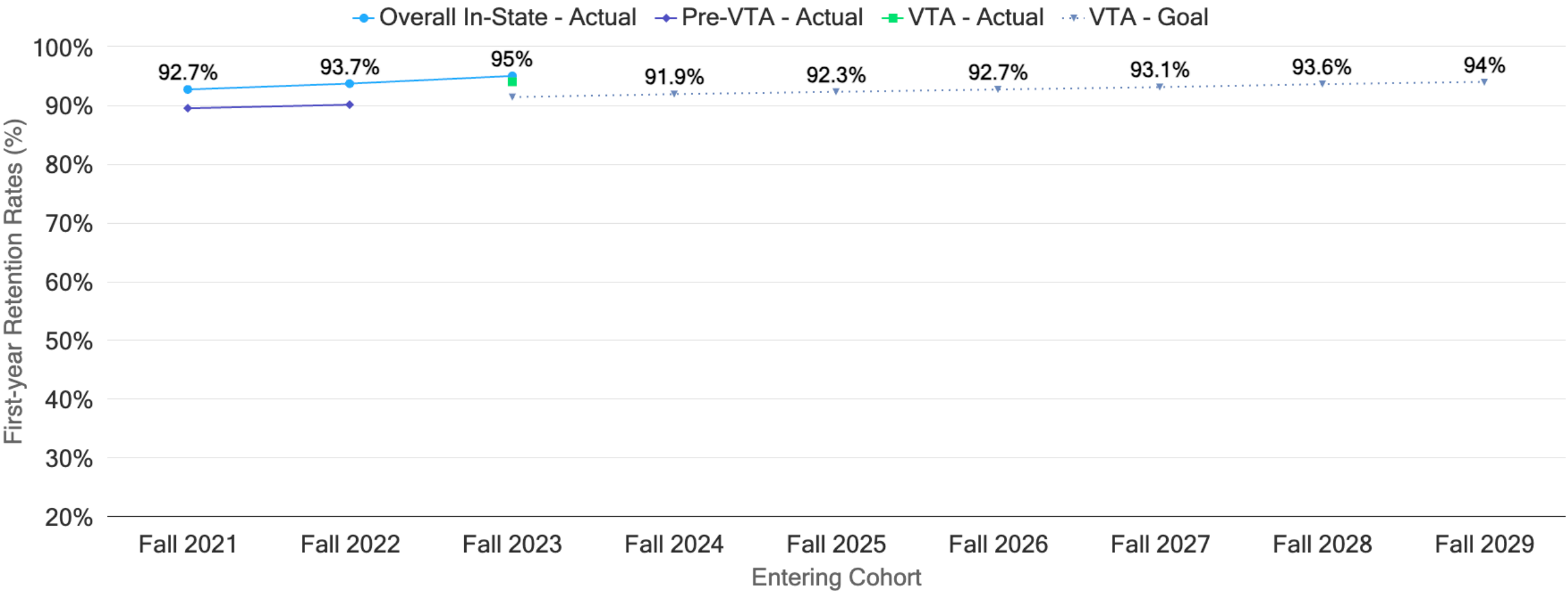
Four-Year Graduation Rates for Entering Virginia Tech Advantage Freshmen

74.5% by 2030 (entering cohort Fall 2026)



First-Year Retention Rates for Entering Virginia Tech Advantage Freshmen

94% by 2030 (entering cohort Fall 2029)





ENROLLMENT MANAGEMENT UPDATE



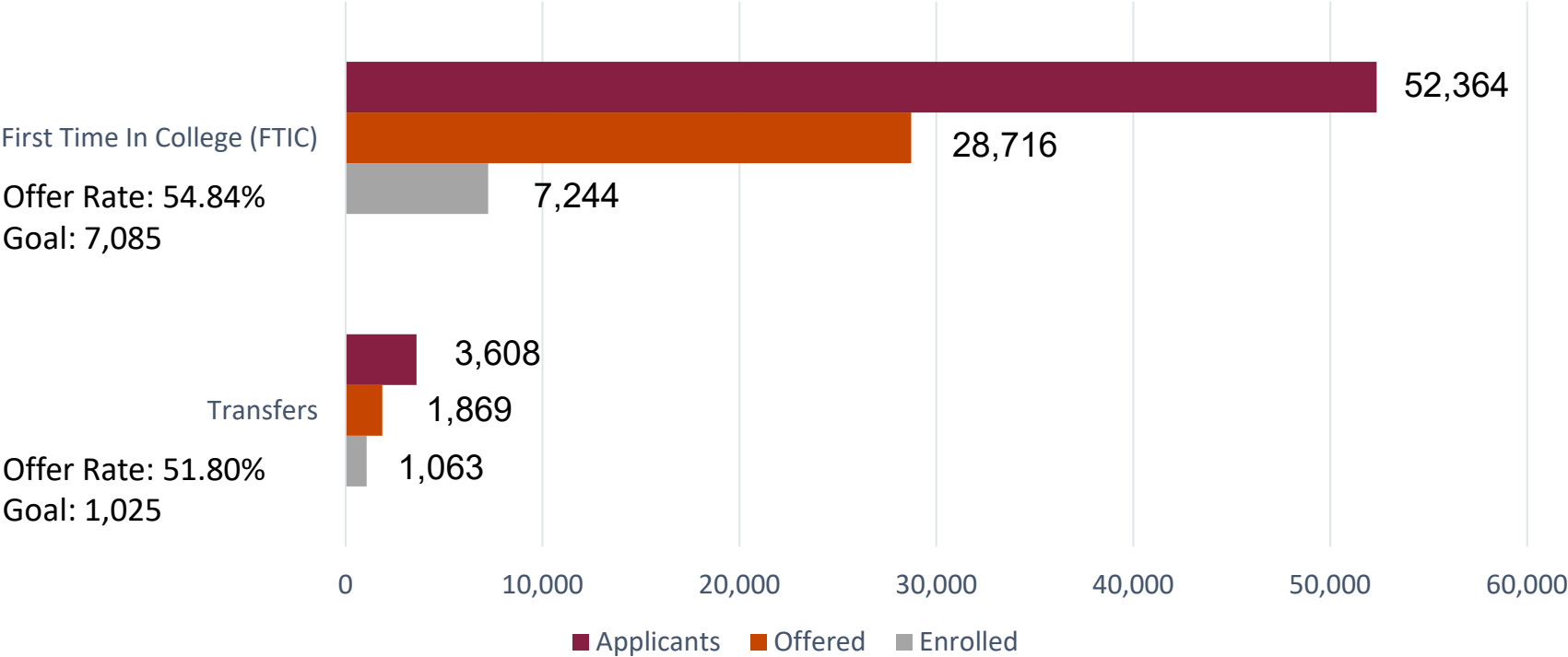
Juan P. Espinoza
Vice Provost for
Enrollment Management

2024 Undergraduate Admissions Visitors and Prospects

2023-2024 Admissions Cycle



2024 New Undergraduate Applicants
2023-2024 Admissions Cycle



2024 Incoming Class (FTIC + Transfers) = **8,307**

Beyond Boundaries Strategic Priority

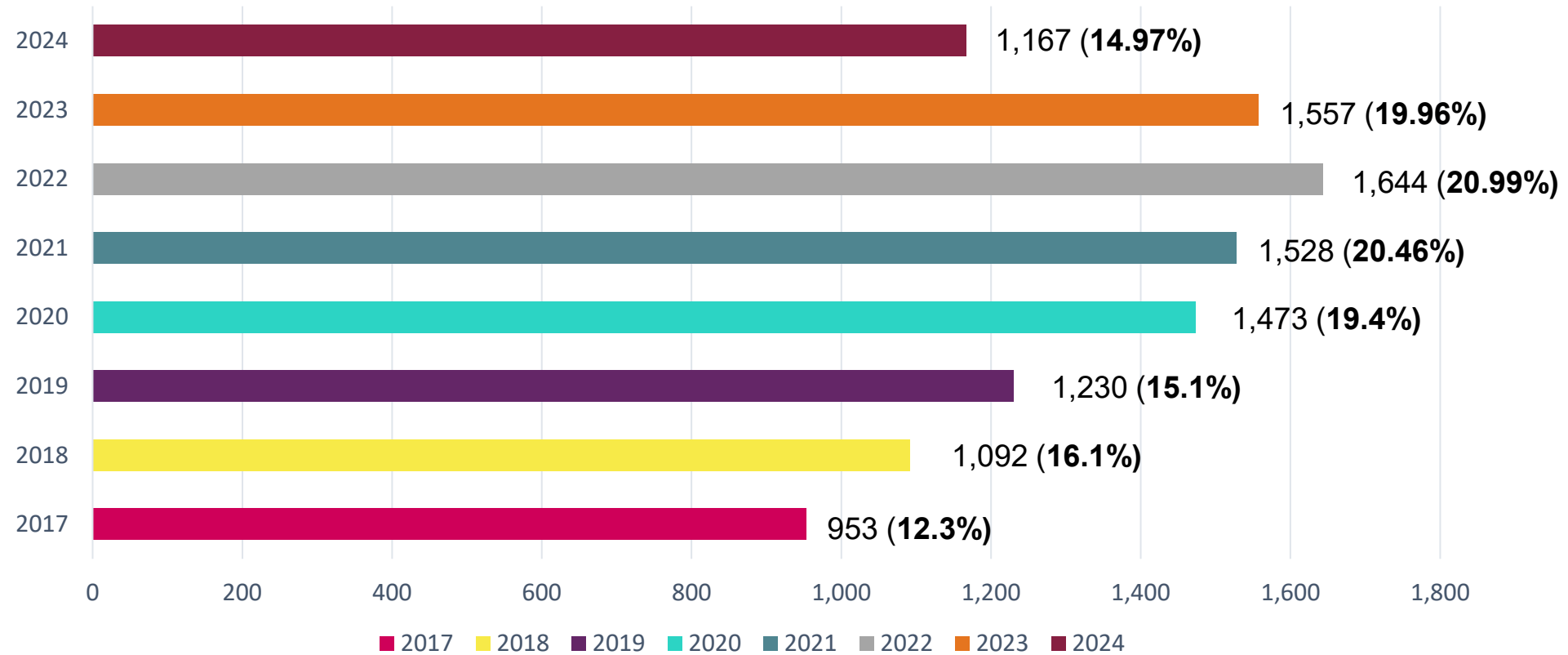
Elevate the *Ut Prosim* (That I May Serve) Difference

Achieve **25%** representation
of URM students in the
entering class (FTIC and
transfers) by 2028.

2024 New Undergraduate Enrollment

Demographic Benchmark:

Total Underrepresented Minority (FTIC + Transfers)



Headcount Increase: **214** increase from 2017-2024

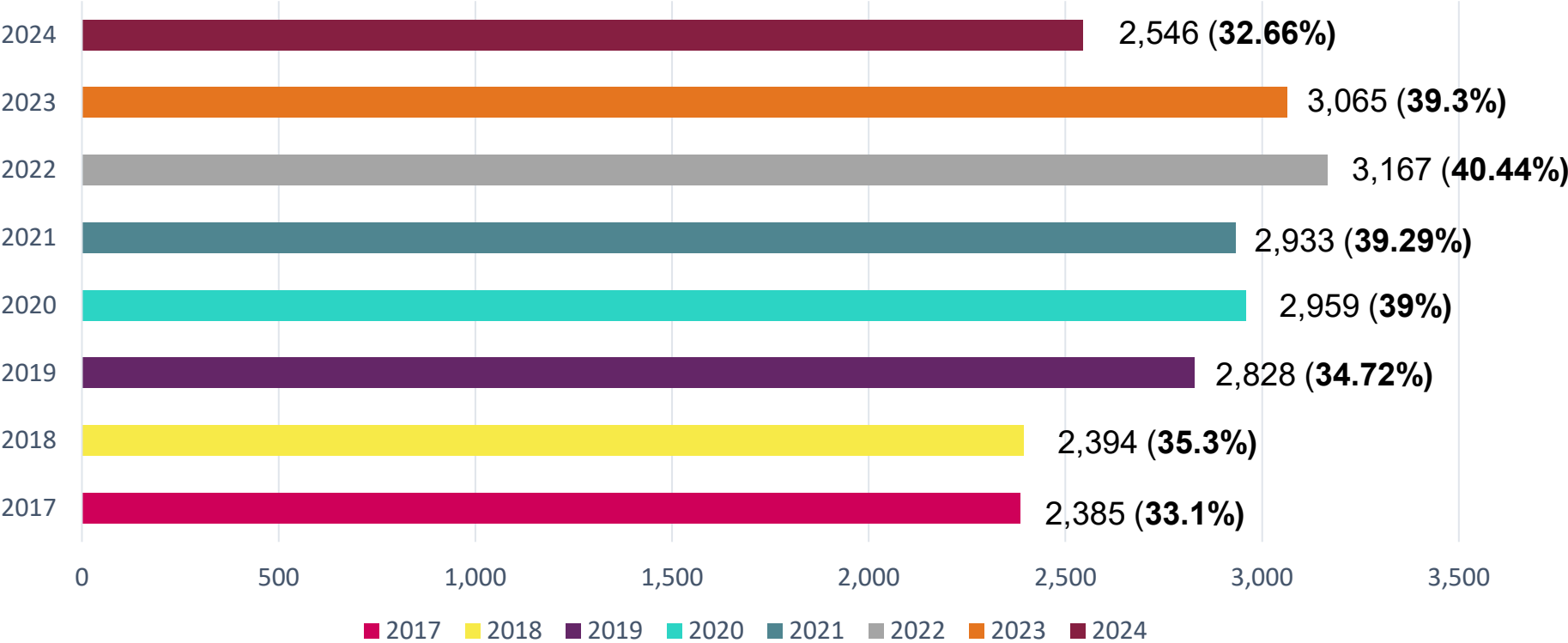
Beyond Boundaries Strategic Priority

Elevate the *Ut Prosim* (That I May Serve) Difference

Achieve **40%** representation of underrepresented or underserved (Pell-Eligible, first generation, and veterans) in the entering class (FTIC and transfers) through 2028.

2024 New Undergraduate Enrollment

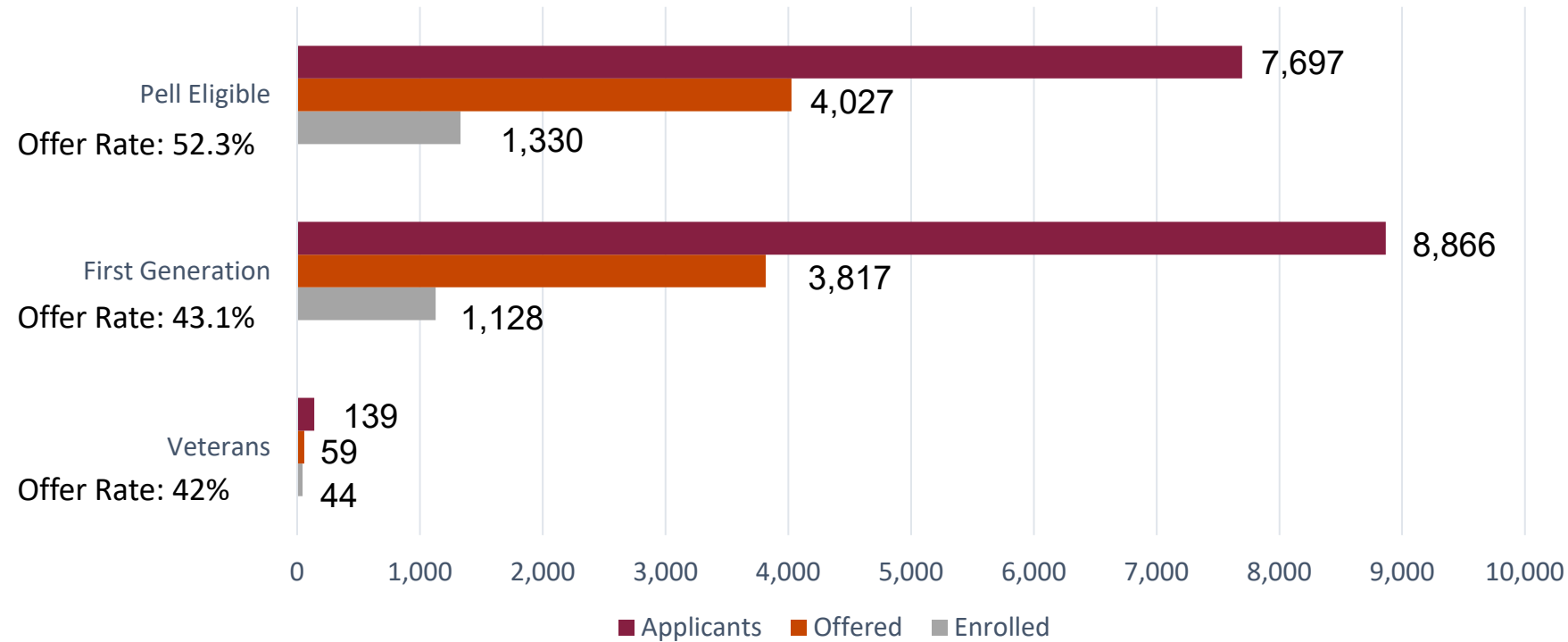
Demographic Benchmark:
URM/USS (FTIC + Transfers)



Headcount Increase: **161** increase from 2017-2024

2024 New Undergraduate Enrollment

Demographic Benchmark:
Underserved (FTIC + Transfers)



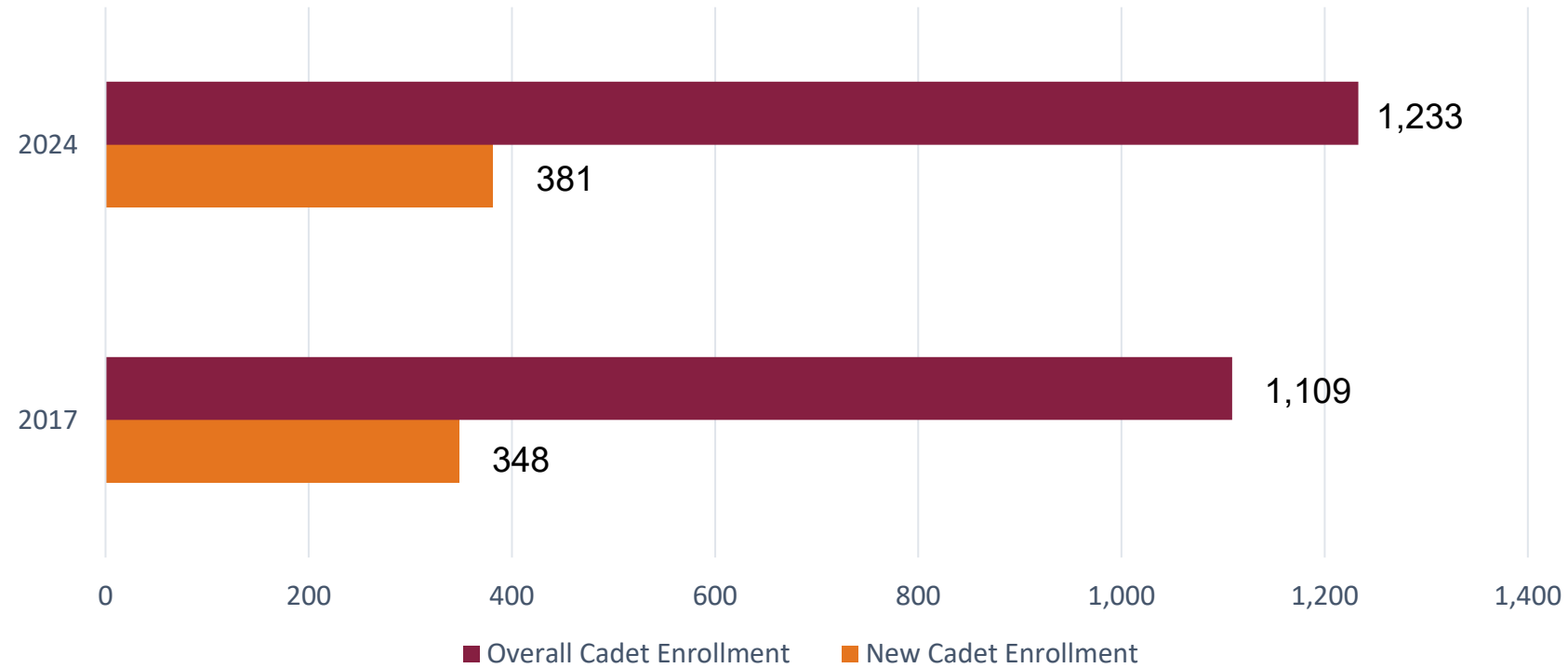
Beyond Boundaries Strategic Priority

Elevate the *Ut Prosim* (That I May Serve) Difference

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

2024 New Undergraduate Enrollment

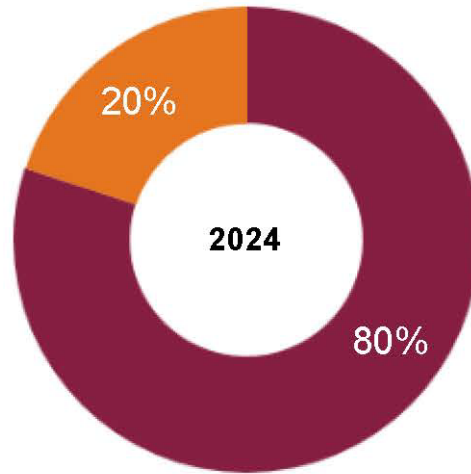
Corps of Cadets (FTIC + Transfers)



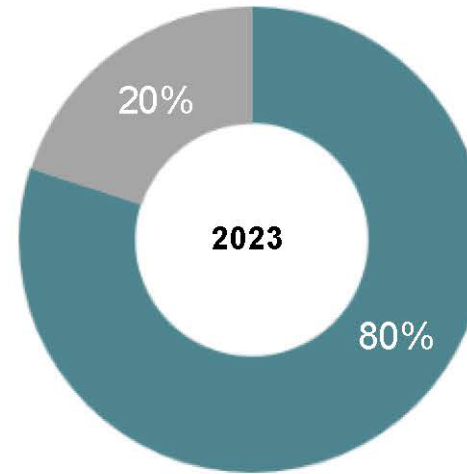
Headcount Increase: **9.48%** from 2017 - 2024

Financial Aid Profile

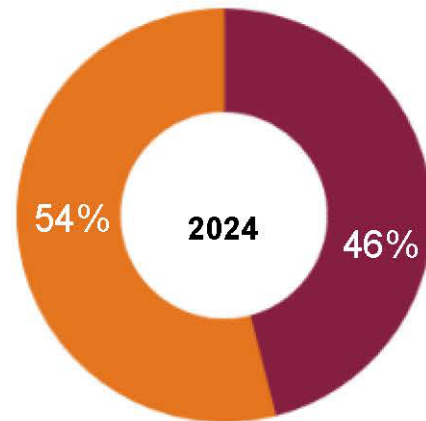
FAFSA Filers
FTIC + Transfers



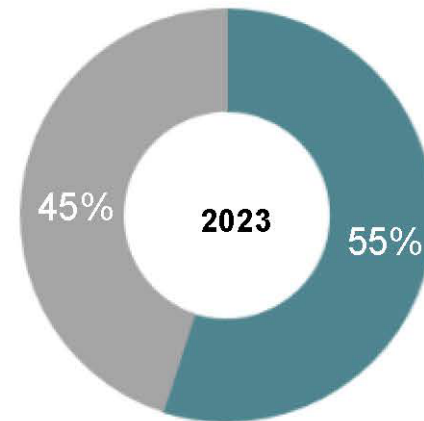
■ Filed a FAFSA ■ Did not File a FAFSA



■ Filed a FAFSA ■ Did not File a FAFSA



■ with demonstrated financial need
■ without demonstrated financial need



■ with demonstrated financial need
■ without demonstrated financial need

Financial Aid Profile

2024 Percentage of Need Met for FAFSA filers
Average Institutional Gift (Fund Summary)

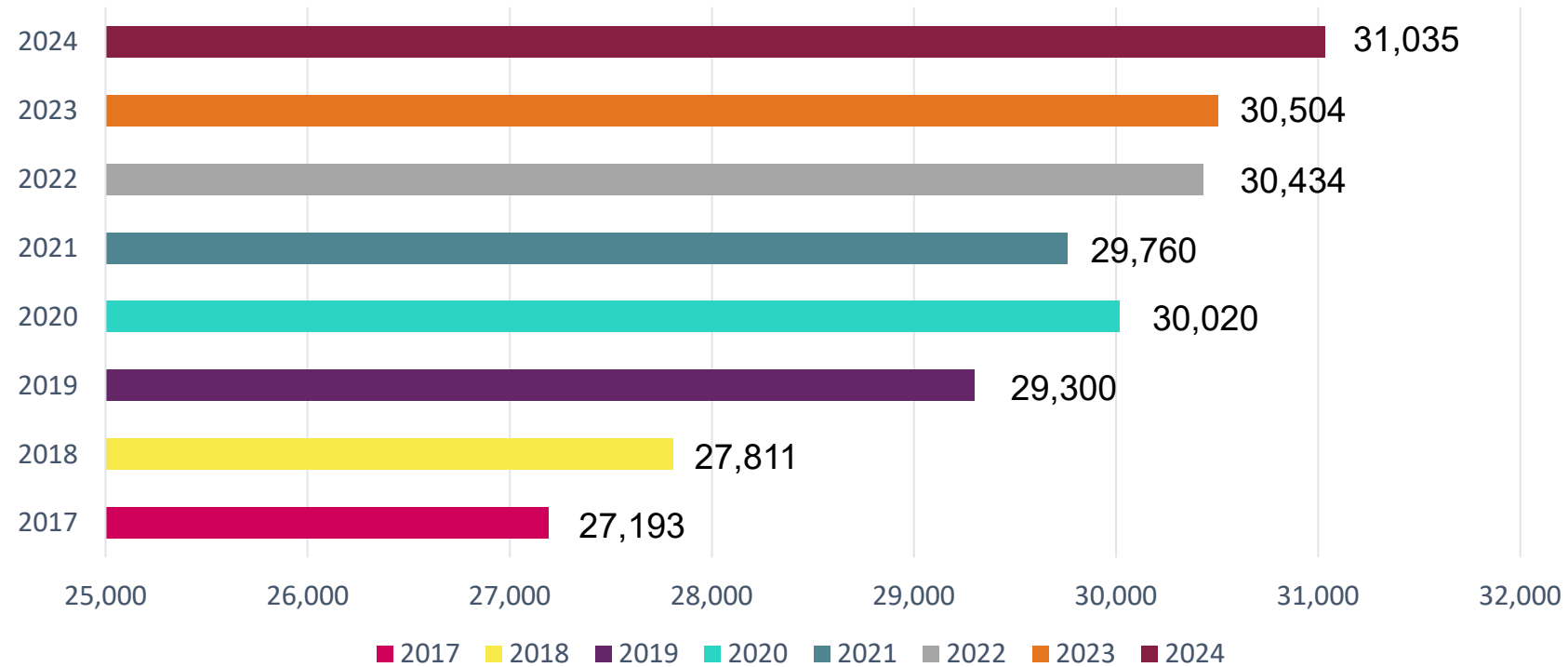
FTIC

All	36%
In-State	47%
Out-of-State	22%

FTIC + Transfers

All	35%
In-State	44%
Out-of-State	21%

2024 Overall Undergraduate Enrollment



2024 Overall Undergraduate Enrollment

7,244

New FTIC

1,063

New Transfers

22,531

Continuing

112

Non-Degree Seeking

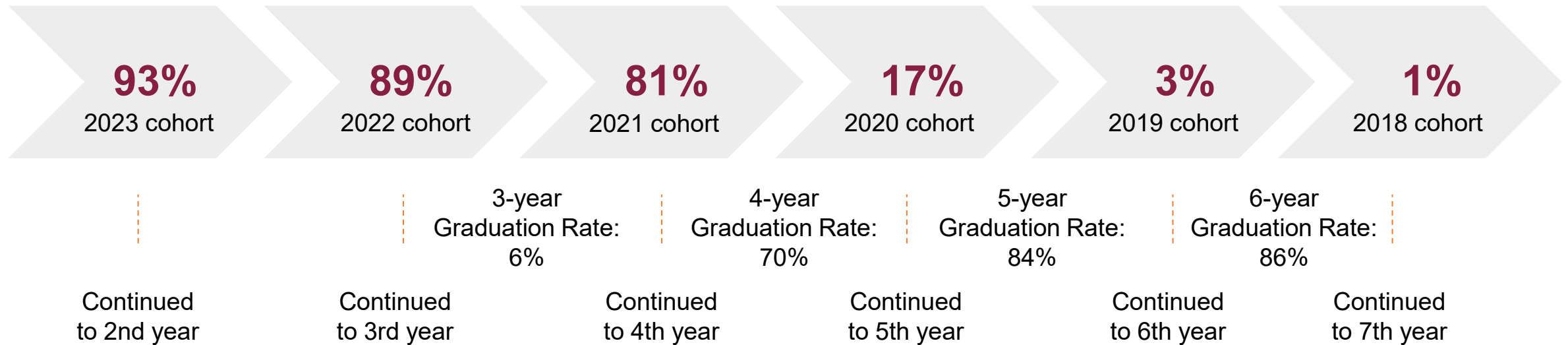
86

Associates Degree



2024 Continuing Student Enrollment

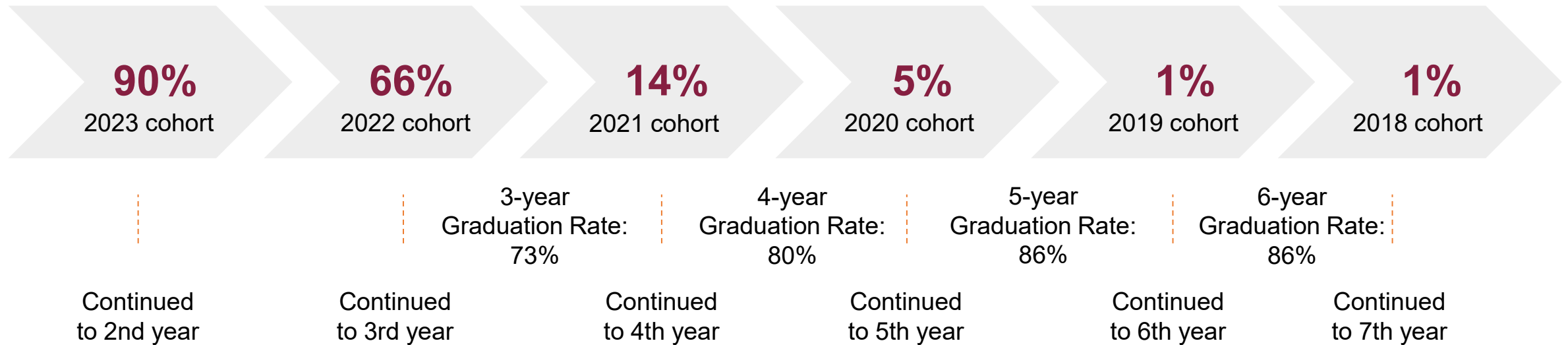
Retention - FTIC



Average **98%** continue to 1st Spring

2024 Continuing Student Enrollment

Retention - Transfers



Average **96%** continue to 1st Spring

Student Retention

First to Second Year - FTIC

All



URM



URM/USS



Beyond Boundaries Strategic Priority

Be a Destination for Talent

Increase the four-year
graduation rate for all FTIC
students to **73%** by 2028
(2024 cohort).

Graduating Students

4-Year Graduation Rates: 2020 FTIC Cohort

70%

All

60%

URM

61%

URM/USS

All: Up **1%** from 2019 cohort

URM: Down **2%** from 2019 cohort

URM/USS: Down **4%** from 2019 cohort



Beyond Boundaries Strategic Priority

Be a Destination for Talent

Increase the three-year graduation rates for all undergraduate transfer students with at least 60 credits to **80% by 2028 (2025 cohort).**

Graduating Students

3-Year Graduation Rates: 2021 Transfer Cohort

73%

All

65%

URM

69%

URM/USS

All: Up **7%** from 2020 cohort

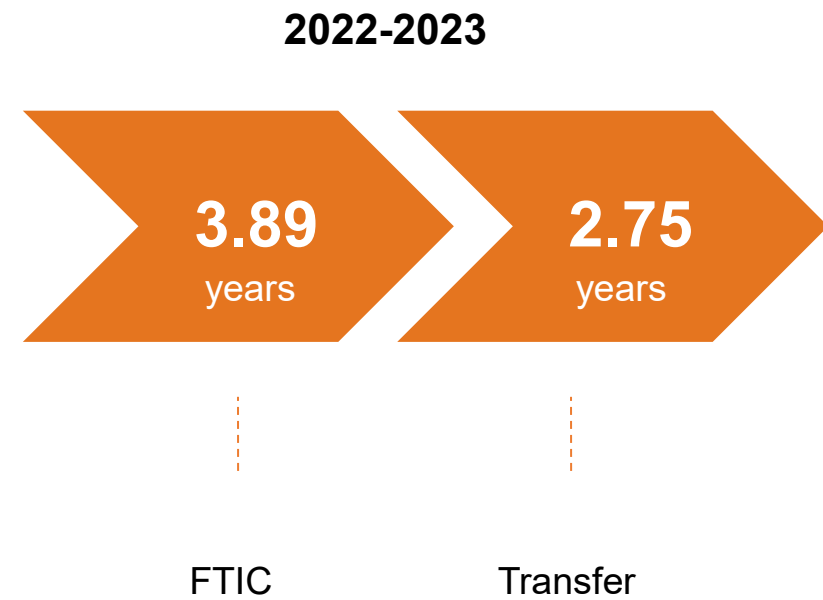
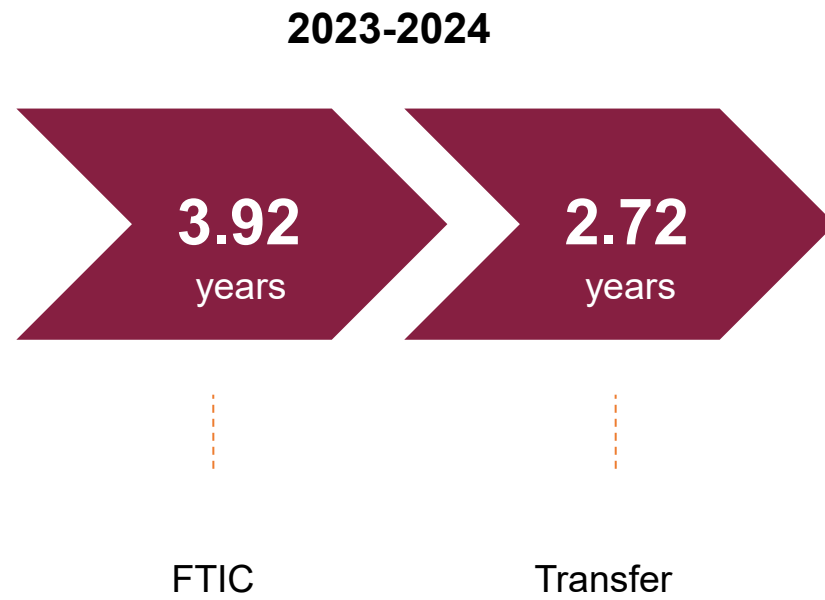
URM: Down **1%** from 2020 cohort

URM/USS: Up **2%** from 2020 cohort



Graduating Students

Time to Degree



Graduating Students

Students Awarded Bachelor's Degrees

7,831

2023-2024

8,107

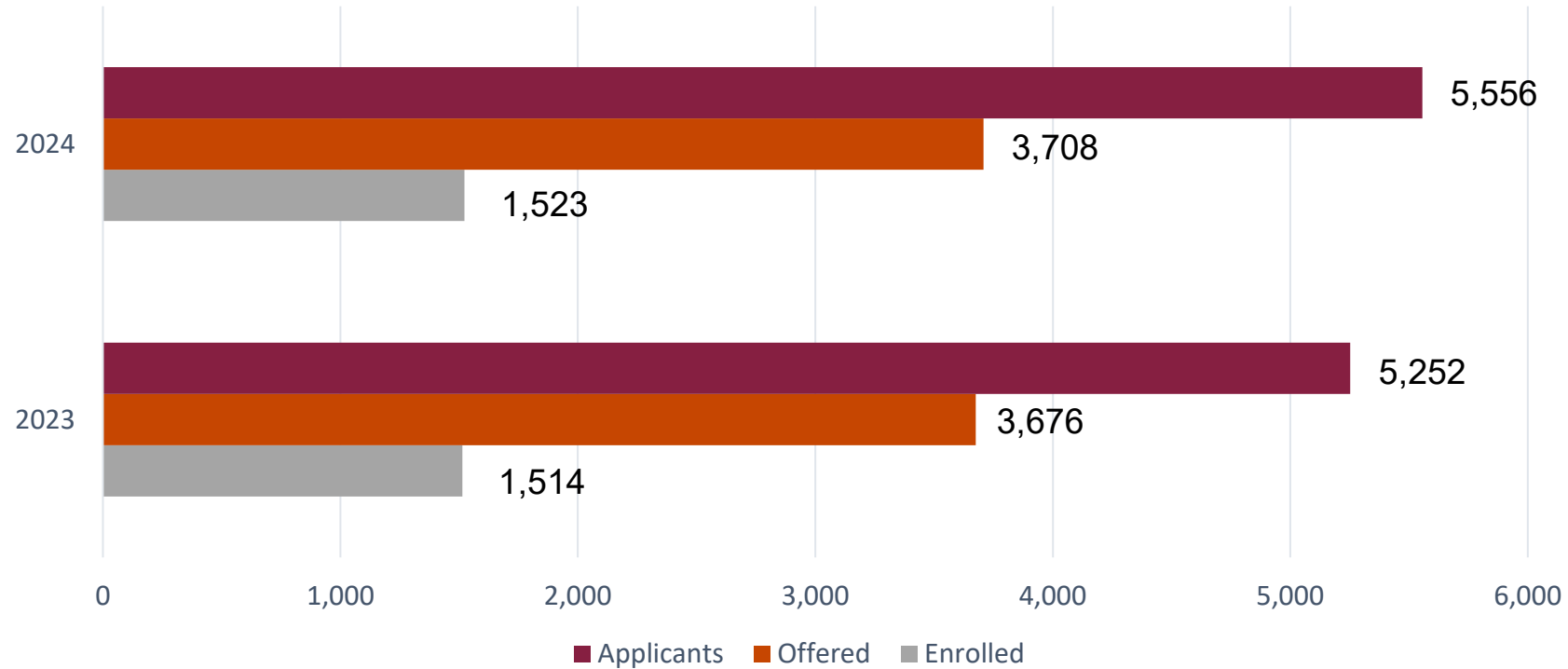
2022-2023

3.5% Headcount Decrease



New Graduate Applications - Masters

2023-2024 Admissions Cycle

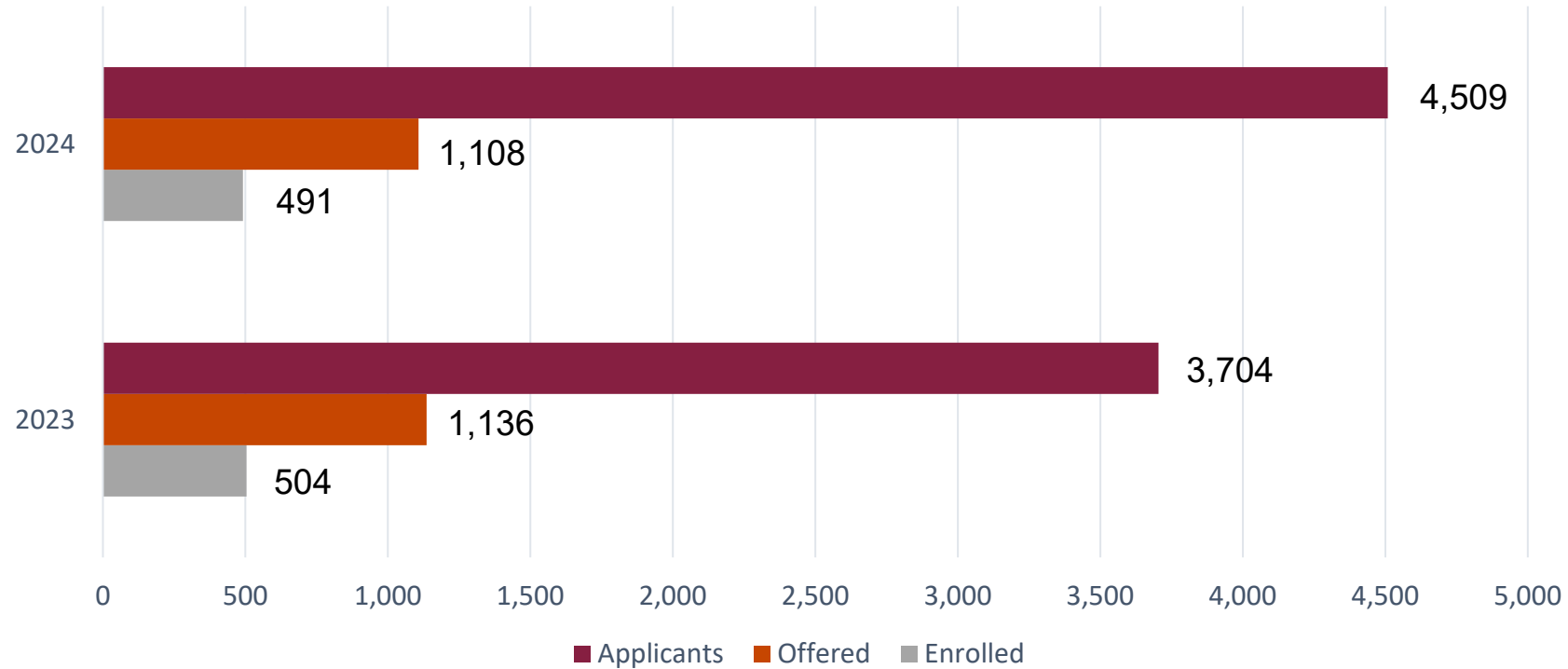


2024 Offer Rate: **66.7%**
2024 Yield Rate: **41.1%**

2023 Offer Rate: **70%**
2023 Yield Rate: **41.2%**

New Graduate Applications - PhD

2023-2024 Admissions Cycle



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

2023 Offer Rate: **30.7%**
2023 Yield Rate: **44.4%**

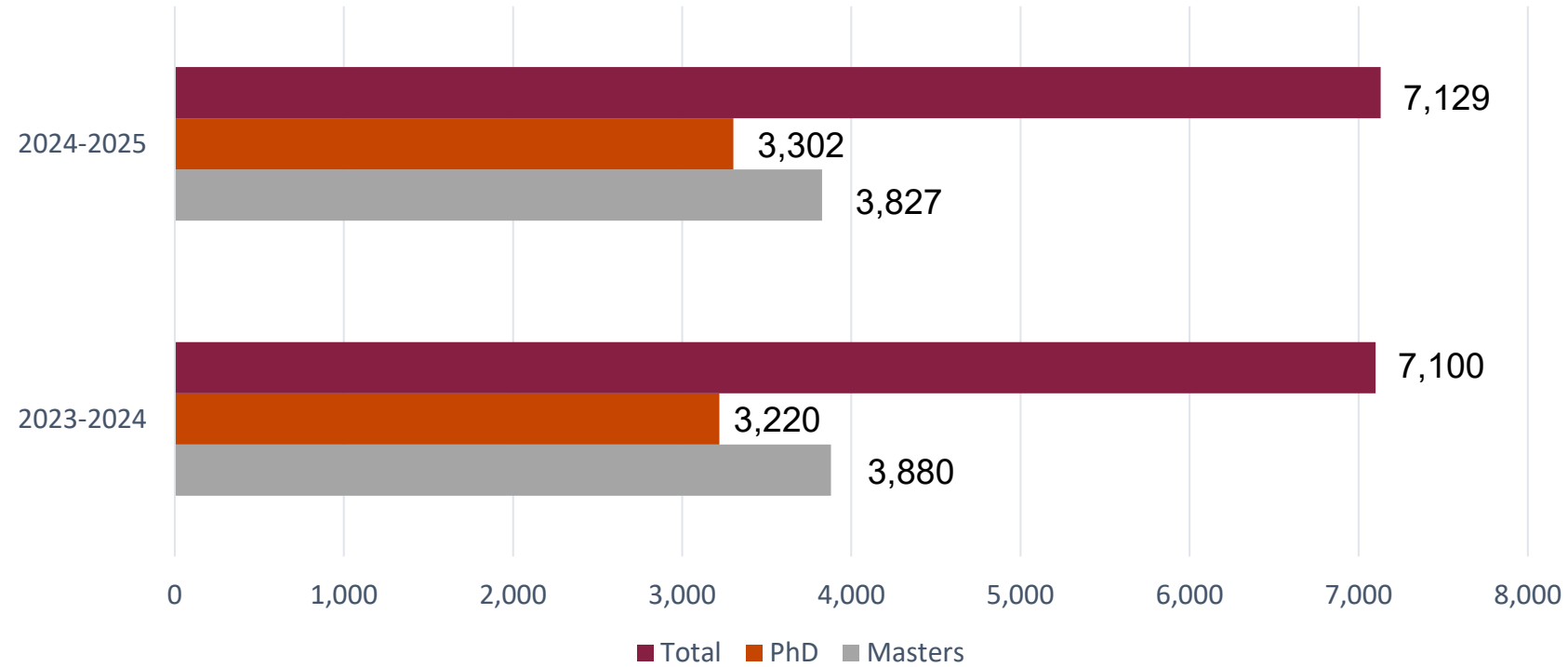
Beyond Boundaries Strategic Priority

Advance Regional, National, and Global Impact

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

2024 Graduate Students

Overall Enrollment



Beyond Boundaries Strategic Priority

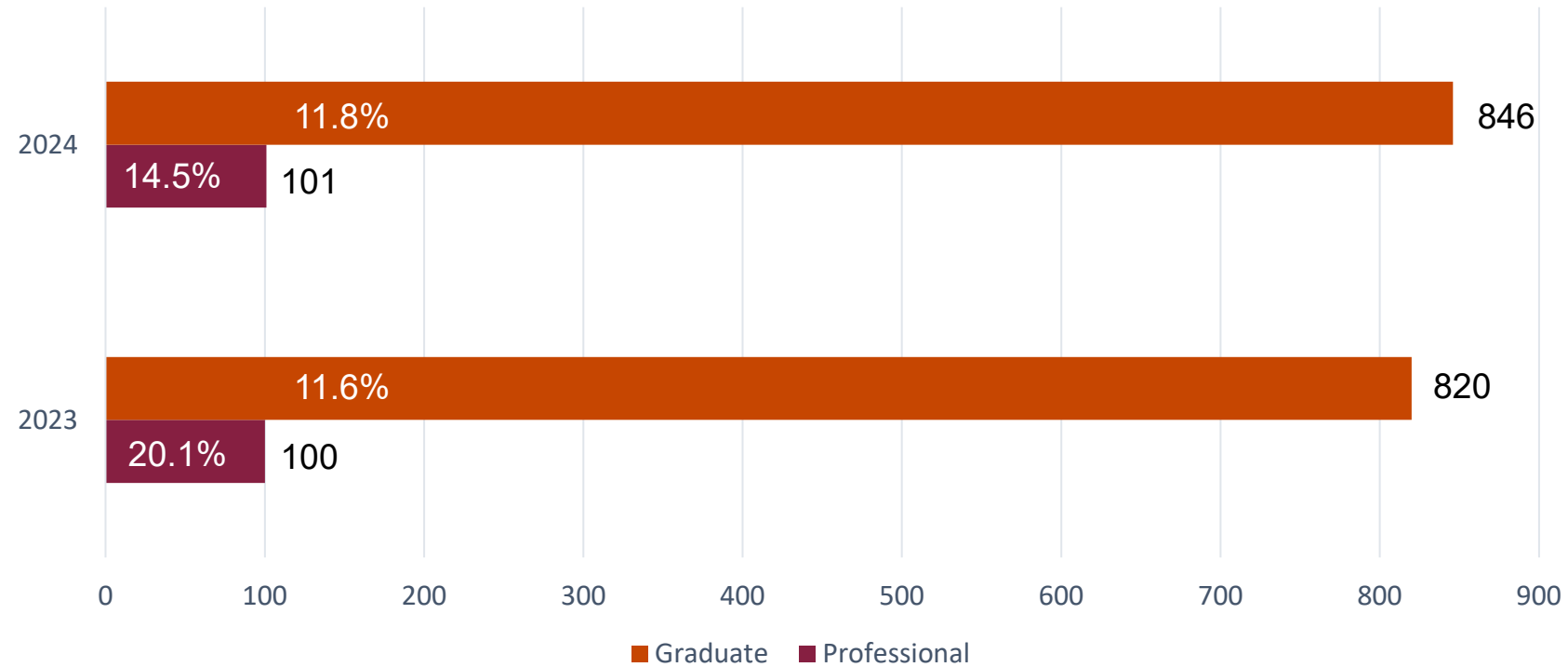
Advance Regional, National, and Global Impact

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

2024 Graduate Students

Demographic Benchmarks:

Total URM Graduate and Professional



Graduating Students

Time to Degree



Graduating Students

Graduate Degrees Awarded

2023-2024

1,908

Masters

496

PhD

2022-2023

1,801

Masters

510

PhD

Masters Headcount Increase: **2.14%**

PhD Headcount Decrease: **2.5%**



Test Optional Admissions Update

Looking Ahead

Test Optional Status -
Recommendation to move forward
with the university wide test-optional
extension for another three years.

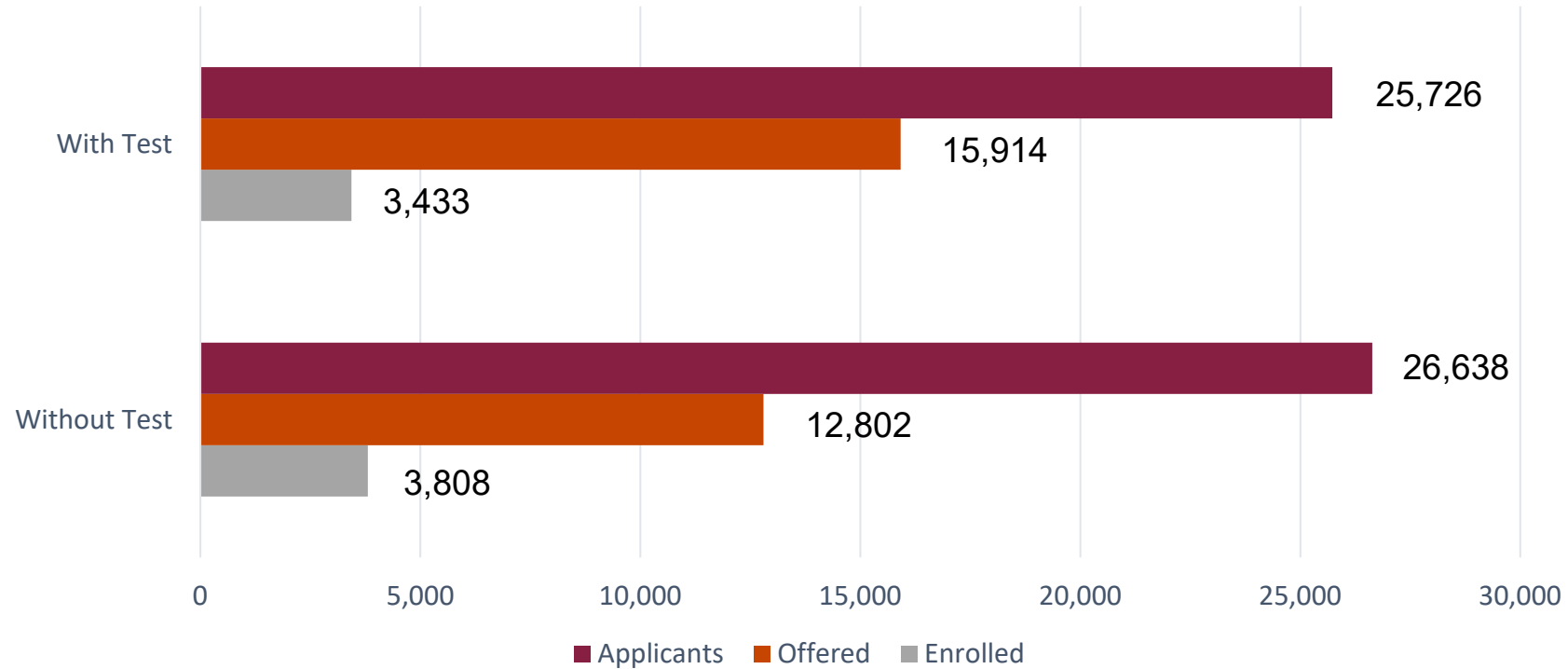
Looking Ahead

2024-2025 Cycle

- There will be an ongoing analysis undertaken of the first-year class composition and comparisons between student application profiles and academic success at Virginia Tech.
- Will keep the BOV updated on any negative trends regarding math preparation.

2024 New Undergraduate Applicants

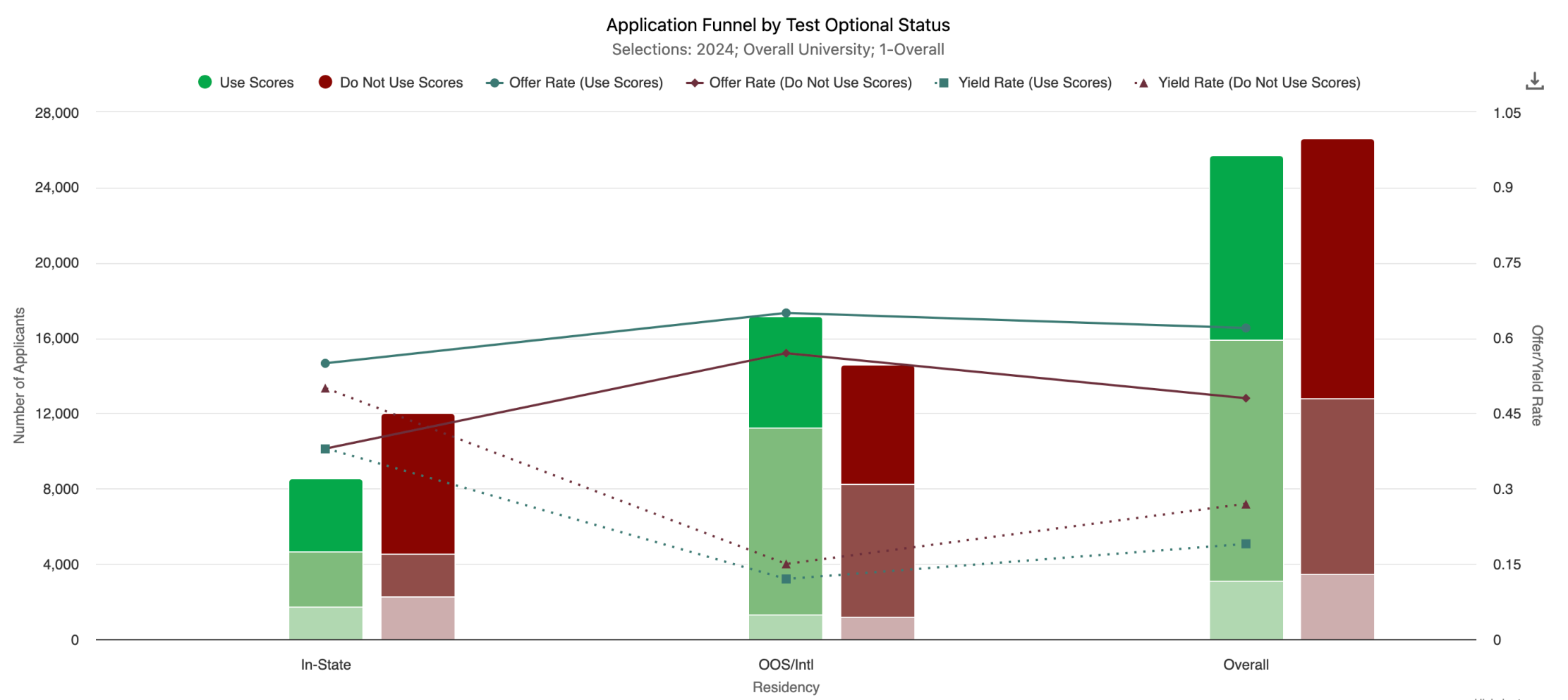
2023-2024 Admissions Cycle



With Test offer rate: **61.86%**
With Test yield rate: **21.57%**

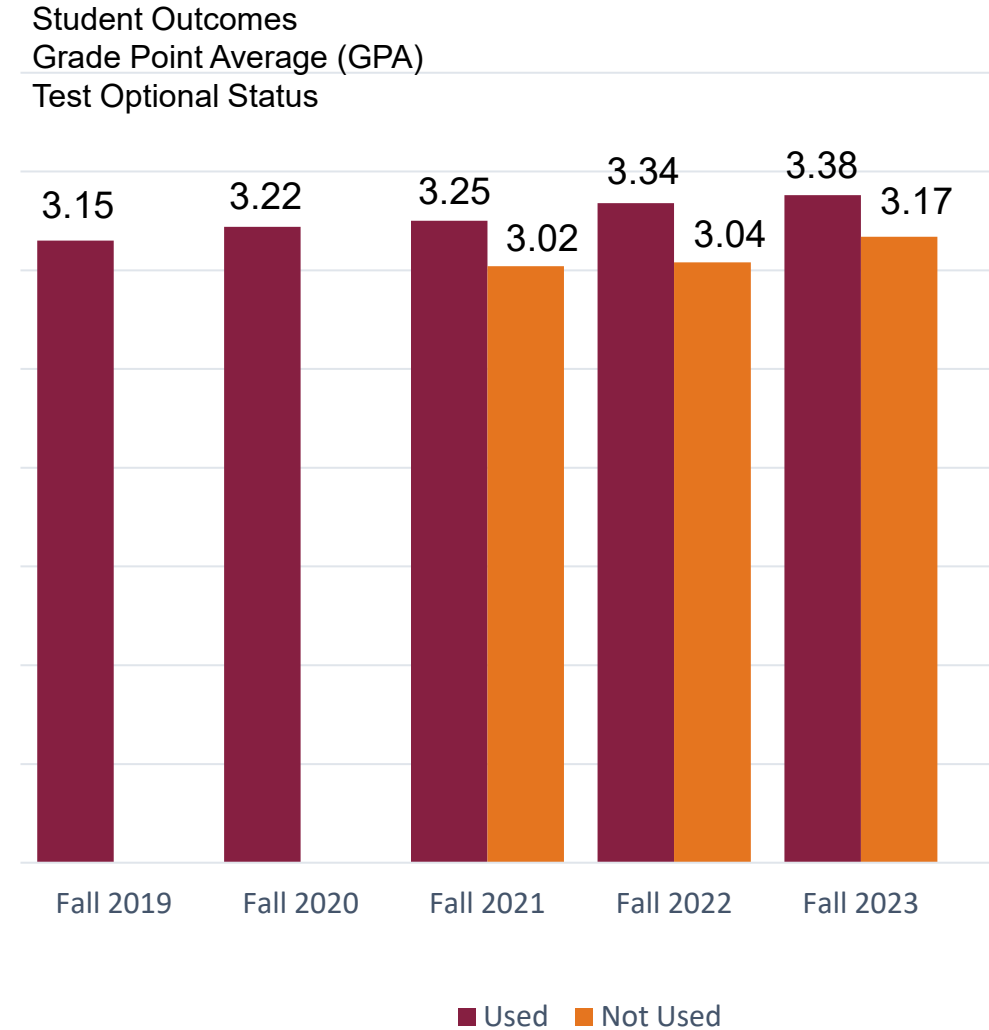
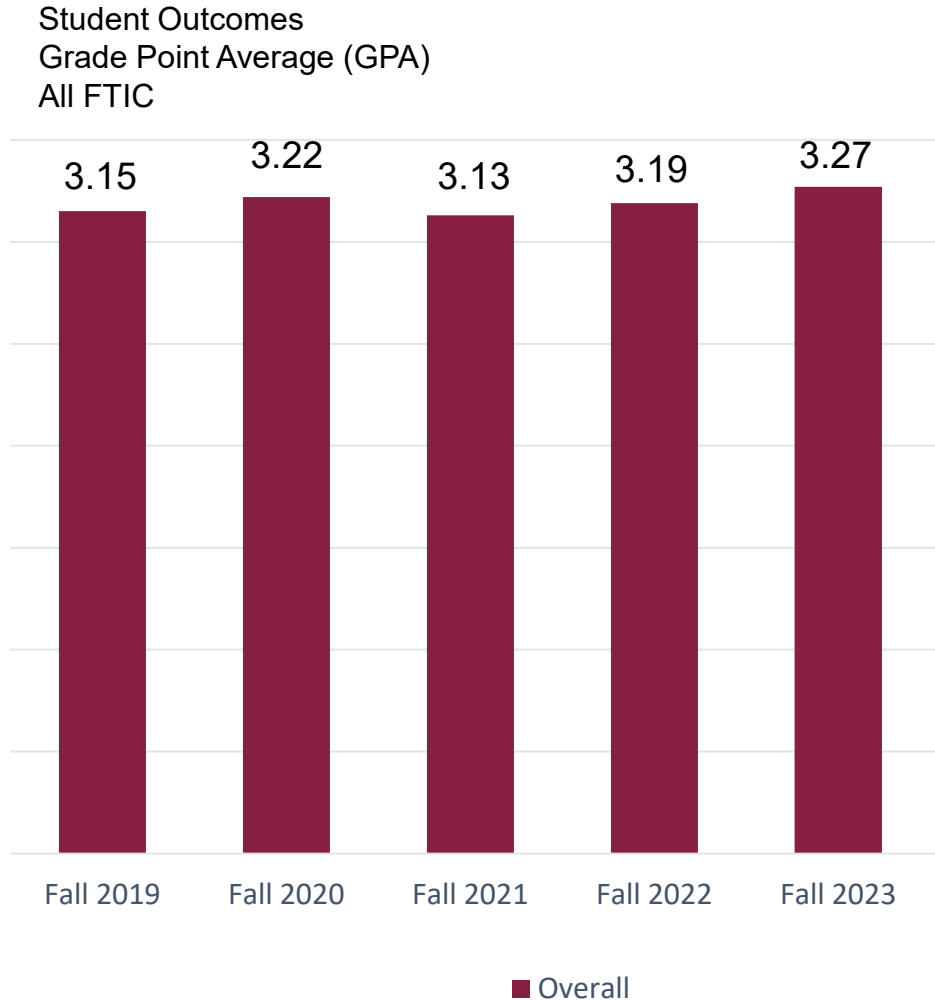
Without Test offer rate: **48.06%**
Without Test yield rate: **29.75%**

Application Funnel by Test Optional Status

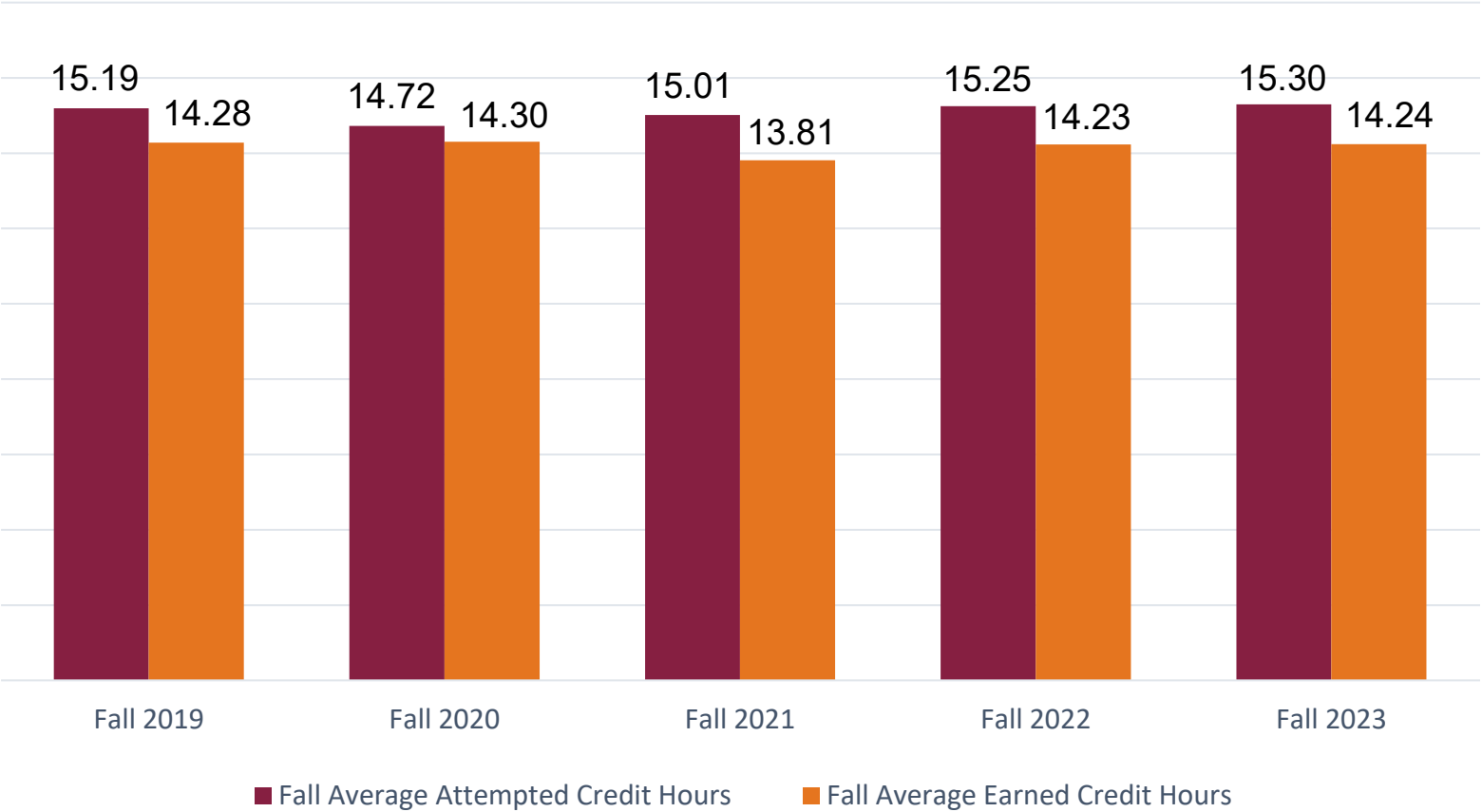


Test-Optional Student Outcomes

Grade Point Average (GPA)

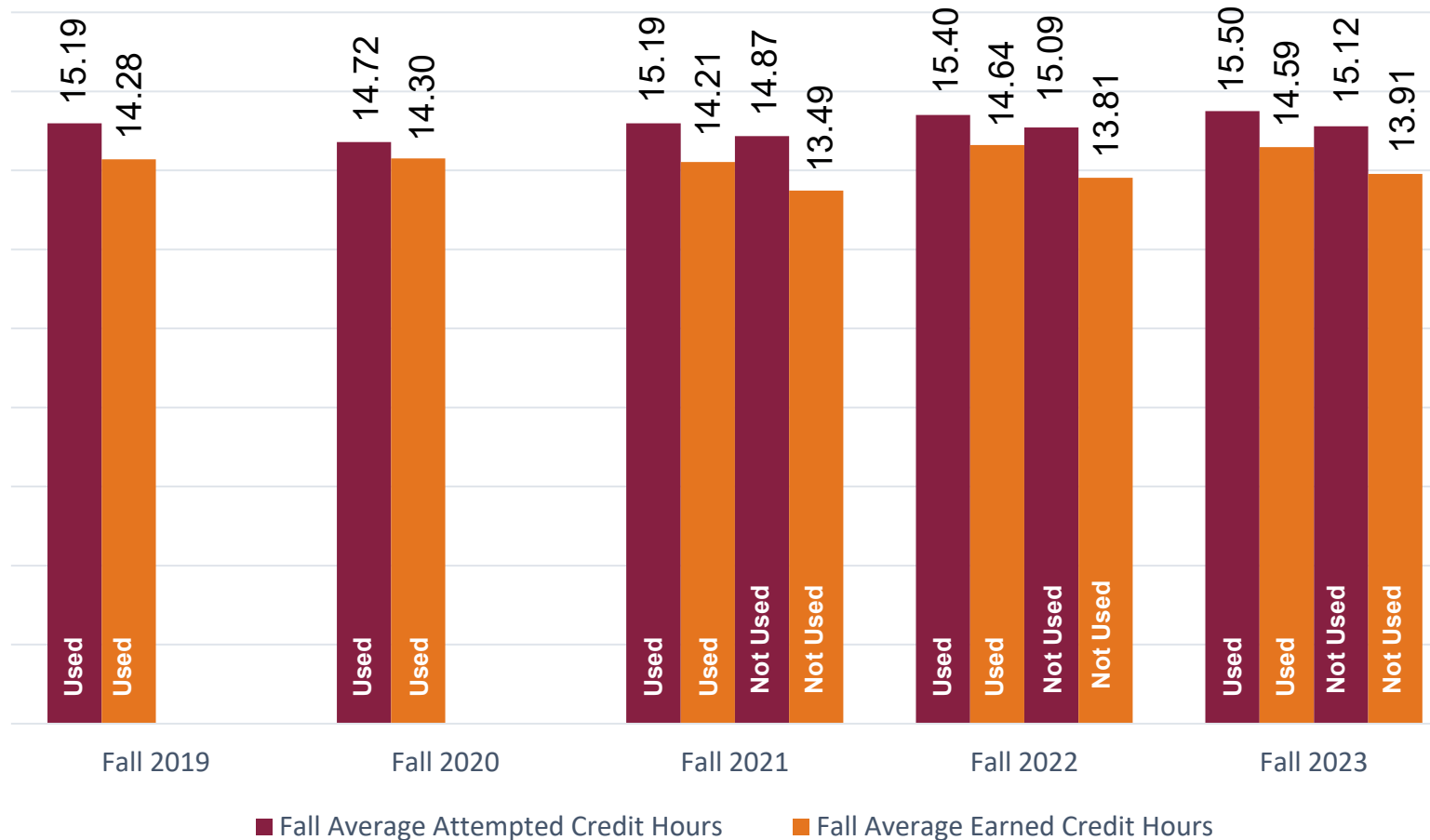


Student Outcomes
Earned Credit Hours
All FTIC



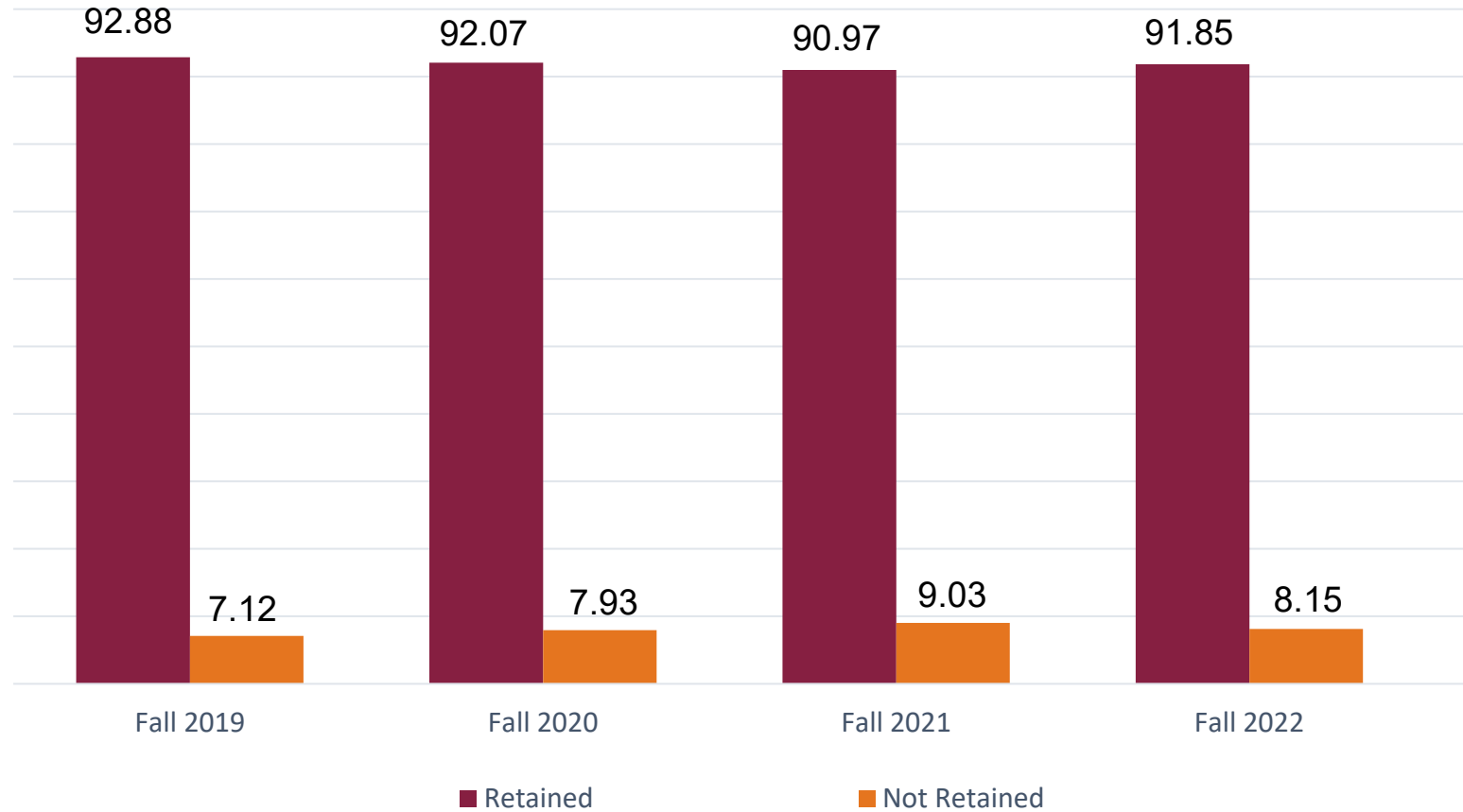
Student Outcomes

Earned Credit Hours
Test-Optional Status



Test Optional Student Outcomes

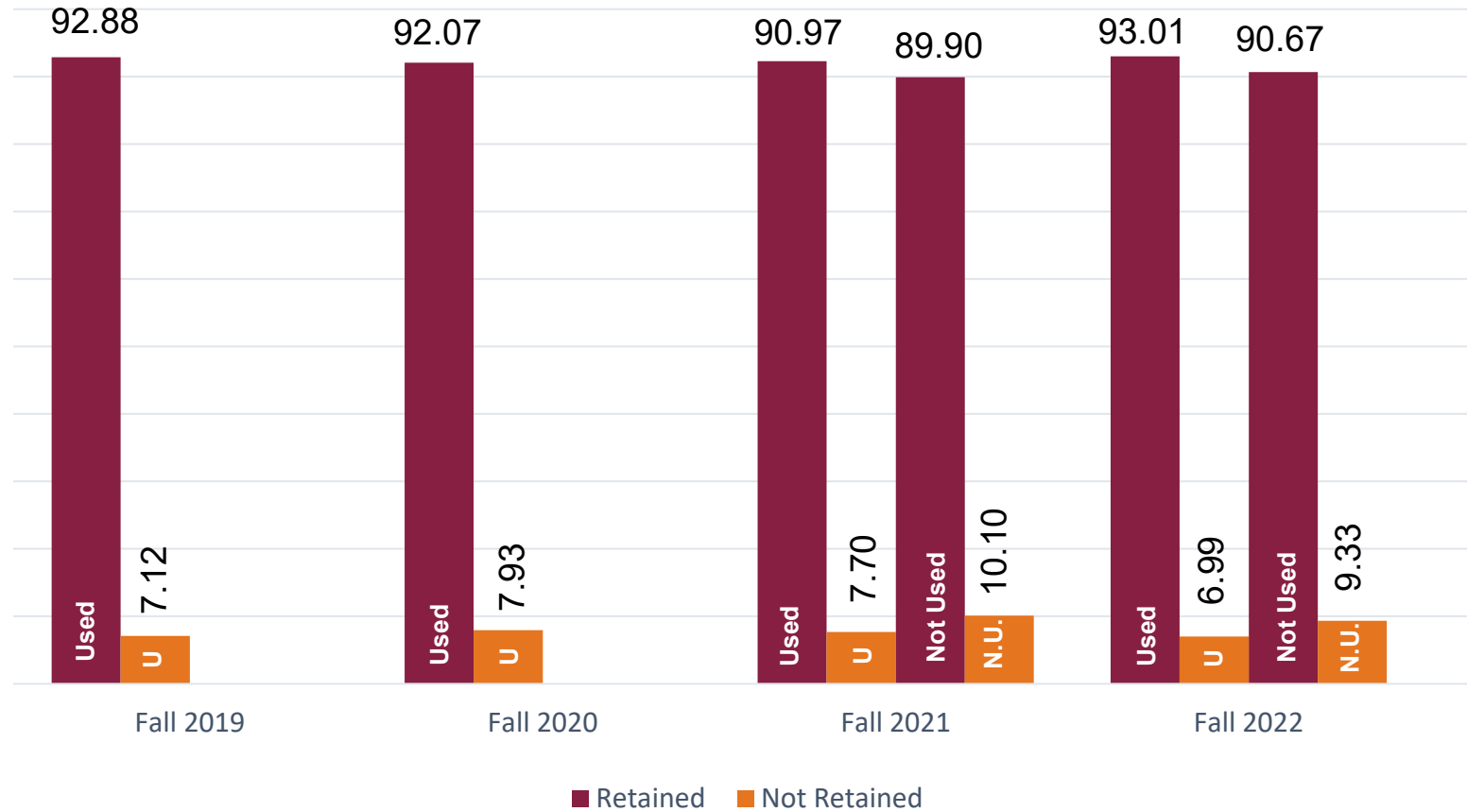
Retention
All FTIC



Test Optional Student Outcomes

Retention

Test-Optional Status





Retention by Cohort Year

All FTIC

2022 Cohort



2023 Cohort





Retention by Cohort Year

Review with Scores

2022 Cohort



2023 Cohort





Retention by Cohort Year

Review without Scores

2022 Cohort



2023 Cohort



Looking Ahead

2024-2025 Cycle

- Transfer Spring application record- up 29%
- Transfer Fall applications are currently up
- First Year Fall applications are up



Questions?

Dr. Juan P. Espinoza
Vice Provost for Enrollment Management
juespino@vt.edu



INNOVATION CAMPUS OVERVIEW

LANCE COLLINS
VICE PRESIDENT & EXECUTIVE DIRECTOR

NOVEMBER 18, 2024



64 DAYS

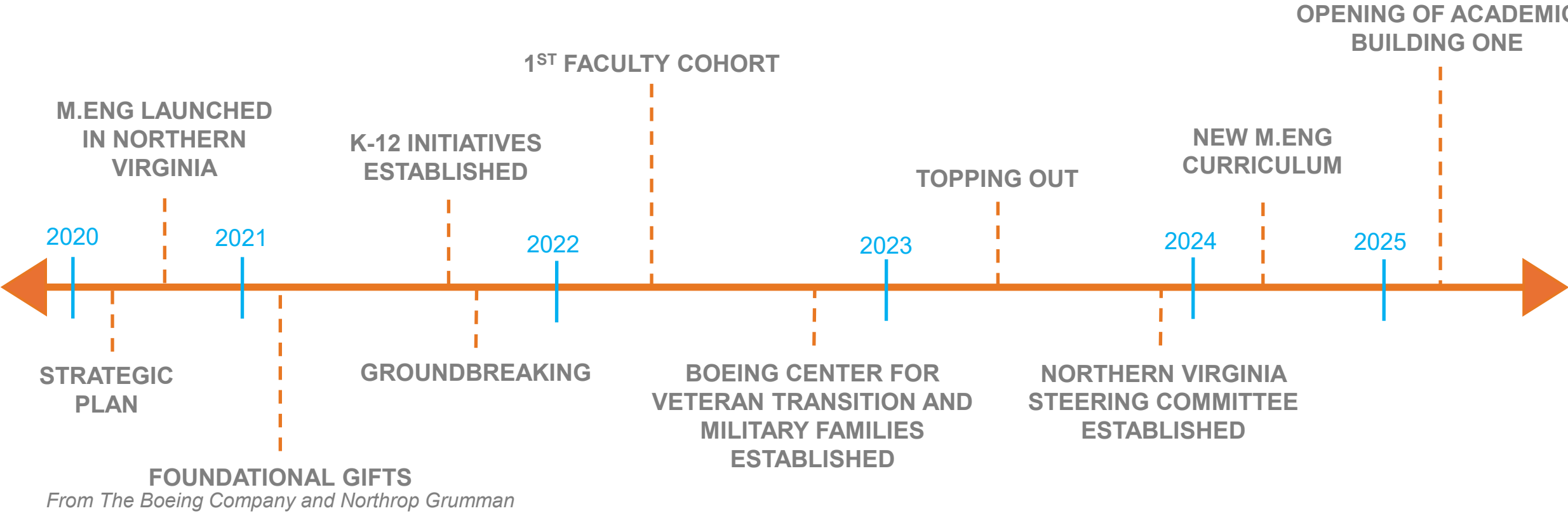


THE LAUNCH



- February 28, 2025: Academic Building One ribbon cutting
- Keynote speaker: Regina Dugan
 - CEO of Wellcome Leap
 - First female director of the Defense Advanced Research Projects Agency (DARPA)
 - Virginia Tech alumna
- Guided lab and building tours
- The Center of Next speaker series

INNOVATION CAMPUS MILESTONES



ENROLLMENT IN NORTHERN VIRGINIA

- Fall enrollment increased from 13 (2019) to 455 (2024)
- Built dedicated Innovation Campus Admissions team
- Extensive marketing campaign targets in-state students to meet TTIP goals
- Signed MOUs with partner institutions across the Commonwealth
 - CNU, Hollins, JMU, Marymount, Radford, Roanoke, Sweet Briar, UMW, VMI, VSU
- Strategic relationship with Enrollment Management

455

**M.ENG
STUDENTS
IN NORTHERN
VIRGINIA**

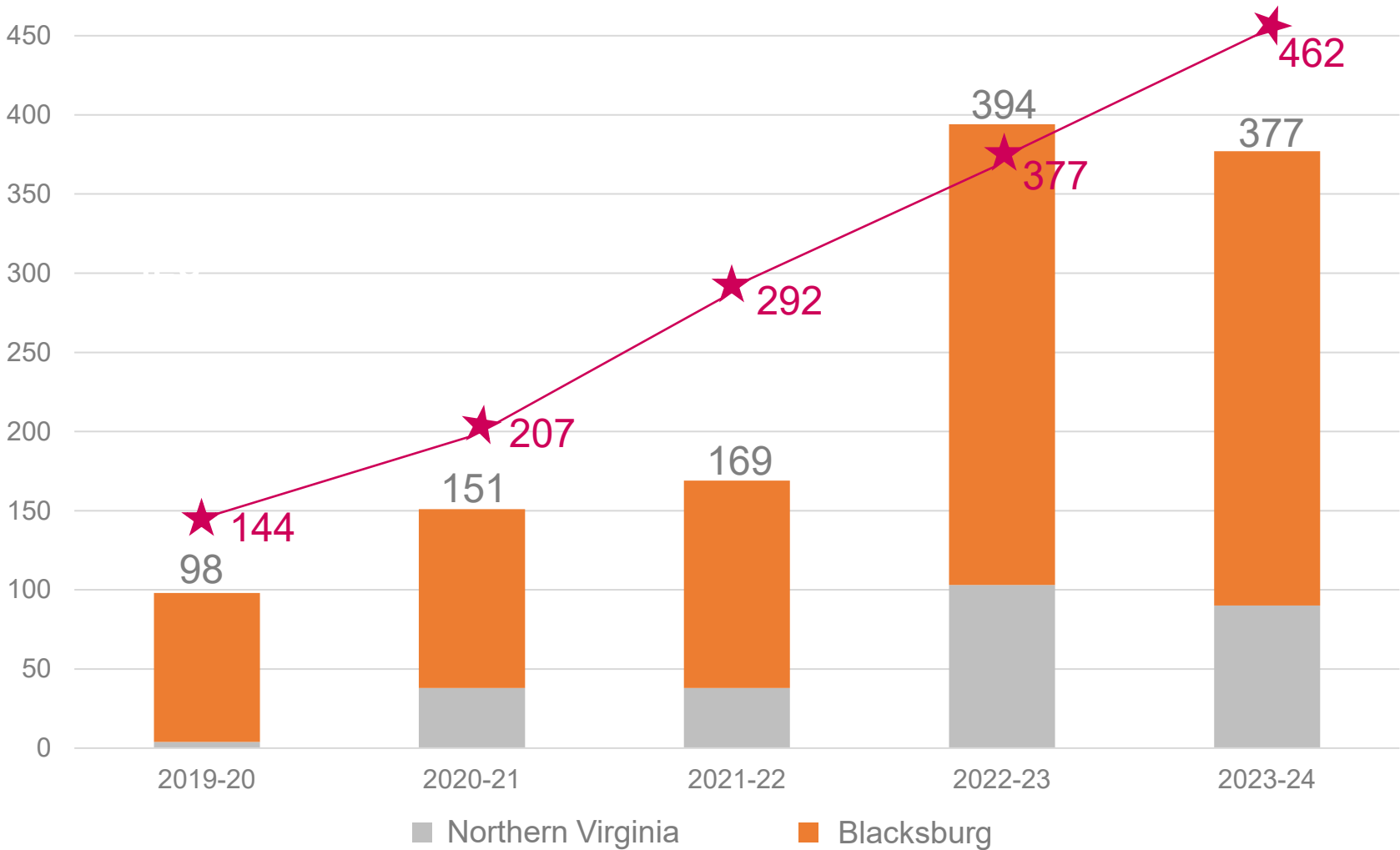
53%
**DOMESTIC
STUDENTS**

26%
WOMEN

21%
**UNDER-
REPRESENTED
MINORITY
STUDENTS***


**URM calculated as a percentage of domestic students*

TOTAL VIRGINIA TECH MASTERS DEGREES CONFERRED VS. TTIP MOU EXPECTATIONS



** TTIP MOU uses a baseline of 97 degrees from AY 2018-2019*

CURRICULUM



12-15
**PROJECT-
BASED
CREDITS**

- Project-based delivery model for the computer science M.Eng launched in fall 2024
- Initial project teams working with The Boeing Company and U.S. Marine Corps
- Provides unique opportunity for students to engage with industry and integrate professional skills into year-long project
- Looking to expand program to computer engineering in 2025 and create accessibility for part-time students

DELIVERING THE TECH TALENT MISSION

Elsa Gonzalez-Aguilar

- Master of Engineering in Computer Science student
- Graduated in spring 2024
- NOW: a cyber software engineer at Leidos in the Northern Virginia area
- 190 students in the tech workforce as a result of the Innovation Campus



FACULTY AND STAFF

- Innovation Campus attracted top faculty at Virginia Tech
- Staff hires support regional growth
- Most diverse team across all 23 senior management areas at Virginia Tech
- Future growth supports our four research areas:
 - Artificial Intelligence and Machine Learning
 - Intelligent Interfaces
 - Next-Gen Wireless
 - Quantum Architecture and Software Development

0-55
IN FOUR
YEARS

WE ARE BUILT FOR PARTNERSHIPS

25+
PARTNERS
AND
GROWING!

Alphabet

amazon

BANK OF AMERICA

BATTELLE

Bloomberg

BOEING

CACI
EVER VIGILANT

Deloitte.



IBM

intel



LOCKHEED MARTIN

MARVELL

Meta

Microsoft

NEC

NOKIA

NORTHROP GRUMMAN

SAMSUNG

SRC Semiconductor
Research
Corporation

TORC
ROBOTICS



THE FUTURE OF THE INNOVATION CAMPUS



- Innovation Campus launch and Northern Virginia Steering Committee recommendations: positioning Virginia Tech as a regional, national, and global leader
- Campus opening creates a larger innovative network for the university across the Commonwealth
- Enrollments and research expenditures will continue to grow as we build out the Campus

QUESTIONS?

vt.edu/innovationcampus



Good afternoon, Rector Baine, members of the board, President Sands, administration, and guests. Thank you once again for the opportunity to speak to you all once regarding undergraduate students.

Since we last met, students have had an exciting start to their semester! With the addition of renovated War Memorial Gym, the Undergraduate Science Laboratory Building, Hitt Hall, Perry Place, and a revamp of campus transportation with the soon-to-be new transit center – campus and student life looks very different than when I first started here. These changes demonstrate Virginia Tech’s lasting commitment and the board’s contribution to student wellbeing and academics for both current and future Hokies. With that said, there is always progress to be made to keep Virginia Tech a place where students can find their sense of belonging, thrive in this environment, and obtain the diploma and skills they need for their careers, all while truly calling this place “home”.

Over the last 3 months, I have worked to gather student feedback and perspectives by interacting with a variety of student organizations. My goal is to fully comprehend the complexities of student experiences and concerns and work with different organizations, resources, and administrators to address these concerns. The two main areas I have focused on, based on student feedback, are access to finding local or on-campus employment, experiential learning opportunities, and food security. I am excited to share my research thus far as well as some of the amazing progress we have made and will continue to work on for the remainder of my term.

A pressing concern I have heard from students is regarding on-campus dining and food insecurity. First, it is important to recognize and appreciate the work Dining Services have taken on to address issues related to meal plan structures by taking feedback and working with a consulting group. However, a significant concern that persists is the affordability of on-campus dining. While the university has made amazing progress towards providing a variety of high-quality and nutritious meal options, the prices remain disproportionately high. While students and I recognize that the cost of groceries nationally has increased significantly, the prices of items within dining facilities are sold at a premium compared to a local grocery or convenience store.

To illustrate this, I conducted an experiment to see if there were differences in the prices of items sold in dining facilities compared to a convenience and grocery store. When creating my college grocery list, I chose a single serving of instant ramen, a bottle of soda, a box of cereal, a bag of chips, and a box of pop tarts – all of the college student staples. It is important to note that these are quick, casual food items sold that a student may reach for when trying to make their dining dollars or budget last throughout the semester. I also chose to analyze items that are not pre-made meals or made-to-order by dining services to have a fair comparison of items.

When I visited a dining hall, these 5 items together cost me \$30.30. On the other hand, the convenience store sold the identical items for a total of \$19.45, and the grocery store total came out to \$12.65. To break this down further, the same groceries are 139.5% more expensive in a dining hall than a grocery store and 55.7% more expensive than a convenience store. This price disparity may cause financial strain for students who are already struggling to find nutritious and budget-friendly dining options on campus. As we continue to improve campus dining options, I encourage the exploration of additional solutions to ensure students are not forced to pay high premiums for basic food items as we strive to combat food insecurity and maintain the nutritional and financial well-being of students.

Secondly, students have expressed the difficulties of finding quality experiential learning opportunities off and on-campus. Virginia Tech's commitment to experiential learning opportunities does not go unnoticed. With resources and programs in place like the Bridge Experience programs, Career and Professional Development services, undergraduate research, and community engagement, there are a wide variety of opportunities that students can pursue during their time here. It is important to recognize that minority and underrepresented students are disproportionately disadvantaged in obtaining these opportunities. As a first-generation student myself, I have struggled to keep up with my peers in finding the right resources and methods to obtain a quality experiential learning opportunity. However, I have also seen immense benefits to having those experiences such as workplace readiness and confidence. My internships also solidified my passion for my career and is the reason I am pursuing a dual degree, where I gained the confidence to push my own boundaries and aim for success.

On-campus employment has been a topic of concern that many students have voiced. This type of employment offers opportunities to gain the skills that are beneficial and essential to experiential learning opportunities, while providing convenience and flexibility of being right on-campus. Many students have expressed the difficulties with the non-standardization of employment procedures across campus. This issue begins with the hiring process and is throughout the on-boarding, training and time of employment of the student.

Currently there is no policy, procedure, or best practice in place for on-campus employment recruiting. A 2023 study conducted by the Virginia Tech Career and Professional Development found that out of 15 peer and aspirational institutions, 10 have a centralized on-campus employment office. In contrast, Virginia Tech does not; resulting in departments and colleges to independently determine how, or whether, they market their job opportunities campus wide. When positions are not publicly posted using a centralized job platform, like Handshake, it creates an inequitable situation by limiting access to opportunities for students who may not be aware of these positions. Additionally, when departments are solely responsible for the onboarding and training, students have reported challenges in receiving consistent information, support, and preparation to succeed in their roles. This approach can leave some students feeling excluded or disadvantaged, hindering the goal of providing equal experiential learning opportunities to all students.

To address these issues, I am excited to work with Career and Professional Development to explore and develop additional support and assistance to provide equitable resources to all students. In addition, I am also looking forward to continuing our collaborative work in reassessing career fairs on campus to truly understand student and employers' needs and concerns. My mission is to truly make Virginia Tech a place where students can thrive academically and feel supported and ready for the first step in their career upon graduation. I am grateful for the opportunity to collaborate with such an amazing and dedicated group within Career and Professional Development and am excited to share progress and additional updates soon.

Overall, I am confident that with the ongoing collaboration and feedback, we can continue to make strides towards creating a more accessible, equitable, and supportive campus environment for all students. Thank you for your time, commitment, and incredible support of students and the advancement of Virginia Tech. As we close out this year, I am excited to provide additional updates in the Spring semester! Thank you, and Go Hokies!

Rector Baine, members of the Board of Visitors, President Sands, Provost Clarke, EVP Sebring, administrators, and guests. Thank you for this opportunity to speak with you all about the graduate and professional students today.

Firstly, I'd like to start by providing an update on the graduate student resource fair that I hosted on September 12th. In total, we had 32 university services represented at the fair, which was attended by over 100 students. The feedback received from both the students and the groups attending was very positive. I think this event was a great success and I am looking forward to hosting another resource fair at the start of the spring semester.

Staying on the topic of resources, another initiative that I have begun working on is updating the 'vt.edu/resources' website, which is an online list of links to resources for Virginia Tech students. For context, this website receives over 7000 monthly views in peak months. While we certainly have students visiting this webpage, it has not been kept up to date and so is not reflective of all the services currently available to students. I have been working to get this website updated and improved so that it can be more useful to students.

Moving on to governance related updates, the working group that I was participating in for simplifying graduate student stipends steps has completed its work and developed a set of recommendations. This working group aimed to simplify the administrative backend of the pay table for graduate student stipends. The group recommended simplifications for this table, which will be presented to the board at a future meeting.

I'd like to also mention a resolution that the Graduate and Professional Student Senate (GPSS) has been working on. GPSS is proposing the creation of a working group that will look at ways to more effectively address issues such with academic bullying, retaliation, and conflicts of interest. These are some issues that impact our graduate students, but do not necessarily have a unified policy or process for being handled. While I have not personally worked on this resolution, I am glad GPSS is collaborating with students, faculty, and staff to move it forward.

Next, I'd like to share some insights into my constituent populations. I have spent the past couple of months reaching out to different segments of our graduate and professional students. I have had meetings with Deans and Vice Presidents representing our medical students, veterinary students, and graduate students across our DC, Roanoke, and of course Blacksburg campuses. Likewise, I have connected with student representatives for each of these groups. From my meetings, there were a couple of recurring themes that I would like to bring up.

Firstly, for Blacksburg graduate students, one concern I've heard is the lack of housing options near Blacksburg for graduate students that have families. A large portion of our graduate student population is non-traditional students, who may be returning to school after years in other careers. Around 15% of graduate students at VT may have a spouse and/or children. While Virginia Tech has planned to expand on-campus housing in the university master plan with the future student life village, this does not include any accommodations for students with families. In comparison, some of our peer institutions like UVA and Purdue provide family-friendly housing options on-campus in an apartment-style offering. This is something that Virginia Tech should consider adding to remain an attractive university for applicants with families.

Secondly, focusing on graduate students not in Blacksburg, one theme I noticed was a sense of separation and weaker connection to the university. Physical distance, intensive workloads, and lack of a broader community outside of individual programs seemed to be a few contributing factors to this. This is not to say that these students feel isolated, but that they may have a stronger connection to their individual graduate programs, while the sense of "being a Hokie" is secondary. I believe we must continue working hard to instill "Hokie spirit" in all of our students, as that is what makes the culture of Virginia Tech so special.

Thirdly, I'd like to bring attention back to resource accessibility and awareness. Especially when I spoke with people from the Roanoke and DC campuses, resource accessibility was a big topic that I kept hearing about. While Virginia Tech has been making good efforts to improve the resources available to students (such as Hokie OneStop in northern VA and services from Blacksburg visiting Roanoke), students and administrators both stress that more support is needed. For example, current graduate students in Roanoke may have to commute to Blacksburg to pick up their student ID, and students in northern VA may have to commute hours to get to a student ID pickup site. Often, online and digital resources are the easiest way to reach these students, but they are not always accommodating – for example, websites telling students to visit a building in Blacksburg to resolve an issue, instead of having options to accommodate non-local students. My point is that as we continue to expand and put emphasis on our northern VA campus, we must be conscious that these students will require tailored solutions to support them that will be different from Blacksburg.

In closing, I encourage the Board members, to keep the issues of: (1) Awareness and access to student resources and services, (2) Family housing options for non-traditional graduate students, and (3) community-building for non-Blacksburg students, in mind. Our graduate and professional students represent an integral part of our university that enables teaching, research, and furthers our goal of global distinction. To attract and retain top graduate and professional student talent, we must continue to support this population.

Thank you.

Staff Senate Constituency Report

Virginia Tech Board of Visitors

November 18-19, 2024 Presented by LaTawnya Burleson, Staff Senate President

Rector Baine, members of the Board of Visitors, President Sands, Provost Clarke, Executive Vice President and Chief Operating Officer, Amy Sebring, administrators, and guests. Thank you for the opportunity to speak to you today about staff and non-student wage at Virginia Tech.

It is hard to believe that it is November all ready and the Fall Semester is almost over. Blacksburg's autumn colors did not disappoint, and I hope that each of you had an opportunity to appreciate the beauty of our region.

In my previous reports I have closed with expressions of looking forward to celebrating our successes with you and today I would like to do just that.

In my August report I requested that Parking Services implement a year round prorated payroll deduction option for employees at Virginia Tech, I appreciate the interest and support the Board showed and almost immediately Lynsay Belshe, Vice President of Auxiliary and Business Services asked for more details on what Staff Senate was requesting and I am pleased to report that within a week I was contacted by Carrie Cox, the Senior Director of Auxiliary Services and Pam Tate, Parking Services Director to create a dialogue and a process towards implantation which I have been told will begin in January for new full time employees.

In October a base pay increase was implemented for close to 700 staff in our lower pay bands, which addressed cost of living and inflation issues. Again, the Administration has been actively engaged in the betterment of the university employees and I especially want to thank Amy Sebring and Bryan Garey who brought this forward and worked closely with Staff Senate on the implementation and communication plan. I have placed a link to the VT News story regarding this effort at the end of my report for your awareness. Also occurring in October University Council approved the Commission on Staff Policies and Affairs Resolution to create a task force to review compensation for staff and non-student wage employees. The task force is currently being formed under the purview of the President's Office and I look forward to reporting on its progress in future reports.

Staff Senate's Governance School is in full swing and the feedback on our programming has been extremely positive. In the spirit of UT Prosim we are engaging with the Corps of Cadets Pantry to combat food insecurities and in support of the Appalachian Caucus and as a proud Appalachian myself, staff senate is collecting toys to support Southwest Virginia Families in need and those directly impacted by Hurricane Helene.

As I close today, I wanted to thank the Staff Senate Executive Committee who works tirelessly on advocating for staff and non-student wage at Virginia Tech and to thank you for listening and for all that you do for Virginia Tech. We are fortunate to be a part of this special place.

Go Hokies!

LaTawnya Burleson

[Base pay increase to be provided for some staff employees | Virginia Tech News | Virginia Tech](#)

Administrative and Professional Faculty Constituent Report

November 18-19, 2024

Presented by Janice Austin, A/P Faculty Senate President

Good morning, Rector Baine, board members, President Sands, Provost Clarke, Executive Vice President Sebring, administrators, and guests. It is a pleasure to be with you all for the November board meeting.

Since the board retreat and meeting in August, the A/P Faculty Senate has onboarded our new Senators and have benefitted from informational presentations on Hokie Wellness, childcare initiatives at VT, governance resources created by the staff in the Office of the Vice President for Policy and Governance Office, and will hear about the employee survey results at our senate meeting later this week. In October, our Professional Development committee coordinated our second Tour and Talk where we toured the University Library here on campus to learn about the wide array of services provided by the Library as well as had the opportunity to network with other AP faculty colleagues. Dr. Jonathan Bradley provided a comprehensive tour of the library resources available to faculty and students including special collections; study and collaboration spaces; the 3D scanning, project design, prototyping, and media recording studios; the technology lending desk; reference support; and yes, books! If you haven't had the opportunity to visit the University Library recently, I encourage you to do so. I think you will find the space to be inviting, filled with students studying and learning, and will be impressed with all the resources provided by our modern academic library.

We have selected our philanthropic project this year, supporting The Market of Virginia Tech. As you may know, the Market provides food assistance to our undergraduate and graduate students with food security needs by providing programs that offer healthy food resources. We look forward to working among the AP Faculty this year to raise awareness of and funds to support the vital work done by the Market.

The AP Faculty employee group is comprised of over 2,400 individuals doing a great diversity of work in support of the university's strategic initiatives. Today I would like to highlight some of the work done by AP faculty members in two of our constituent areas, Research and Athletics. The work of AP faculty in Research directly supports Virginia Tech's tripartite land-grant mission of education, research, and engagement. AP faculty in Research have responsibilities such as managing laboratories, overseeing research compliance, and serving as grants contract officers. Others serve in our institutes, including the Virginia Tech Transportation Institute and the Fralin Life Sciences Institute, directing projects, overseeing operations, and managing human resources functions. The

work of AP Faculty in Athletics supports our student athlete's performance in the classroom and in their sport. AP faculty members in Student-Athlete Academic Support Services support students through advising, mentoring, tutoring, and study facilities. Other AP faculty in Athletics serve as associate athletic directors and coaches, oversee operations and athletic facility management, and ensure compliance with university and NCAA policies. Their work collectively ensures our student-athletes are successful in their education and are provided a high-quality student-athlete experience. I will continue share more about our other constituent areas during our future meetings this coming year.

Thank you for the opportunity to share with you today and I look forward to updating you on the work of the A/P Faculty Senate at the March meeting.

Faculty Senate President's Constituent Report to the Board of Visitors

Rachel Miles

Faculty Senate President

November 19, 2024

Rector Baine, Vice Rector Calhoun, Members of the Board of Visitors, President Sands, Provost Clarke, and Executive Vice President Sebring:

On behalf of the faculty, I'd like to share an update on key priorities essential to Virginia Tech's academic mission: educating students, creating new knowledge, and serving the Commonwealth. As in any high-performing organization, attracting and retaining top talent is critical to achieving these goals. Our progress depends on successfully recruiting, hiring, and promoting world-class faculty who will shape the future of the university.

A top-tier faculty enriches the university in many ways. It enhances the student experience, fuels innovation, and strengthens our standing as a global research leader and economic engine for the Commonwealth. But the competition for talented scholars is intense. To remain a magnet for world-class faculty, we must continue to invest in resources and programs that make Virginia Tech their destination of choice. This includes competitive salaries, benefits, and robust support for research, teaching, and service—key pillars of the faculty experience.

Attracting and retaining the best talent also depends on creating an environment that fosters collaboration, academic freedom, and innovation. It's not enough to hire the best—we must cultivate a thriving scholarly community. This means encouraging interdisciplinary research, supporting faculty autonomy, and building a strong sense of academic collaboration. **This is particularly important as we advance the Global Distinction Initiative, which seeks to enhance Virginia Tech's global reputation and scholarly impact.** Moreover, while we already have a robust [Statement on Freedom of Expression and Inquiry](#), it is essential that we actively demonstrate our continued commitment to these principles in all aspects of our academic and institutional life.

As the Global Distinction Initiative unfolds, it is crucial that we continue to respect and protect academic freedom. Academic freedom is the foundation of scholarly excellence. It allows faculty to engage in bold inquiry and critical debate without fear of retaliation or interference. This freedom is vital to challenging conventional wisdom, testing new ideas, and addressing complex—and sometimes controversial—issues. When faculty are free to question, critique, and innovate, they drive discovery and progress. **For Virginia Tech to be recognized globally as a leader in research and education, we must ensure that our faculty have the space and support to conduct transformative work.**

We recognize that there are some faculty who may struggle to understand the full scope and implications of the Global Distinction Initiative. As it continues to take shape, **it is critical that we communicate its goals and benefits clearly and thoughtfully to all members of our academic community.** This initiative is not just about raising the university's profile but also about enhancing the scholarly impact of our research and creating an environment where faculty can thrive. As we attract and retain top talent through competitive resources and support, we must also create a culture where academic freedom is protected and innovation is encouraged.

Academic freedom isn't just a privilege; it's a responsibility we all share as we strive for global distinction. It is essential to ensure that Virginia Tech can meet the world's biggest challenges with integrity and intellectual rigor. **By aligning the goals of the Global Distinction Initiative with our commitment to academic freedom, we can not only attract world-class faculty but also foster the kind of scholarly environment that drives innovation, research excellence, and societal impact.**

Our commitment to inclusive excellence is just as important. Inclusivity drives excellence in everything we do. An inclusive environment enables everyone to bring their full range of talents, ideas, and unique perspectives to their work. This environment fosters creativity, innovation, and collaboration, empowering everyone to contribute at their highest level. Inclusivity means better solutions to complex research problems, more dynamic teaching environments, and stronger service to our communities. It's not just about who is at the table, but how everyone at the table can contribute fully. Inclusivity is key to excellence in every part of our mission and helps us reach our ambitious goals.

In closing, I want to thank President Sands, Provost Clarke, and Executive Vice President Sebring for their strong partnership with the Faculty Senate in supporting our faculty. On behalf of the Senate, we also deeply appreciate the Board's continued support of our faculty and students. Building and maintaining a world-class faculty starts with your leadership and the thoughtful policies you shape. Your decisions help create the conditions that allow us to recruit, retain, and empower the best talent. We look forward to continuing our work together to achieve Virginia Tech's vision for the future.

Thank you.