

# Virginia Tech Board of Visitors Meeting

## August 30-31, 2009

### Information Session

### Minutes

- A: **Minutes:** Academic Affairs Committee
- B: **Resolution:** Annual Ratification of Faculty Handbook Changes
- C: **Minutes:** Buildings and Grounds Committee
- D: **Resolution:** Town of Blacksburg Easement
- E: **Resolution:** Atmos Energy Corporation Easement
- F: **Resolution:** Demolition of University Buildings
- G: **Resolution:** Appointments to the Montgomery Regional Solid Waste Authority
- H: **Resolution:** Appointment to the Virginia Tech/Montgomery Regional Airport Authority
- I: **Resolution:** Regarding Participation in the Anticipated Emergency Communications Regional Authority
- J: **Resolution:** Ratifying and Approving the Extension of Term and the Amendment of the Blacksburg-Virginia Polytechnic Institute Sanitation Authority Articles of Incorporation
- K: **Resolution:** Affirming the Transfer of Property to the Virginia Tech Foundation, Inc.
- L: **Minutes:** Finance and Audit Committee
- M: **Resolution:** Approval of Year-to-Date Financial Performance Report (July 1, 2008-June 30, 2009)
- N: **Resolution:** Approval of Expanded Local and Non-general Fund Investment Authority
- O: **Resolution:** Approval of Parking Structure project 9(c) Debt Financing
- P: **Resolution:** Approval of Additional Recreation, Counseling and Clinical Space project, the Basketball Practice Facility project, the Campus Heat Plant project, the Institute for Critical Technology and Applied Science II project, and the Repair McComas Hall Exterior Wall Structure project 9(d) Debt Financing
- Q: **Minutes:** Research Committee
- R: **Resolution:** Appointments to the Virginia Coal and Energy Research and Development Advisory Board
- S: **Minutes:** Student Affairs and Athletics Committee
- T: **Resolution:** Honoring Bruce B. Smith
- U: **Report:** Research and Development Disclosures
- V: **Resolution:** Amending the By-Laws of the Board of Visitors
- W: **Certification:** ACC Governing Board
- X: **Report:** Constituency Report by Ms. Kristina Hartman, Undergraduate Student Representative

X: [Report](#): Constituency Report by Ms. Rebecca French, Graduate Student Representative

X: [Report](#): Constituency Report by Mr. Tom Tucker, Staff Representative

X: [Report](#): Constituency Report by Dr. Gary Long, Faculty Representative

Y: [Resolutions](#): Emeritus Status (7)

Z: [Resolutions](#): Faculty Leave, Research Assignment (2)

AA: [Resolutions](#): Endowed Professorships (2)

BB: [Resolutions](#): Naming University Facilities (10)

CC: [Resolution](#): Ratification of Personnel Changes

DD: [Resolutions](#): Approval of Non-Contractual Bonuses for NCAS Men's and Women's NCAA Indoor Track and Field Championships and 2009 NCAA Men's Swimming Championship

**Board of Visitors Information Session**  
**August 30, 2009**  
**2:00 – 4:00 PM**  
**The Inn—Solitude Room**

- **Presentation on Virginia Tech Foundation Endowments**  
**(Dr. Ray Smoot)**
- **Presentation on the Southern Association of Colleges and Schools (SACS)**  
**Reaccreditation Process (Dr. Daniel Wubah)**
- **Presentation on Diversity Initiatives**  
**(Dr. Charles Steger, Mr. Kevin McDonald, Dr. Mark McNamee)**

## **MOTION TO BEGIN CLOSED MEETING**

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

- Legal Issues

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

## **MOTION TO RETURN TO OPEN SESSION**

**WHEREAS**, the Board of Visitors of Virginia Polytechnic Institute and State University has convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provision of The Virginia Freedom of Information Act; and

**WHEREAS**, Section 2.2-3712 of the Code of Virginia requires a certification by the Board of Visitors that such closed meeting was conducted in conformity with Virginia law;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Virginia Polytechnic Institute and State University hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by the Board of Visitors.

# Toward Inclusive Excellence: Our Past, Our Present, & Our Future

Kevin G. McDonald  
Vice President for Equity and Inclusion



# What is Diversity?

- All the ways in which we differ as individuals
- visible and invisible
- individual and group differences
- learning styles
- etc...



# Inclusion

American Association of Colleges and Universities:



# What is Inclusive Excellence?



**Inclusive Excellence**

=

Organizational pursuit of excellence

+

Cohesive, coherent, and collaborative  
integration of diversity & inclusion

# What is our motivation?

- Land-grant mission
- Access alone is not enough
- Research support
- Changing demographics and Global Imperative
- Diversity requirements by federal funding agencies



# Motivation → Strategies

- Commitment and articulation of an Inclusive Excellence vision by senior leadership.
- Ongoing in-depth inquiry that assesses the current state of institutional affairs.



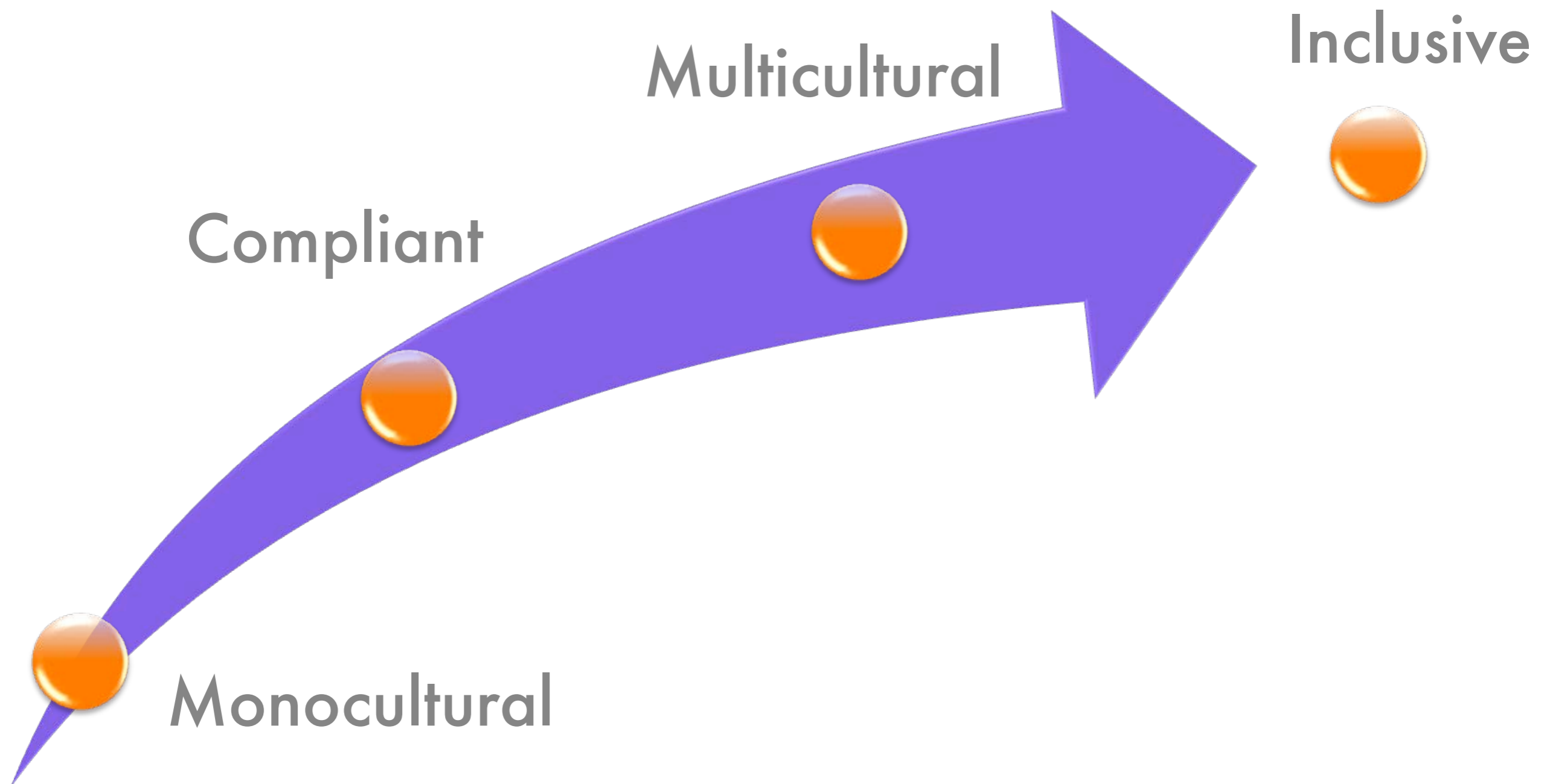
# Assessment will...

- align a change vision with various aspects of institutional functioning;
- communicate progress to stakeholders; and
- move from number gazing to managing a comprehensive plan to reach diversity and educational quality goals.

# Institutional Functioning

- Access and Success
- Education and Scholarship
- Campus Climate and Inter-group Relations
- Institutional Infrastructure

# Monocultural → Inclusive



# Multicultural Organization

- Many diversity activities and celebrations
- Visibly committed leaders
- Bias is not tolerated
- Diverse mix of employees with differences in race, gender, age, sexual orientation, disabilities, etc.
- Has met the challenges of compliance, and works hard to make the best use of diversity
- Comprehensive effort to weave diversity into institutional fabric has not been fully achieved.

# Inclusive Organization

- Appreciates what everyone in the organization brings with them
- Differences are recognized, valued, celebrated and utilized
- Emphasis on inclusive practices at all levels of institutional functioning
- All members of the organization are accountable for diversity and inclusion success.

# Recent Years @ VT

2000-2005 Diversity Strategic Plan

Dedication of  
Peddrew-  
Yates Hall

Office of  
Multicultural  
Programs and  
Services

No classes held on  
Martin Luther King  
Day

Office for Equity  
and Inclusion

VT Presidential  
Scholarship  
Initiative

LGBT Resource  
Center

Hispanic/Latino  
Faculty and Staff  
Caucus, joining Black  
Caucus (1981) and  
the LGBT Caucus  
(1992)

Hispanic-Latino  
Achievement  
Ceremony

Task Force on  
Race and the  
Institution

Conflict  
Resolution  
Program

MOSAIC  
(Multicultural  
Opportunity and  
Social Awareness  
Interest Community)

BOV modifies non-  
discrimination  
statement, then  
rescinds changes

Assistive  
Technology  
facility

Hispanic/Latino  
Heritage  
Month

McNair  
Scholars  
Program

VP of  
Multicultural  
Affairs (1998)

Presidential Campus  
Enrichment Grant  
Program

Safe  
Zone  
(1998)

BOV approves  
Commission on  
Equal Opportunity  
and Diversity

Annual  
Disability  
Honor Roll  
Awards

VT Principles of  
Community

Office of  
Graduate Student  
Diversity  
Initiatives

CommonWEALTH  
of Scholars

'09 Lavender  
Commencement  
Ceremony

2000

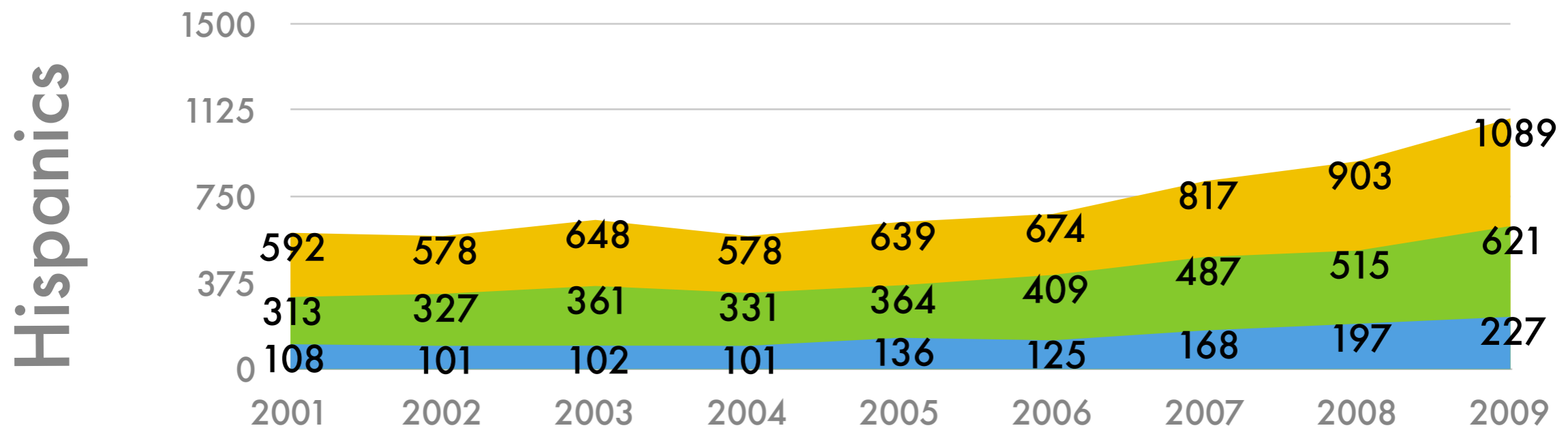
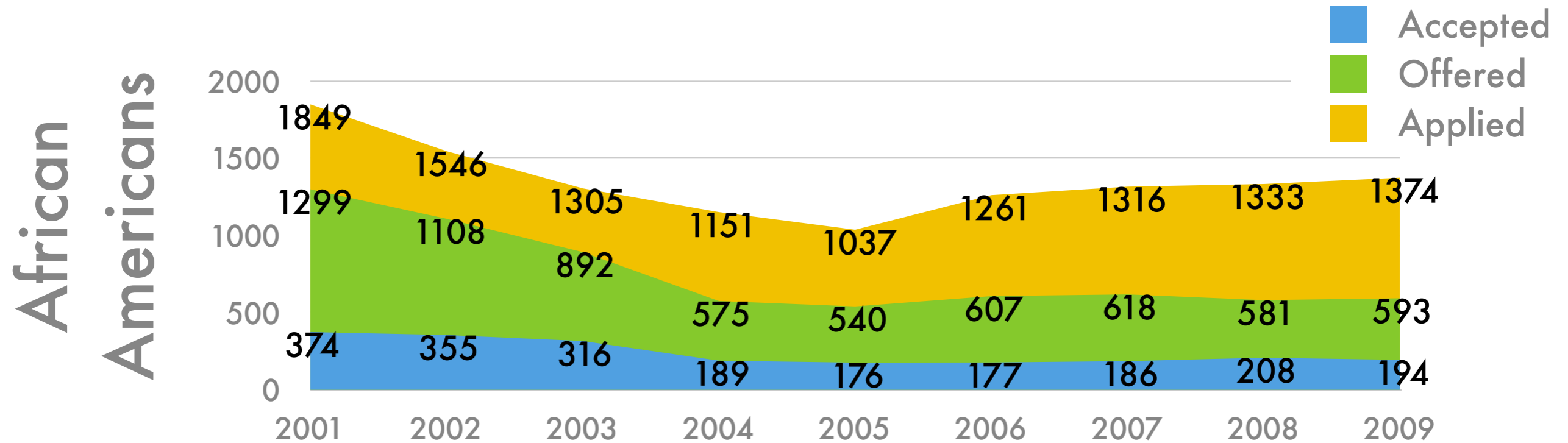
2002

2004

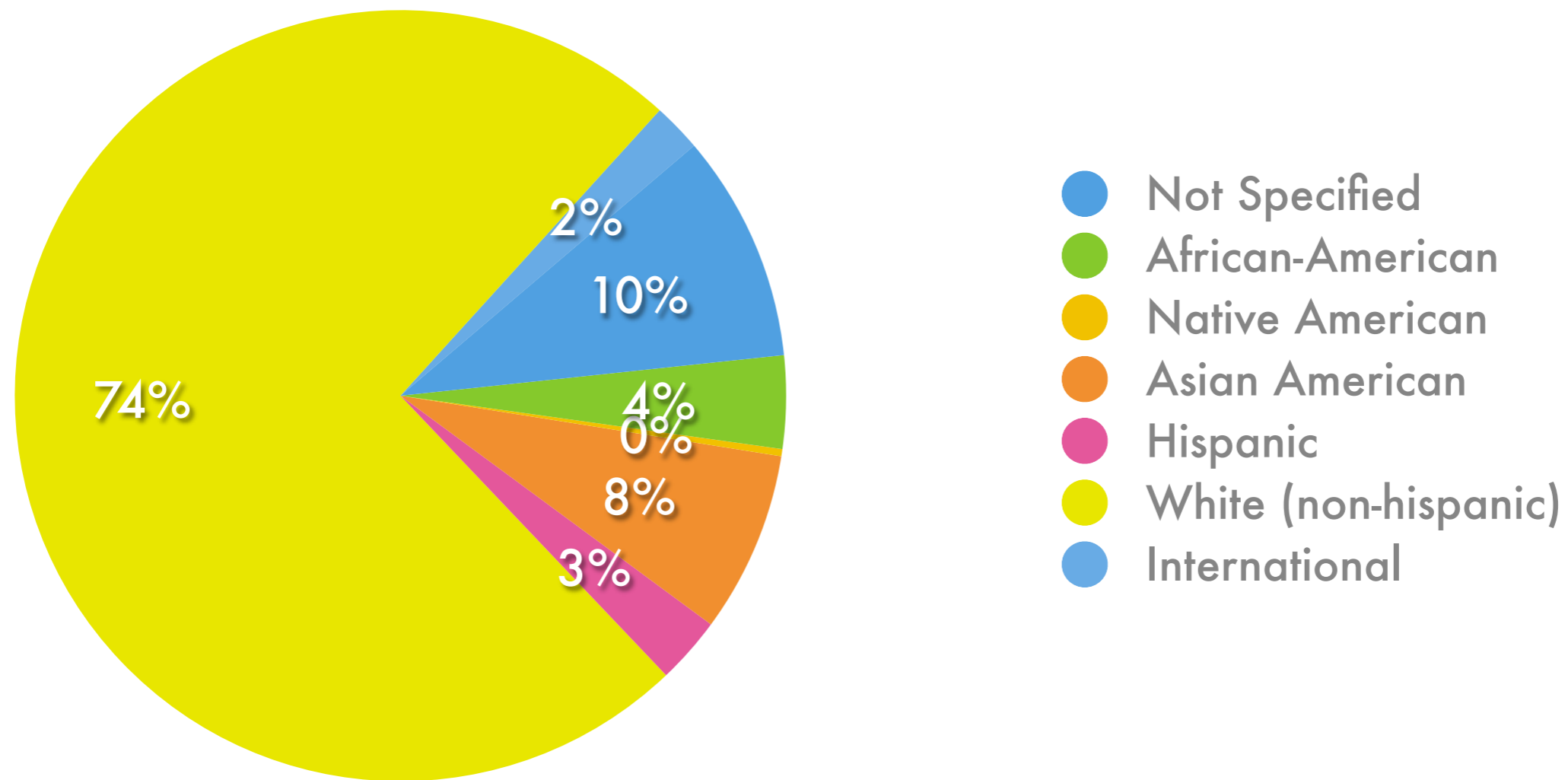
2006

2008

# Undergraduate Admissions

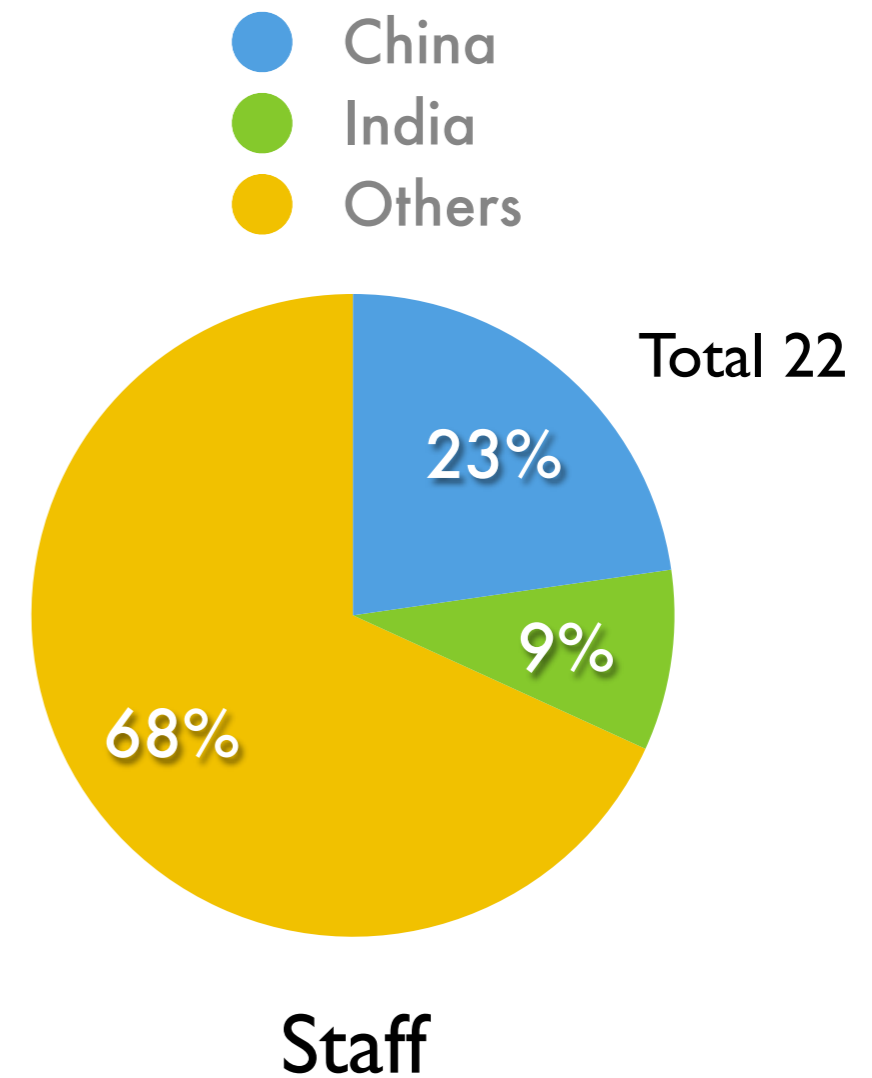
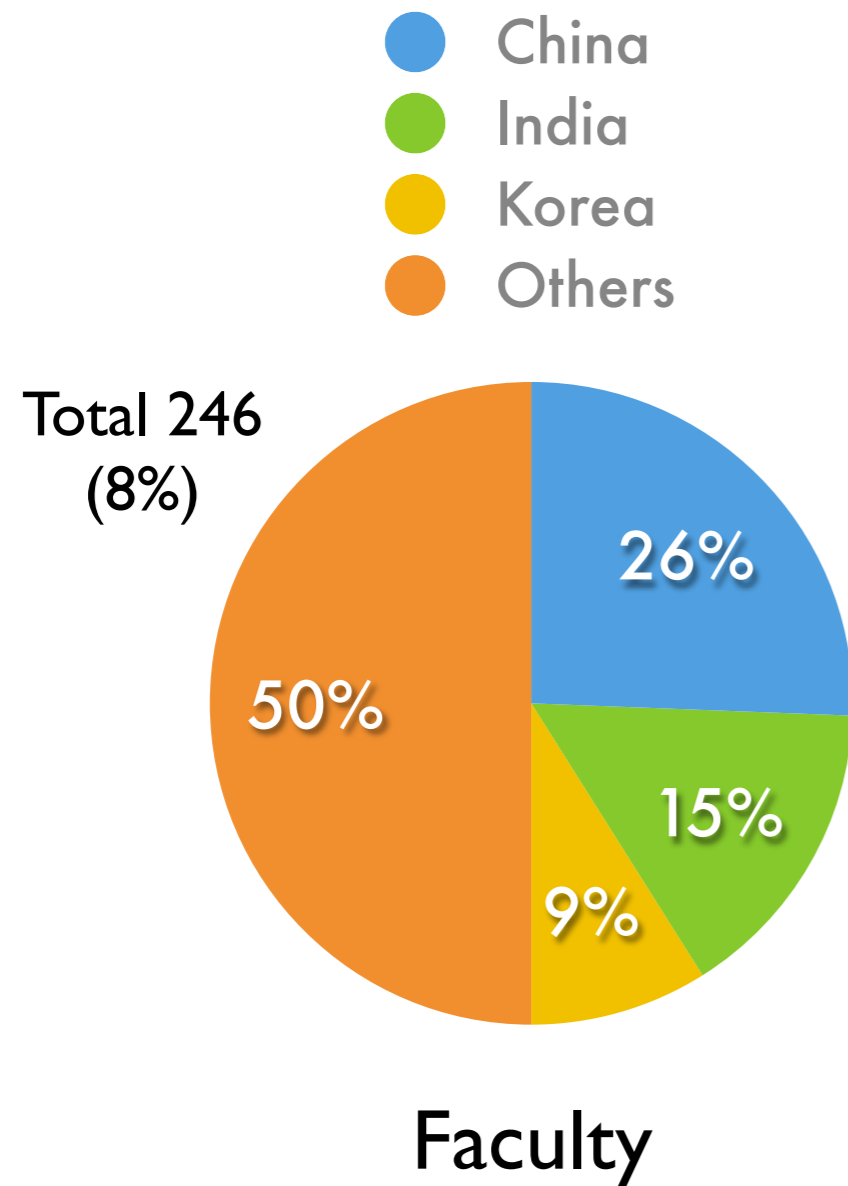


# Undergraduate Fall 08



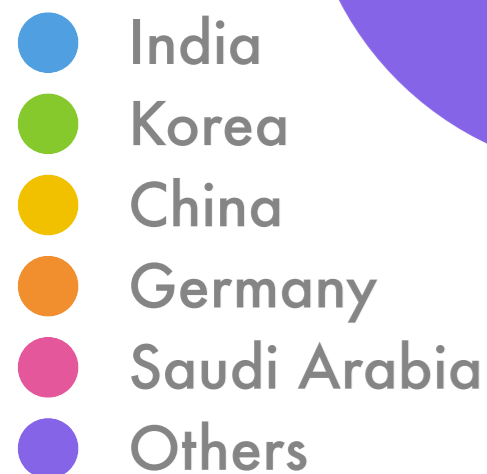
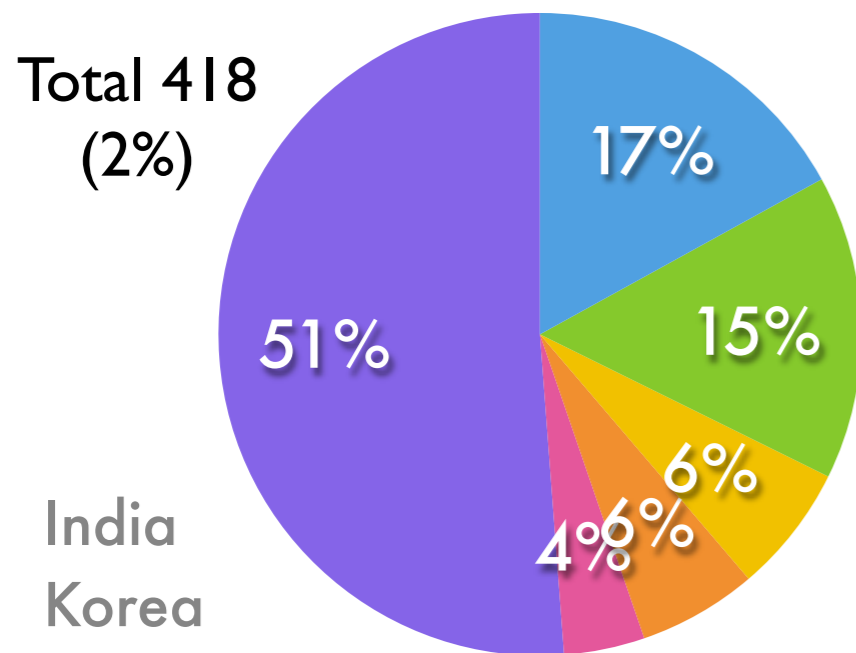
Total undergraduate enrollment on campus Fall 2008

# International Faculty/Staff

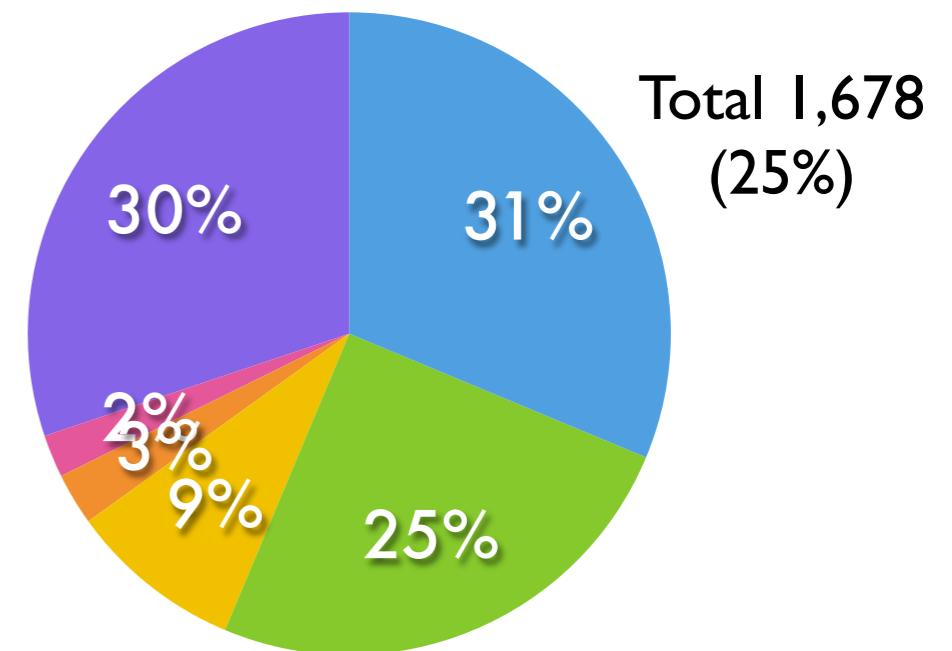


# International Students

## Undergraduate

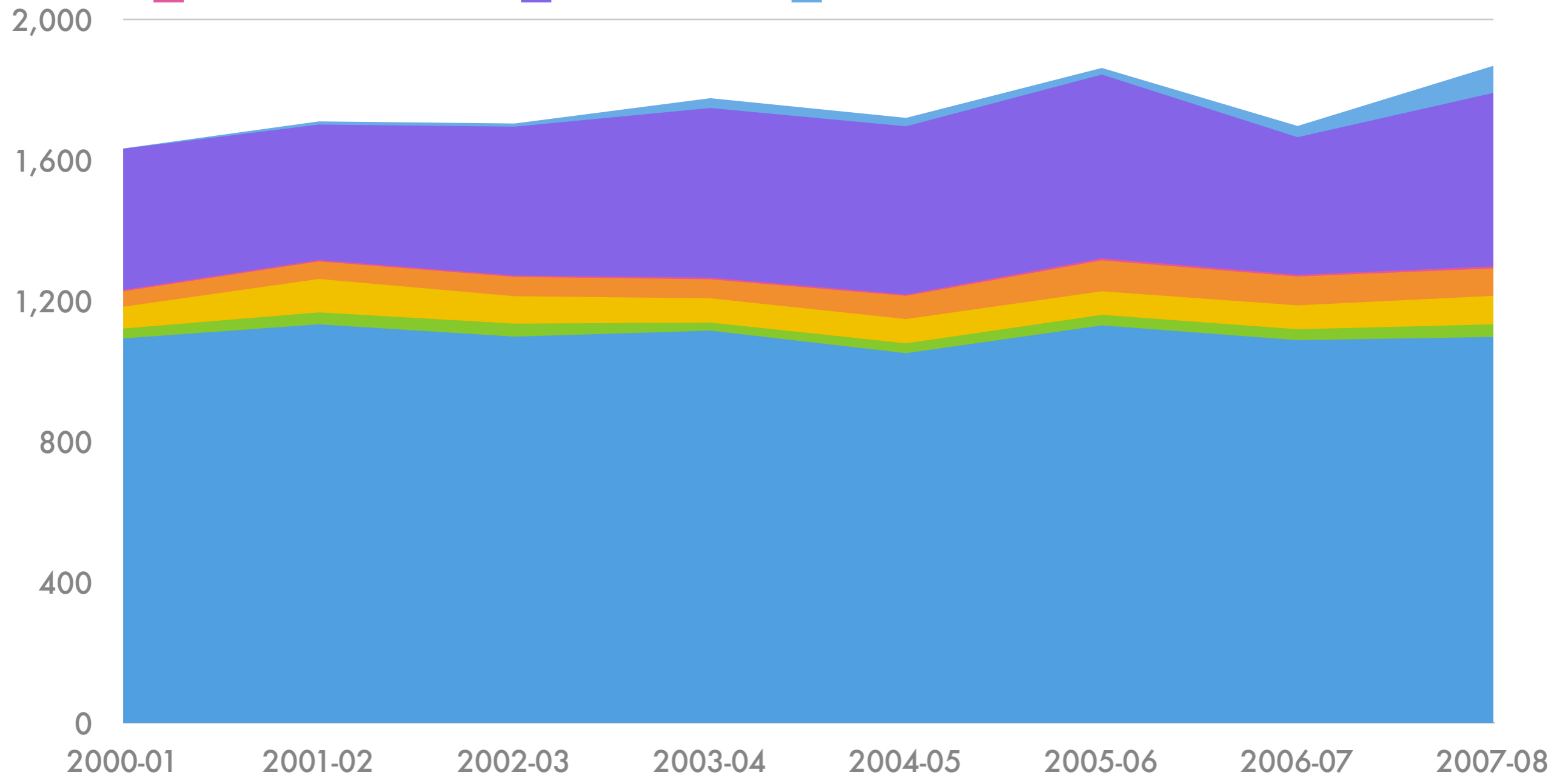


## Graduate



# Grad. Degrees Conferred

White Non-Hispanic   Hispanic   Black Non-Hispanic   Asian or Pacific Islander  
Native American   International   Others

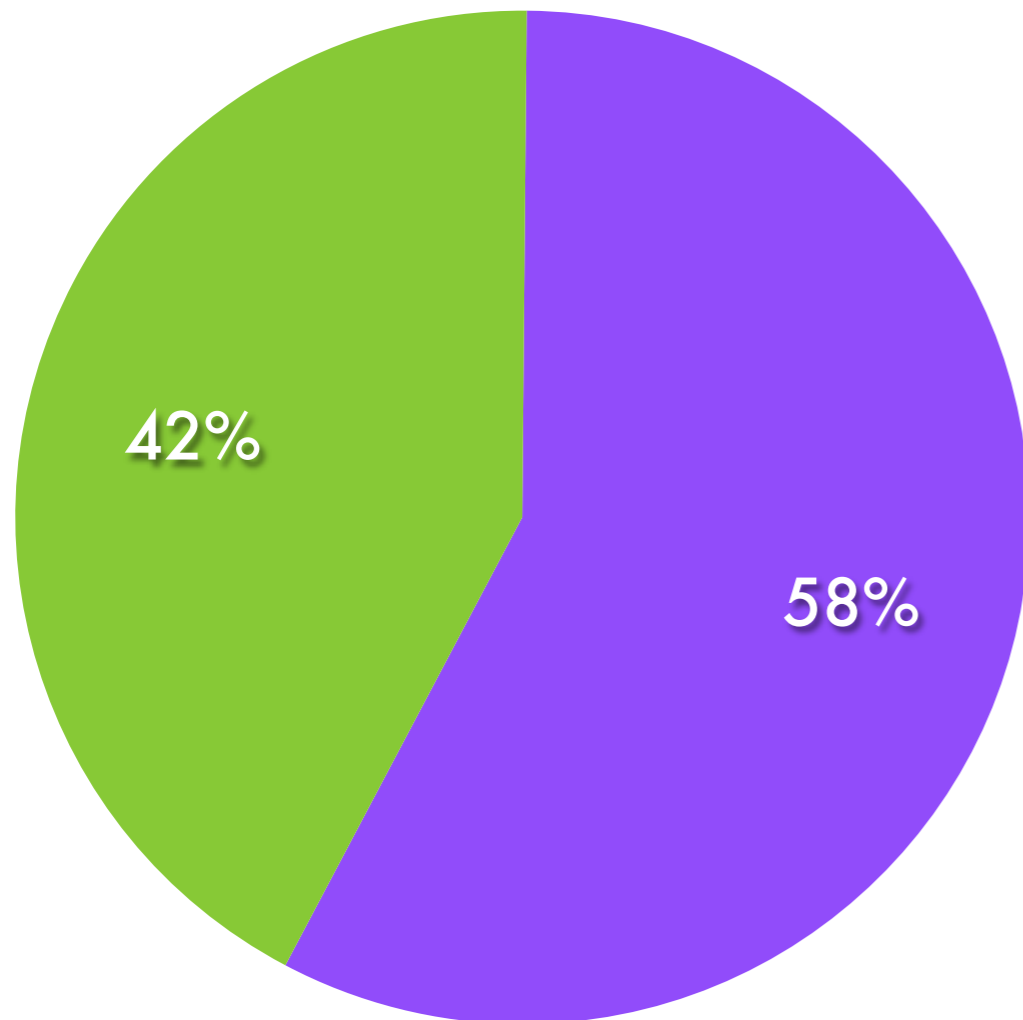


# Grad. Degrees Conferred

## Total Degrees Conferred 2000-2009

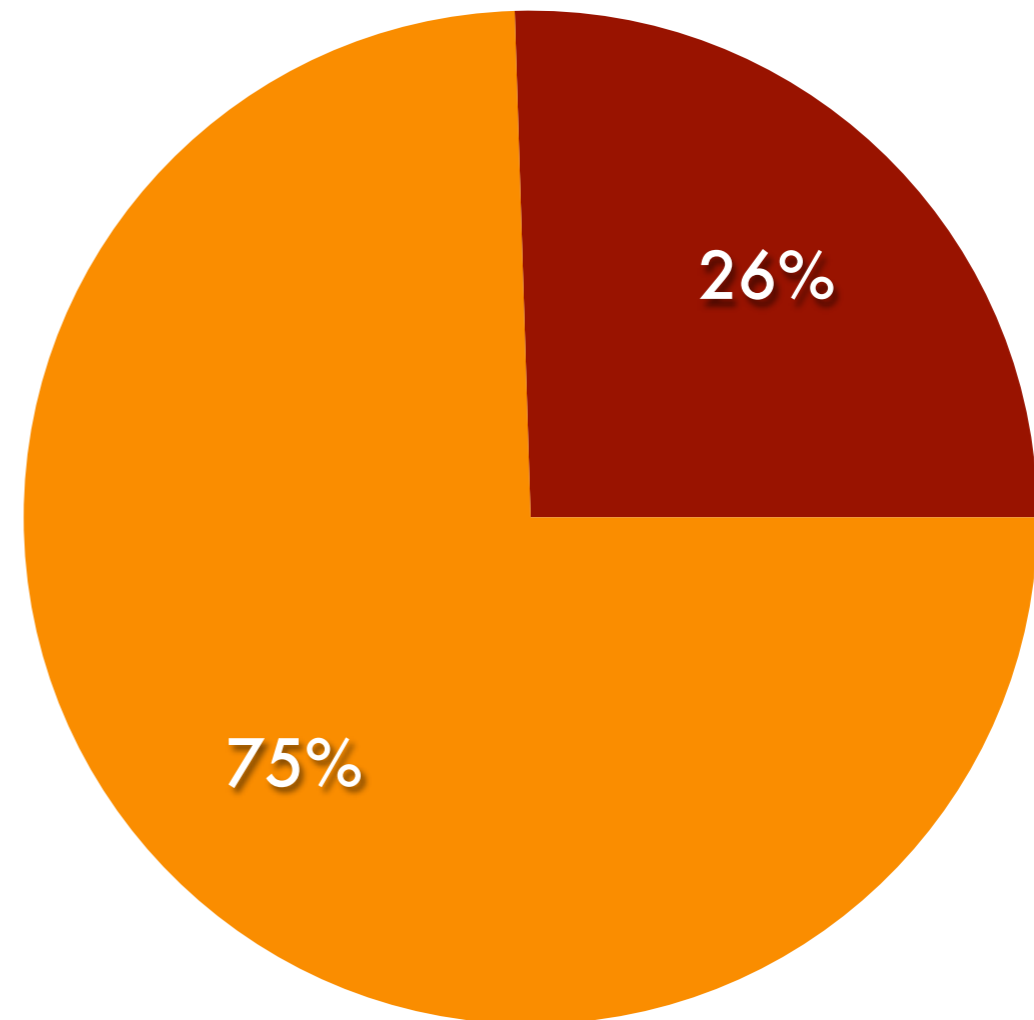
● Female

● Male



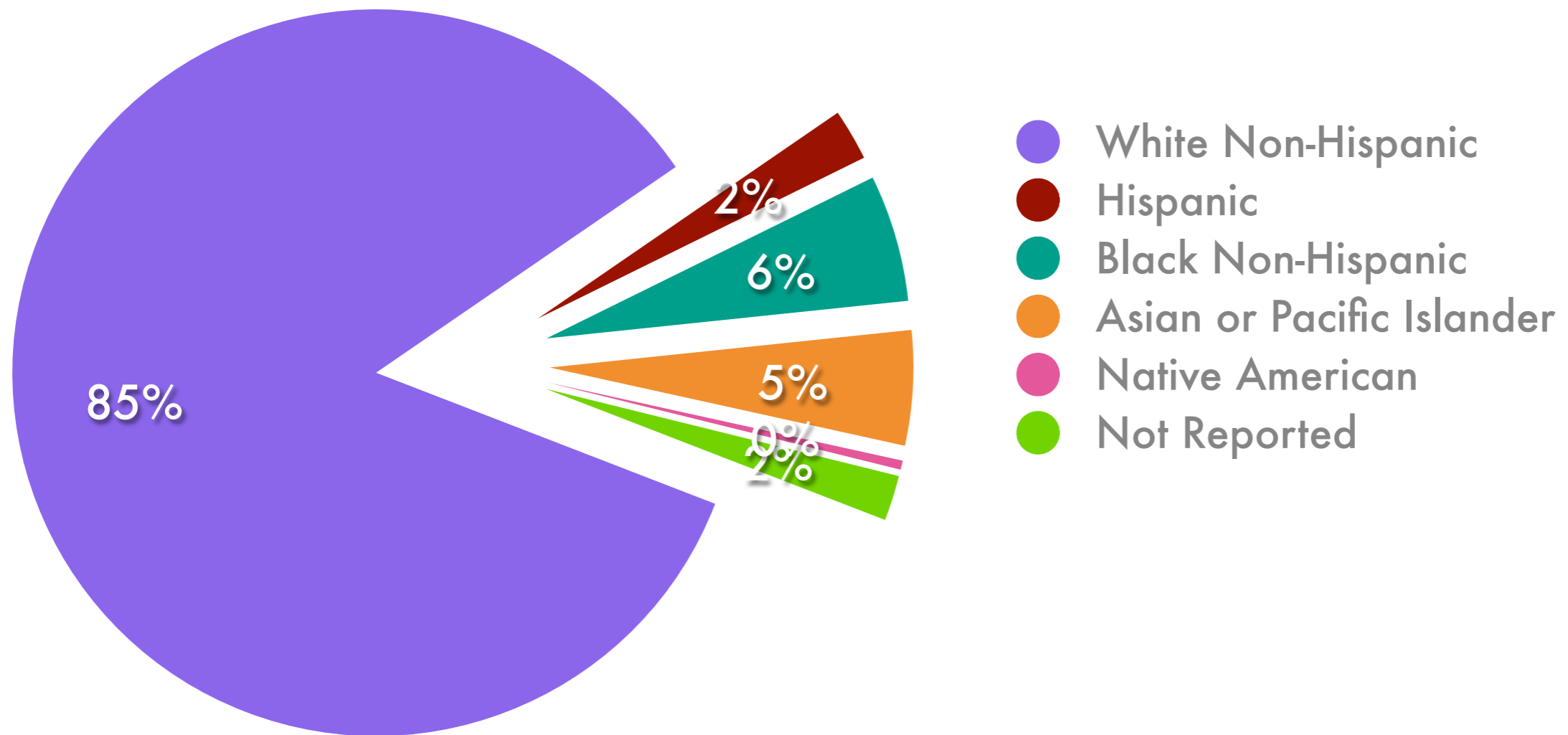
● US

● International



# Grad. Degrees Conferred

2000-2009



# What does it all mean?

- How can we have analytical discussions about these numbers?
- Is it *good enough*? Do we need to do more?
- It's difficult to analyze this data without a framework within which to discuss it.

# Diversity Strategic Plan 2009-2012

- Utilizes Inclusive Excellence framework for the enactment of our commitment to growing and sustaining a diverse and inclusive learning, living and working environment

# Access and Success

- Pipeline programs, Recruitment, Retention, Financial aid and scholarships
- **Goal:** increase and retain the compositional diversity of Virginia Tech's faculty, staff, and student body

# Education and Scholarship

- Learning, Curricular transformation...  
Inclusive pedagogies, Global imperative for 21st century education and workforce preparation
- **Goal:** To provide faculty, staff and students with a wide range of opportunities to learn and develop in the areas of equal opportunity, diversity, inclusion, and social justice.

# Campus Climate and Inter-group relations

- Perceptions, attitudes and beliefs of faculty, staff and students; Type, frequency and quality of interactions among groups; Quality of engagement and programming; Community standards and expectations...
- **Goal:** To take individual and collective responsibility for creating a campus climate that is welcoming for all faculty, staff, and students

# Institutional Infrastructure

- Organizational learning and accountability; Policies and procedures; Implementation of diversity infrastructure...
- **Goal:** To incorporate diversity into organizational structures, day-to-day operations, and overarching organizational processes.

# Challenges

- Retention
- Climate
- Resources
- Changing demographics

# Why is This Important?



# Diverse and Inclusive VT

- Will require us to look at Virginia Tech through new eyes, shifting the lens through which we examine current practices to glimpse new opportunities for change and ultimately view diversity and inclusion as a part of excellence not a part from it.



# Diversity Support Programs and Services

The Center for Academic Enrichment and Excellence  
110 Femoyer Hall (0276)  
(540) 231-5499 Email: [caee@vt.edu](mailto:caee@vt.edu)  
<http://www.caee.vt.edu>

# Diversity Support Programs and Services at Virginia Tech

All Virginia Tech students may participate in these programs and services, regardless of age, color, disability, gender , national origin, political affiliation, race, religion, sexual orientation or veteran status. University administered programs and services are expected to adhere to the University’s Standards for Inclusive Policies, Programs and Practices (www.multicultural.vt.edu/standards-04). This list is not exhaustive. Please send a note to [caee@vt.edu](mailto:caee@vt.edu) to request additions and edits. Last update 06/2009

## Academic Support

### Career Services Multicultural Outreach

Career Services assists students with a variety of career concerns, from searching for a major to gaining career-related experience to conducting a job search or applying to graduate/professional schools. Career Services will provide information sessions that are beneficial for diverse student populations. Johanna Smith [johannas@vt.edu](mailto:johannas@vt.edu)

### Center for Academic Enrichment and Excellence (CAEE)

CAEE offers free academic support, such as tutoring and study skills seminars to undergraduate students at Virginia Tech. CAEE has services for students who are already succeeding academically or for those who simply want to enrich their educational experiences. 231-5499 or [caee@vt.edu](mailto:caee@vt.edu)

### Center for the Enhancement of Engineering Diversity (CEED)

CEED is dedicated to enriching the engineering profession through increased diversity, targeting under-represented students, encouraging them to apply to, enroll in and graduate from the College of Engineering at Virginia Tech. Programs target current engineering students, prospective students, and the Commonwealth of Virginia’s pre-college community. Additionally, CEED provides academic, professional and personal support for students, and assists a variety of student organizations. Visit: [www.eng.vt.edu/academics/ceed.php](http://www.eng.vt.edu/academics/ceed.php) Bevlee Watford [ceed@vt.edu](mailto:ceed@vt.edu)

### Cook Counseling Center

Thomas E. Cook Counseling Center provides individual counseling and group counseling for enrolled undergraduate and graduate students at Virginia Tech. Consultation and outreach services are provided for Virginia Tech faculty, staff, and student organizations. Christopher Flynn [flynnnc@vt.edu](mailto:flynnnc@vt.edu)

### Services for Students with Disabilities (SSD)

Services for Students with Disabilities exists to assist the university with its mission of creating an inclusive and welcoming community for all students. SSD works to ensure that students with disabilities receive equal access to education and opportunities in this academic community. Dr. Susan Angle [spangle@vt.edu](mailto:spangle@vt.edu), Deborah Smith [smithdd@vt.edu](mailto:smithdd@vt.edu) Jane Warner [jwarner@vt.edu](mailto:jwarner@vt.edu), Connie Wilkinson [ccwilkin@vt.edu](mailto:ccwilkin@vt.edu), Robyn Hudson [robynhud@vt.edu](mailto:robynhud@vt.edu)

## Campus Climate

### Black Faculty/Staff Caucus

The Black Faculty/Staff Caucus of Virginia Tech was established in 1981 in an effort to provide professional support to staff, and to support issues of particular interest to Black faculty, students, and the university community. C. Ray Williams, Jr. [cwilliam@vt.edu](mailto:cwilliam@vt.edu)

### Black Cultural Center Alumni Advisory Board (BCCAAB)

The BCC Alumni Advisory Board is comprised of Virginia Tech alumni who were involved in and benefited from services and programs at the Black Cultural Center. These alumni are committed to giving their time and financial resources to support BCC programs and services, as well as the students who use the BCC. C. Ray Williams, Jr. [cwilliam@vt.edu](mailto:cwilliam@vt.edu)

### Brown Bag Lunch Series

Brown Bag Lunch Series is a student initiated informal discussion that provides students an opportunity to interact with faculty, staff, and administrators who are interested in creating a more welcoming environment for under-represented students at Virginia Tech. Multicultural Programs & Services [mps@vt.edu](mailto:mps@vt.edu)

### Commission on Equal Opportunity and Diversity (CEOD)

The Commission on Equal Opportunity and Diversity, a part of the University Governance system is charged to study, formulate and recommend policy and procedures as they relate to the university’s responsibility for equal opportunity, affirmative action, accessibility and compliance; diversity planning and evaluation; diversity training and education; assessment of institutional climate; and similar matters of equity and diversity that affect the university. Daphne Rainey [raineyd4@vt.edu](mailto:raineyd4@vt.edu)

### Dialogue Across Differences

These informal dialogues address issues of diversity, inclusion, and privilege between campus community members, provide a safe environment for discussion and exploration. Multicultural Programs & Services [mps@vt.edu](mailto:mps@vt.edu)

### Office for Equity and Inclusion (OEI)

The Office for Equity and Inclusion (OEI) serves as a focal point for the promotion of institutional equity and inclusion across the Virginia Tech community. The office creates and strengthens a supportive university environment for Virginia Tech students, staff, faculty, and alumni that fosters full participation and cultivates inclusive excellence through learning, discovery, and community engagement.This is accomplished through programming, educational/development opportunities, supporting other multicultural campus resources, community building, ensuring institutional equity, and developing research and assessments on inclusion efforts. Through the aforementioned initiatives the office leverages change and a collaborative spirit to build a more diverse and inclusive campus community. Kevin McDonald [mcdonalk@vt.edu](mailto:mcdonalk@vt.edu)

### Finding My Path Speakers Series

Finding My Path is a series of dialogues about discovering meaning and purpose in life. Members of the Virginia Tech community observe important life lessons, and the journey to finding their career path. C. Ray Williams, Jr. [cwilliam@vt.edu](mailto:cwilliam@vt.edu)

### Hispanic Faculty/Staff Caucus

The Hispanic Faculty/Staff Caucus seeks to provide professional support and to attend to issues of particular interest to Hispanic/Latino faculty, staff, students, and the university community. Manuel Perez Quinones, Chair, [perez@cs.vt.edu](mailto:perez@cs.vt.edu)

### Multicultural Programs and Services

Multicultural Program and Services is an administrative unit that helps to create an atmosphere of inclusion for all students, and specifically targets the interests of underrepresented students. Multicultural Programs & Services [mps@vt.edu](mailto:mps@vt.edu)

### SafeWatch

SafeWatch promotes individual and collective responsibility among students, faculty, staff and guests to incorporate the Virginia Tech Principles of Community into interpersonal and inter-group relationships. Patterned after

the “Neighborhood Watch” program, SafeWatch promotes understanding of university policies related to harassment, discrimination or similar behaviors and provides a way to report violations of policies and community expectations that promote an inclusive campus environment. Tom Brown [tbrown@vt.edu](mailto:tbrown@vt.edu)

### Safe Zone Program

The Safe Zone Program’s mission is to foster a more accepting environment for sexual minorities at Virginia Tech. This goal is accomplished by utilizing a network of people that are dedicated to providing a supportive community and that serve as a resource for accurate information about GLBT students. Mary Grace Campos [mcampos@vt.edu](mailto:mcampos@vt.edu)

### The Women's Center

The mission of the Virginia Tech Women’s Center is to promote a Virginia Tech community that is safe, equitable, and supportive for women and that celebrates their experiences, achievements, and diversity. A unit of the Office of the Provost, the Women’s Center functions in a number of areas, including individual services, counseling, and advocacy; University-wide advocacy; outreach; educational programming; education and prevention of violence against women. Christine Dennis, [cdennis@vt.edu](mailto:cdennis@vt.edu) Anna DeMascolo, [@vt.edu](mailto:alomasco)

## College Transition Programs & Services

### Academic Hispanic OutReach Alliance (AHORA)

AHORA is a mentoring program designed to assist Hispanic/Latino first-semester College of Engineering students achieve academic and personal success. Whitney Edmister [wedmiste@vt.edu](mailto:wedmiste@vt.edu)

### Black Engineering Support Teams (BEST)

BEST is a mentoring program designed to assist Black first-semester College of Engineering students achieve academic and personal success. Whitney Edmister [wedmiste@vt.edu](mailto:wedmiste@vt.edu)

### Each One Reach One Peer Mentoring Program

The Each One Reach One Peer Mentoring Program assists under-represented first-year and entering transfer students with their college transition by providing personal, sensitive support and counseling. In addition, the program offers a wide range of activities that promote knowledge about Virginia Tech community resources, academic excellence, involvement & leadership, and personal growth. Kristen Swanson Houston [kkswanson@vt.edu](mailto:kkswanson@vt.edu)

### Parent Talk

Parent Talk is an information session that addresses academic support and campus climate issues, specifically as it relates to under-represented students. Parent Talk is held on Family Day in the fall semester. Jody Thompson [jodyt@vt.edu](mailto:jodyt@vt.edu)

### Student Transition Engineering Program (STEP)

STEP is a five-week residential college transition program offered in the summer for entering first-year College of Engineering students. Dr. Bevlee Watford [deuce@vt.edu](mailto:deuce@vt.edu), Nickolas Nicholson, [nknichol@vt.edu](mailto:nknichol@vt.edu)

## Cultural/Heritage Programs & Services

### Asian Pacific American Heritage Month

Asian Pacific American Heritage Month is a campus-wide celebration of Asian American culture and history. The activities and events are held during the month of April. Kristen Swanson Houston [kkswanson@vt.edu](mailto:kkswanson@vt.edu)

### American Indian Heritage Month

American Indian Heritage Month is a campus-wide, cultural celebration of American Indian culture from mid-October to mid-November. Kristen Swanson Houston [kkswanson@vt.edu](mailto:kkswanson@vt.edu)

### Black History Month

Black History Month is a campus-wide cultural celebration of African-American culture and history. The activities and events are held in January and February. Kristen Swanson Houston [kkswanson@vt.edu](mailto:kkswanson@vt.edu)

### Celebration of Diversity

Celebration of Diversity is an entertaining and educational initiative that allows students to showcase the breadth of diversity at Virginia Tech, as well as provide learning opportunities and cultural exchanges that reflect the student body. Kristen Swanson Houston [kkswanson@vt.edu](mailto:kkswanson@vt.edu)

### Cranwell International Center (CIC)

The Cranwell International Center serves as the primary support service for the international community. It promotes intercultural exchange, fosters a welcoming environment and enhances the experience of all university and community participants. A First Year Experience class for incoming international students is offered in the Fall semester. Orientation, crisis support, personal assistance, Friendship Program, Speaker’s Bureau, English conversation groups, social and cultural activities are available by contacting [www.international.vt.edu](http://www.international.vt.edu).

### Donning of the Kente

Donning of the Kente recognizes and celebrates Black graduates. Kristen Swanson Houston [kkswanson@vt.edu](mailto:kkswanson@vt.edu)

### Hispanic/Latino Heritage Month (HLHM)

Celebrated from mid-September to mid-October, HLHM is a campus-wide celebration of Hispanic/Latino culture. Kristen Swanson Houston [kkswanson@vt.edu](mailto:kkswanson@vt.edu)

### Jewish Awareness Month (JAM)

A campus-wide celebration of the Jewish culture and programs, JAM provides an opportunity to raise awareness of the Holocaust. Kristen Swanson Houston [kkswanson@vt.edu](mailto:kkswanson@vt.edu)

### Virginia Tech MLK Celebration

The Virginia Tech MLK Celebration is a university and local community week-long celebration honoring the legacy of Dr. Martin Luther King, Jr. It is held the week of the MLK Holiday. The celebration culminates with the annual Diversity Summit. Susanna Rinehart [susannar@vt.edu](mailto:susannar@vt.edu)

## Enrichment Opportunities

### Graduate Preview Weekend

Graduate Preview Weekend is a visitation program aimed at increasing diversity in graduate education. The Graduate School invites prospective students to campus for a weekend to interview and/or meet with faculty and current students to learn more about Virginia Tech. Manuel Perez Quinones, [perez@cs.vt.edu](mailto:perez@cs.vt.edu)

### McNair Scholars Program (Ronald E. McNair Post-Baccalaureate Achievement Program)

The McNair Scholars Program is a federally funded program that seeks to prepare first-generation college students from financially disadvantaged backgrounds and students from groups under-represented in higher education for doctoral study. Participants are prepared for graduate study through research experiences and other scholarly activities. Cheryl Gittens [cgittens@vt.edu](mailto:cgittens@vt.edu)

### My Sister’s Keeper

My Sister’s Keeper promotes networking and professional development opportunities among graduate and faculty women of color, and seeks to enhance scholarship, positive thinking, and social and academic adjustment within the Virginia Tech Community. Through a series of discussions and informal social gatherings, My Sister’s Keeper intends to recognize, celebrate and develop a support network for women of color. [maop@vt.edu](mailto:maop@vt.edu)

### Student African-American Brotherhood (SAAB)

SAAB targets male students of African descent to assist in developing a more complete understanding of their responsibilities as college students and citizens. SAAB men strive to empower themselves and the community by embracing the principles of accountability, proactive leadership, self-discipline, and intellectual development. Lee Murphy, President [leemurphy@vt.edu](mailto:leemurphy@vt.edu) Reliford Sanders, Jr. [resandel@vt.edu](mailto:resandel@vt.edu)

### Sigma Delta Pi Hispanic Honor Society

The Lambda Psi chapter of Sigma Delta Pi is a collegiate Hispanic Honor Society that hosts a recognition ceremony for Hispanic/Latino graduates, and celebrates Hispanic/Latino achievement at Virginia Tech. Antonio A. Fernandez-Vazquez [afernand@vt.edu](mailto:afernand@vt.edu)

## Pre-College Initiatives

### Admissions Undergraduate Diversity Initiatives

The Office of Undergraduate Admissions uses a variety of strategies to build a diverse freshman class by workings with guidance counselors, building networks with churches and communities, and special events on campus. Juan Espinoza [juespino@vt.edu](mailto:juespino@vt.edu)

### Fall Visitation Program

The Fall Visitation is a college information program that is designed with the needs and interests of under-represented students in mind. Fall visitation is open to all students. Juan Espinoza [juespino@vt.edu](mailto:juespino@vt.edu)

### Gateway

Undergraduate Admissions plans and implements this invitational, on-campus yield program in the spring semester. Gateway is open to all students who have been offered admission to Virginia Tech, and is designed with the interests and needs of under-represented students in mind. Juan Espinoza [juespino@vt.edu](mailto:juespino@vt.edu)

### Pre-College Initiative

PCI is an annual pre-college program sponsored by Virginia Tech’s National Society of Black Engineers (NSBE) and the Center for the Enhancement of Engineering Diversity (CEED). PCI targets 9 – 12 grade African American students to provide encouragement, support, and assistance in their pursuit of a college education. Nickolas Nicholson [nknichol@vt.edu](mailto:nknichol@vt.edu)

### Project LEAD (Leadership, Education, Advocacy & Development)

The Office for Equity & Inclusion, The President’s Office, and the Center for Academic Enrichment and Excellence at Virginia Tech sponsor Project LEAD, a selective leadership program for high school students. The primary goal of Project LEAD is to provide opportunities for pre-college students to acquire the non-cognitive skills necessary to ensure a successful academic and social transition to college. Silvia Cotton Ramos, [silviarc@vt.edu](mailto:silviarc@vt.edu)

### Virginia Tech Opportunity and Pipeline Programs

VT Opportunity & Pipeline Programs is an institutional effort to enhance access and success in higher education for first-generation, low-income, minority, and other under-served students in the educational pipeline. Karen Eley Sanders [kesanders@vt.edu](mailto:kesanders@vt.edu)

### Virginia Indians Pre-College Outreach Initiative

This pre-college program collaborates with Tribal leaders to promote a college-going culture within Virginia Indian Nations, and increase the number of Virginia Indian youth in the college-bound pool.. Karen Eley Sanders [kesanders@vt.edu](mailto:kesanders@vt.edu)

### Yates Project

The Yates Project is a selective, student recruiting group in Undergraduate Admissions. Members make presentations and network with prospective students in the community, church and school groups in their hometowns. Application and selection for the Yates Project occurs in the fall semester. Students are awarded a stipend upon completion of program requirements. Alvin Bryant [alvinbryant@vt.edu](mailto:alvinbryant@vt.edu)

## Scholarships & Financial Aid

### Virginia-North Carolina Alliance for Minority Participation at Virginia Tech

The Virginia-North Carolina Alliance for Minority Participation is part of the Louis Stokes Alliance for Minority Participation, a project funded by the National Science Foundation that promotes the graduation of in the Science, Technology, Engineering, and Mathematics fields (STEM). VT-AMP contributes to the project’s the long-term goal of increasing the number of students who earn doctorates in STEM fields, particularly students from populations underrepresented in science and technology disciplines. Minority Academic Opportunity Programs [maop@vt.edu](mailto:maop@vt.edu)

## Multicultural Academic Opportunities Program (MAOP)

MAOP provides academic, financial, and social support to undergraduate and graduate students in select disciplines. MAOP has a competitive application process and academically talented applicants from all backgrounds may be considered. [maop@vt.edu](mailto:maop@vt.edu)

## Opportunity Scholarship Program

The Opportunity Scholarship Program includes scholarships that enable students to gain educational and leadership training that prepares them to be future leaders. Susanna Rinehart [susannar@vt.edu](mailto:susannar@vt.edu)

## Presidential Campus Enrichment Grant (PCEG)

The Presidential Campus Enrichment Grant (PCEG) Program was established in 2001 and is coordinated by the Offices of Equity and Inclusion and Financial Aid to enhance the multicultural educational experiences of students. All incoming freshmen are encouraged to apply. Selection criteria include activities of students before arriving at Virginia Tech as well as their commitment to educational diversity. Academic achievement, financial status and family educational background are also considered. To insure the fostering of educational inclusiveness, recipients are required to continue and expand their activities on campus by earning merits and writing journals reflecting on their experiences. The minimum QCA requirement is 2.5 and students receive \$4200 each academic year provided they meet the requirements of the program. Alicia Cohen [acohen@vt.edu](mailto:acohen@vt.edu)

## Student Support Grants Program (SSGP)

The Student Support Grant Program is designed to improve the retention and graduation rates of the undergraduate student population and to contribute to the development of student leaders on campus.

Jessica Grimes [jessicagrimes@vt.edu](mailto:jessicagrimes@vt.edu)

## Student Organizations

### American Indian Cultural Association

The American Indian Cultural Association is a student organization that plans and coordinates cultural events and offers support services to the American Indian student community. Harry Dyer [hdyer@vt.edu](mailto:hdyer@vt.edu)

### American Indian Science and Engineering Society (AISES)

AISES is a student organization that strives to enhance the VT community by bridging science and technology with traditional Native values. AISES is open to all students and faculty. Samuel R. Cook [sacook2@vt.edu](mailto:sacook2@vt.edu)

### Asian American Student Union (AASU)

The Asian American Student Union acts as an umbrella organization for the undergraduate Asian/Pacific Islander American (APIA) organizations. Mary Grace Campos [mcampos@vt.edu](mailto:mcampos@vt.edu)

### Black Graduate Student Organizations (BGSO)

BGSO shall: Enhance & promote professional & social development for members; Improve quality of University life for members; Develop mentoring relationships between undergraduate & graduate students & the faculty & staff; & Create a sense of community, for persons of the African Diaspora, within the University & surrounding areas. Advisors Wayne Scales [wscales@vt.edu](mailto:wscales@vt.edu) Glenda Scales [gscases@vt.edu](mailto:gscases@vt.edu) Marshaun Glover (President) [mbglover@vt.edu](mailto:mbglover@vt.edu)

### Black Organizations Council (BOC)

BOC serves as a governing board and umbrella organization for twenty six predominantly Black student organizations. Kristen Swanson Houston [kkswanson@vt.edu](mailto:kkswanson@vt.edu)

### Black Student Association (BSA)

The purpose of the BSA is to increase the awareness, understanding, and appreciation of the black culture by the university and surrounding communities through the development and implementation of educational, social, recreational, and cultural programming. Mary Grace Campos [mcampos@vt.edu](mailto:mcampos@vt.edu)

### Caribbean Students Organization (CaribSO)

CaribSO aims to share the varied and unique cultures of the many nations of the Caribbean with the of Virginia Tech community, and facilitate the gathering of Caribbean people attending the university. Naraine Persaud [rosejt79@vt.edu](mailto:rosejt79@vt.edu)

### Commonwealth of Scholars (COS)

COS is a selective honors organization designed to enrich the intellectual development and academic experience of qualified students. Ashley Broderick, President [ashb531@vt.edu](mailto:ashb531@vt.edu)

### Council for the Advancement of Minority Engineering Organizations (CAMEO)

CAMEO is an umbrella organization for the National Society of Black Engineers (NSBE), the Society of Hispanic Professional Engineers (SHPE), the Association of Women in Computing (AWC), and the society of Women Engineers (SWE). Each February CAMEO sponsors CareerFest, a career fair completely organized by the CAMEO committee.

Sandra Griffith [cameo@vt.edu](mailto:cameo@vt.edu)

### Council of International Student Organizations (CISO)

CISO is an umbrella organization representing all international student organizations at Virginia Tech. Kim Beisecker [kbeiseck@vt.edu](mailto:kbeiseck@vt.edu)

### Hillel at Virginia Tech

Hillel offers students the means to explore and celebrate their Jewish identity in a dynamic and comfortable environment; and offers social, cultural and community service programs. Sue Kurtz [skurtz@vt.edu](mailto:skurtz@vt.edu), Rochelle Low President [president@vthillel.org](mailto:president@vthillel.org)

### Latino Association of Student Organizations (LASO)

LASO is an umbrella organization for Latino student organizations. Mary Grace Campos [mcampos@vt.edu](mailto:mcampos@vt.edu)

### Lesbian, Gay, Bisexual, Transgender Alliance (LGBT A)

The LGBT A of Virginia Tech and the surrounding Blacksburg/Christiansburg area wish to promote a more understanding and welcoming environment for gay, lesbian, bisexual, and transgender people by providing campus-wide programs to raise awareness, community visibility, and support for the general population. Mary Grace Campos [mcampos@vt.edu](mailto:mcampos@vt.edu)

### Minorities in Agriculture, Natural Resources, and Related Sciences (MANNRS)

MANNRS targets undergraduate and graduate students in all STEM fields. Activities include regional and national conventions, tours of research laboratories, freshman mentoring, social gatherings, banquets, and community service projects. Multicultural Academic Opportunities Program [maop@vt.edu](mailto:maop@vt.edu)

### National Association for the Advancement of Colored People (NAACP)

The Virginia Tech Chapter of the NAACP strives to educate and inform the community of ideas, goals, and activities of the National Chapter. The members are dedicated to improving the political, educational, social, and economic status of minority groups and enhancing public awareness of the adverse effects of racial discrimination and prejudice. Tonya Smith-Jackson [smithjack@vt.edu](mailto:smithjack@vt.edu)

### National Pan-Hellenic Council (NPHC)

The VT-NPHC is the governing body that represents historically Black Greek letter sororities and fraternities: Alpha Kappa Alpha, Alpha Phi Alpha Fraternity, Delta Sigma Theta, Zeta Phi Beta, Kappa Alpha Psi, Sigma Gamma Rho, Phi Beta Sigma, and Omega Psi Phi. [nphc@vt.edu](mailto:nphc@vt.edu)

### National Society of Black Engineers (NSBE)

NSBE was founded in 1976 by 6 students from Purdue University. Since then, NSBE has grown into the largest run student organization in the world with a whopping 25,000+ members. At the head of NSBE is leadership, offering the tools necessary to create good engineering leaders. NSBE's goal is to increase the number of culturally responsible Black Engineers who excel academically, succeed professionally, and positively influence the community. Advisor: Dr. Beville Watford, [duece@vt.edu](mailto:duece@vt.edu), Brandon Williams, President, [bwilli05@vt.edu](mailto:bwilli05@vt.edu)

### Native VT

NATIVE VT unifies current Native American college students and like-minded non-Indian college students and also encouraging the involvement of prospective Native American college students to participate in indigenous activities, discuss contemporary issues of Native Americans, and support any causes that benefit the Native American tribes in Virginia and other indigenous people of the Americas. Native VT serves as a registered student organization at Virginia Tech for American Indian students and all those who are interested in American Indian studies and culture. Michelle Taylor [taylor@vt.edu](mailto:taylor@vt.edu)

### Society of Hispanic Professional Engineers (SHPE)

SHPE aims to increase the enrollment of Hispanic engineering students; promote the advancement of Hispanic engineers and scientists in employment and education; develop and participate in programs with industry and the university which benefit students seeking technical degrees; improve retention of Hispanic students enrolled in engineering/science; provide a forum for the exchange of information pertinent to Hispanic engineering/science students enrolled at Virginia Tech; promote engineering minority programs at Virginia Tech; and represent the Hispanic professional students at Virginia Tech. Richard Eli Escamilla [eli.escamilla@vt.edu](mailto:eli.escamilla@vt.edu), Dr. Gerardo Flintsch [flintsch@vt.edu](mailto:flintsch@vt.edu), C. Ray Williams, Jr. [cwilliam@vt.edu](mailto:cwilliam@vt.edu)



# Ongoing Diversity Efforts

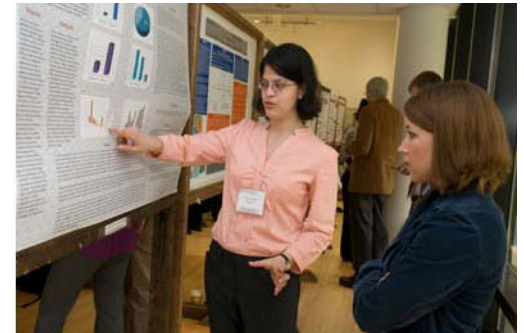
Mark G. McNamee

Senior Vice President and Provost



# Outline

- University-wide Initiatives
  - Task Force on Race and the Institution
  - *AdvanceVT*
- Student Programs
  - Pipeline Initiatives
  - Current Student Programs
- Faculty and Staff
  - Recruitment
  - Retention
- Alumni
  - Multicultural Alumni Programs



*McNair Scholars*

# Task Force on Race & the Institution

- Six areas identified in report
  - Academic programs
  - Administrative infrastructure
  - Alumni and community engagement
  - Faculty and staff
  - Graduate and professional students
  - Undergraduate students



*Asst Professor of Psychology, Julie Dunsmore, with summer research interns*



# Task Force on Race & the Institution

- Funded Implementation Plan
  - Faculty Recruitment Initiatives
  - Staff Diversity Recruitment
  - Pre-College Initiatives
  - Curriculum Transformation
  - Office of Graduate Diversity
  - Diversity Development Institute
  - Alumni and Community Projects



# *AdvanceVT*

- NSF-supported program (\$3.5m) to advance women faculty in science and engineering through INSTITUTIONAL TRANSFORMATION
- Major areas of focus:
  - Increasing the Representation of Women through Recruitment, Retention, and Pipeline Initiatives
  - Empowering Women as Scholars and Leaders
  - Addressing Work-Life Issues
  - Warming the Departmental Climate
  - Conducting Research and Assessment

# AdvanceVT Work-Life Initiatives

- Dual Career Assistance Program
  - Office established fall 2005
  - Guidelines, assistance, bridge funding
- Stop-the-Clock, revised 2006
  - Automatic extension for new parents
- Modified Duties, adopted 2006
  - One semester flexible assignment
- Part-time Tenure Track, 2007
- Expansion of Child Care
  - Contract with Rainbow Riders for preferential placement for VT employees/students



*Megan Dolbin-MacNab, Assistant Professor, Human Development, was the first to use the modified duties policy*



# Student Programs

## Pipeline Initiatives (examples)

- 4-H Congress Career Fair
- SEED Schools in DC and MD
- Partnership for the Future
- College Bound
- Access College Foundation
- VT Summer Training for Rising Students (VT STARS)
- Upward Bound
- VA Tech Days: Targeted high school recruitment events in Northern VA, Richmond, Tidewater, Martinsville
- Project LEAD
- Project Yates: Student volunteers available to participate in on and off-campus outreach programs to minority students
- Virginia Indians Pre-College Outreach: Coordinated outreach through Pow Wows, day camps on reservations, and activities; enrollment doubled from 26 (2008) to 52 (2009)



# An Achievable Dream Academy



VT partnership with 3 Newport News schools to include:

- Skills enhancement for Dreamers
- Year-round academic enrichment and college readiness programs
- Kaplan Small Group SAT tutoring and test preparation beginning in 10<sup>th</sup> grade
- Renewable 4-year scholarships for Dreamers who enroll at VT (Presidential Scholarship Initiative)



# Admissions & Financial Aid



- Ron Brown Scholar applicants
- Funds for the Future (for low-income undergraduates)
- Presidential Campus Enrichment Grant
- Presidential Scholars Initiative

# Examples of Current Student Programs

- McNair Scholar Program
- Multicultural Academic Opportunities Program (MAOP)
- VT-PREP (NIH-funded postbaccalaureate research and education in biomedical and behavioral sciences)
- Center for Enhancement of Engineering Diversity (CEED)
- Learning Communities (MOSAIC, Hypatia, The World)
- Each One Reach One



*MAOP student presenting research poster at the end of summer research internship*



## More Student Programs

- Centers: Black Cultural Center, Multicultural Center, Cranwell International Center
- Cultural Celebrations: American Indian, Hispanic-Latino, Black History, Women's Month, Jewish Awareness, Asian Pacific American



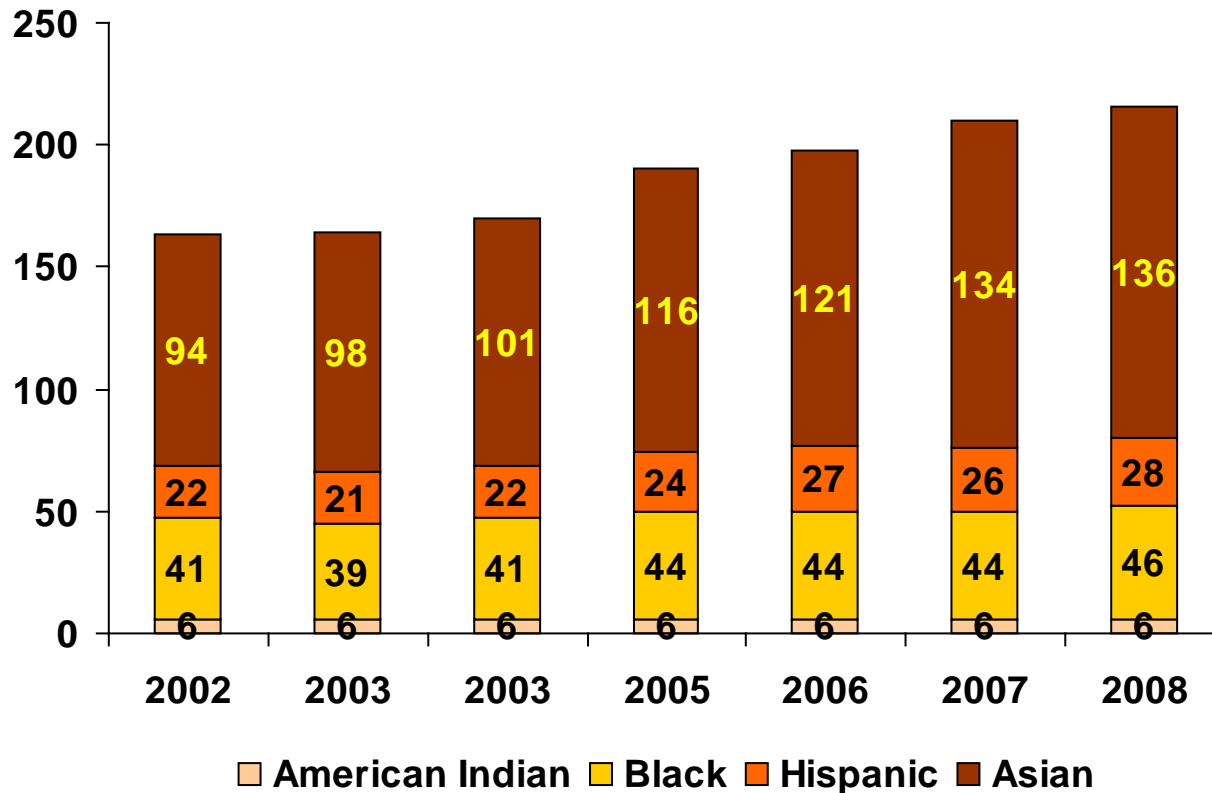


# Faculty and Staff Recruitment Initiatives

- **Cluster hiring** (e.g., Africana Studies)
- **Future Faculty Workshop:** 3-day workshop for advanced doctoral students or postdocs to encourage future pursuit of faculty career, possibly at VT; expenses paid by VT
- **Visiting Scholar Program:** Making connections with early to mid-career faculty through guest lectures & short visits
- **Target of Opportunity Hires:** Exceptional hires identified by departments through searches or special recruitment
- **Staff Recruitment:** Active outreach, recruitment fairs, targeted advertising

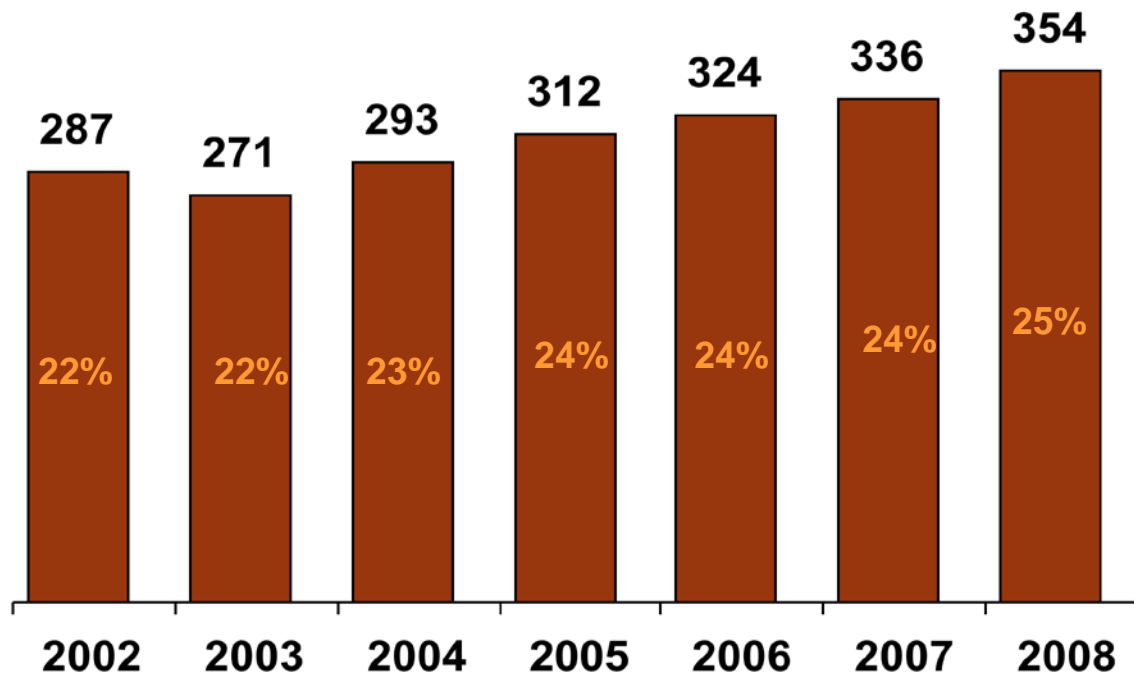


# Underrepresented Minority Faculty



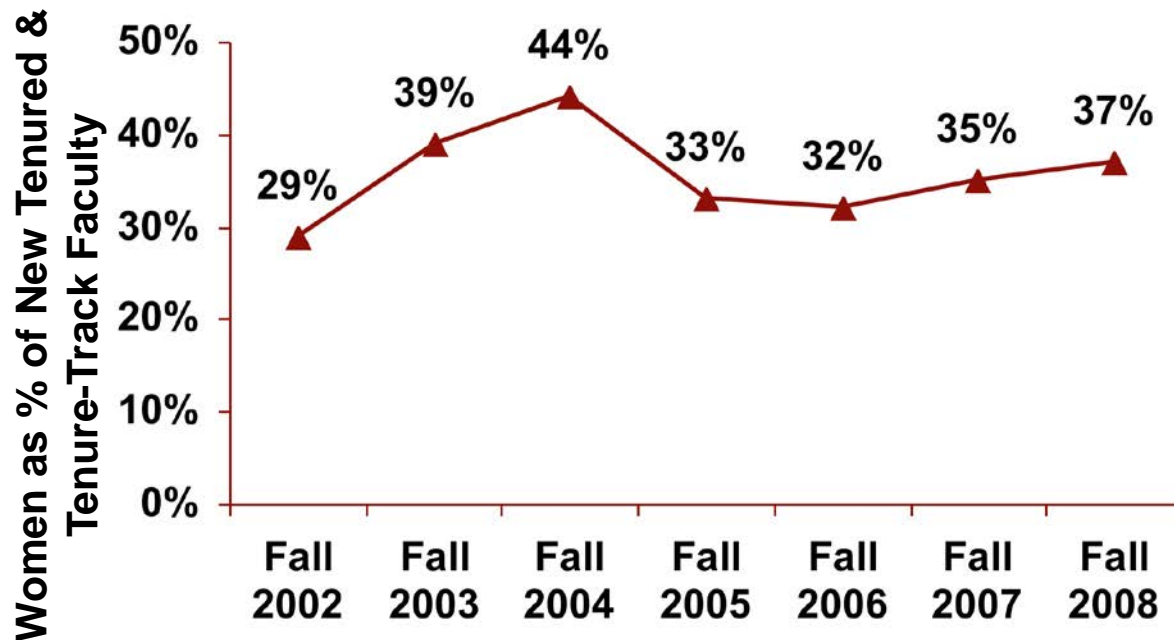


# Increasing the Representation of Women



# Increasing the Representation of Women

About 33% of newly hired tenured and tenure-track faculty are women, with Fall 2004 as the standout. Availability of women among Ph.D.s is 45% (all fields) and 40% in science & engineering disciplines





# Signs of Progress

- Increase in number and percent of women faculty in **College of Engineering** from 26 (9.4%) in 2003 to 41 (13%) in 2008
- Increase in number of women faculty in **College of Science** from 29 (15%) to 35 (18%)
- New female department heads in Engineering, Business, and Agriculture
- 9 women promoted to Professor 2009



*Anju Seth,  
Management*



*Barbara Ryder,  
Computer Science*



*Susan Hutson,  
HNFE*



*Beth Grabau, PPPWS*



# More Signs of Progress



**Daniel Wubah, Vice President and Dean of Undergraduate Education**



**Manuel Pérez-Quñones, Associate Dean in Residence and Director of Graduate Diversity Initiatives**



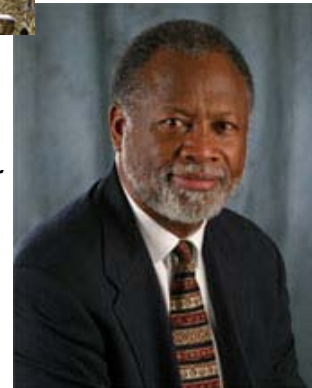
**New Hires in Africana Studies: Onwubiko Agozino, Professor and Director, Africana Studies and Wornie Reed, Professor and Director, Center for Race and Social Policy**



**Recent faculty appointments in Engineering: Luke Achenie, Professor, Chemical Engineering & Jeremiah Abiade, Asst Prof, Materials Sci & Eng and Mechanical Eng, and Joseph Freeman, Asst Prof, Biomedical Engineering**



**NSF Career Award Winners: Leigh McCue, Aerospace Eng, Leyla Nazhandali, Electrical & Comp Eng, and Marie Paretti, Engineering Education**





# Academic and Selected Research Programs

- Africana Studies
- American Indian Studies
- Appalachian Studies
- Asian Area Studies
- International Studies
- Judaic Studies
- Science and Gender Equity
- Sociology - Interest areas in doctoral program include inequality, race, gender, and related topics
- Women's Studies
- Business Diversity Minor, Pamplin College of Business
- Center for Race and Social Policy Research
- Business Diversity Institute
- Women in IT Careers
- Appalachian Information Technology Service
- Hispanic Construction Worker Training & Safety
- Arab-American Studies in the Humanities
- Engineering Cultures
- Sociocultural dimensions of learning
- Global Teams in Engineering



# Retention for Tenured and Tenure-Track Faculty

Studies of voluntary departures by gender and race:

- Average annual voluntary departure rate for tenured and tenure-track faculty was 2% for 8-year period 1998-99 through 2005-06; range was 1.6% (1998-99) to 3.4% (2003-04)
- Women more likely to leave than men (40% of departures, but only 20.6% of faculty)
- Asians less likely to leave (5.6% of departures and 6.9% of faculty)
- Blacks: 3.9% of departures and 3% of faculty
- American Indians: .9% of departures and .4% of faculty
- Hispanics: .4% of departures and 1.5% of faculty



## Diversity-Related Programs

- Diversity Summit
- Constituency Conferences – Black and Hispanic
- Annual luncheon for new minority faculty
- Multicultural Fellows Program
- Commission on Equal Opportunity and Diversity
- Caucuses: Black, Hispanic, LGBT



# Climate Studies

- COACHE survey of pre-tenure faculty (2006 and 2009)
- *AdvanceVT* survey of tenured and tenure-track faculty (2005 and 2008)
  - Significant difference by gender on all scales
  - Some significant differences in perceptions by race/ethnicity
- Climate survey for A/P faculty, research faculty, and staff, expected Fall 2009
- Exit survey for all employees, 2009-10



# Multicultural Alumni Programs

- Held events for all multicultural alumni constituency groups
- Established working relationships with units across campus and the Black and Hispanic Faculty/Staff Caucuses
- Maximized alumni-to-alumni as well as alumni-to-student interaction
- Developed multicultural alumni spotlight to highlight achievements
- Created pipeline with multicultural student organizations



# Multicultural Alumni Programs

- Multicultural Advisory Board
- Three major initiatives
  - Reunions and events to enhance interactions
  - Student engagement and mentoring programs (e.g. Legacy through leadership)
  - Alumni engagement to assist in recruitment (e.g. VA Tech Days)

### PERCEPTIONS OF EQUITY 2

### DIFFERENCES BY GENDER AND ETHNICITY 3

### CONTRIBUTIONS TO DIVERSITY 4

## EQUITY AND DIVERSITY FINDINGS FROM THE 2008 FACULTY WORK-LIFE SURVEY

In fall 2008, *AdvanceVT* conducted its second Faculty Work-Life Survey, following an initial survey in spring 2005. The purpose of both surveys was to assess faculty perceptions of overall job satisfaction and various attributes of the work environment at Virginia Tech.

In 2008, a total of 700 tenured and tenure-track faculty responded to the survey, a response rate of 53%. In 2005, 810 tenured and tenure-track faculty members responded to the survey, a response rate of 59%. Preliminary findings were presented at the January 12, 2009, Advancing Diversity conference co-sponsored by *AdvanceVT*. These findings can be found at [www.advance.vt.edu](http://www.advance.vt.edu). This newsletter focuses on findings related to perceptions of equity and diversity at Virginia Tech.



## SURVEY METHODOLOGY

A link to the online survey was sent via email to all full-time instructional and research faculty at Virginia Tech, with follow-up reminders over the next few weeks.

Most questions in the survey were answered on a 4-point scale where 1 = strongly disagree, 2 = somewhat disagree, 3 = somewhat agree, and 4 = strongly agree. Questions stated in the negative were reverse-coded so that a higher mean score always represents a more desirable response. Mean scores higher than 3.0 reflect generally positive perceptions ("somewhat agree" to "strongly agree").

Groups of questions are combined to form "scales" representing constructs of interest regarding faculty work-life. Scales create more valid and reliable measures of topics of interest compared to using single questions. All scales in the survey demonstrated acceptable internal consistency reliability (Cronbach's alpha greater than 0.70). Scale means from the 2005 and 2008 surveys were compared for statistical significance at the  $p \leq 0.05$  level using T-tests.

## KEY FINDINGS: EQUITY AND DIVERSITY

- Women and African-Americans indicated improved perceptions of equity and diversity from 2005 to 2008.
- Women, African-Americans and Hispanics generally have less positive views about equity and diversity than men and Caucasian faculty.
- Women are more likely than men, and African-American and Hispanic faculty are more likely than Caucasian or Asian faculty, to report diversity related activities on their Faculty Activity Reports.

*AdvanceVT*  
Peggy Layne—Director  
Robyn Midkiff—Assistant

134 Burruss Hall  
Mail Code 0180  
Blacksburg, Virginia 24061

Phone: 540.231.7682  
[www.advance.vt.edu](http://www.advance.vt.edu)  
[advancevt@vt.edu](mailto:advancevt@vt.edu)

*AdvanceVT* is supported by the National Science Foundation (Grant # HRD 0244916) and Virginia Tech. Any opinions, findings, conclusions, or recommendations expressed are those of the authors and do not necessarily reflect the views of the National Science Foundation.

# TRANSFORMATIONS

## PERCEPTIONS OF EQUITY AT VIRGINIA TECH

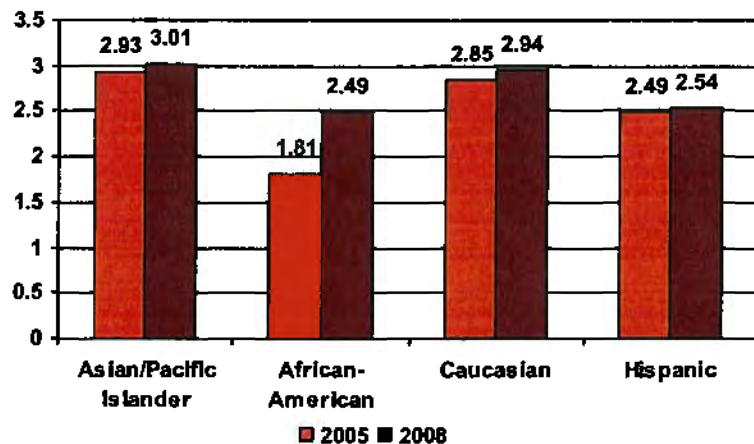
A "diversity scale" measured respondent perceptions about equity and fair treatment at Virginia Tech regardless of race, gender, sexual orientation, and disability. Questions on the diversity scale included:

- *In general, the Virginia Tech campus is free of intimidation, harassment, and discrimination.*
- *Policies at Virginia Tech are generally applied in a uniform and equitable manner.*
- *I have read, heard and/or seen disparaging comments or materials in the workplace that were offensive to me.*
- *Faculty members are treated fairly at Virginia Tech regardless of their race or ethnicity/gender/sexual orientation. (three separate questions)*
- *Faculty members with disabilities are treated fairly at Virginia Tech.*
- *There is accountability at Virginia Tech for racist behavior.*
- *There is accountability at Virginia Tech for sexist behavior.*



Perceptions of equity at Virginia Tech, as measured by the diversity scale, showed a statistically significant improvement among African-American and Caucasian faculty members between 2005 and 2008. However, the continuing difference in perceptions between Asian and Caucasian faculty compared with African-American and Hispanic faculty indicates that efforts to improve equity and inclusion need ongoing attention if progress is to continue.

**Diversity Scale Scores**



*"Virginia Tech speaks nicely about issues of race and "diversity", but in reality this is still a very white campus, influenced by white ethos, and quite uncomfortable for minorities".*

- 2008 survey respondent

*"While much progress has been made, more is before us."*

- 2008 survey respondent

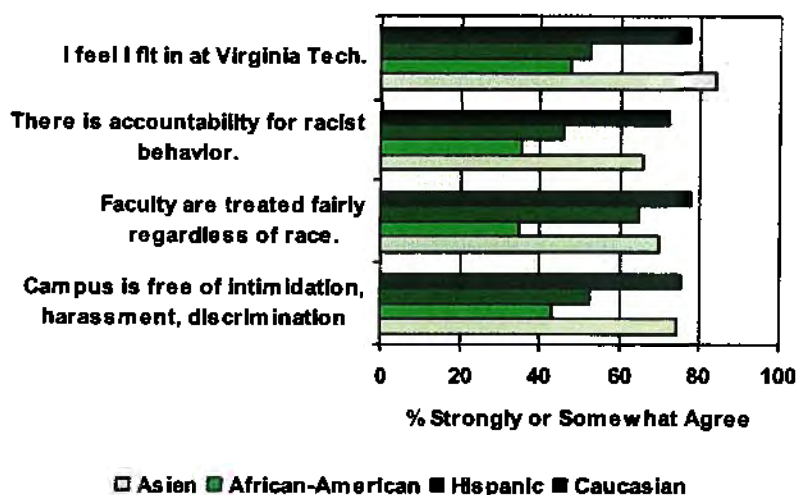
## DEPARTMENT CLIMATE, DEPARTMENT LEADERSHIP, WORK-LIFE BALANCE, JOB SATISFACTION

Other scales measured faculty perceptions of department climate, department leadership, work-life balance, and job satisfaction. Perceptions of department climate, department leadership, and work-life balance showed no statistically significant change from 2005 to 2008. In 2008, there were no significant differences in perceptions between Caucasian faculty and Asian/Pacific Islander faculty on any of the scales. There were no significant differences in perceptions of department climate and department leadership between Caucasian and African-American faculty. Hispanic faculty had significantly more negative perceptions than Caucasian faculty on all of the scales, and African-American faculty had significantly more negative perceptions than Caucasian faculty of work-life balance and overall job satisfaction.

## KEY DIFFERENCES BY GENDER AND ETHNICITY

While perceptions of equity and fair treatment among African-American faculty improved significantly between 2005 and 2008, African-American and Hispanic faculty are still much less likely than Caucasian and Asian faculty to agree that faculty are treated fairly regardless of race or that there is accountability for racist behavior at Virginia Tech.

2008 Survey Responses by Ethnicity



African-American and Hispanic faculty are significantly less satisfied with their jobs at Virginia Tech (66.7% somewhat or very satisfied for African-American faculty; 52.6% for Hispanics; 79.1% for Caucasians; and 78.7% for Asians) and almost twice as likely to leave in the next two years as Caucasian or Asian faculty (70% for African-American and Hispanic faculty vs. 35% for Caucasian and 37% for Asian faculty).

*"Gender and race discrimination is still fairly prevalent at Virginia Tech."*

- 2008 survey respondent

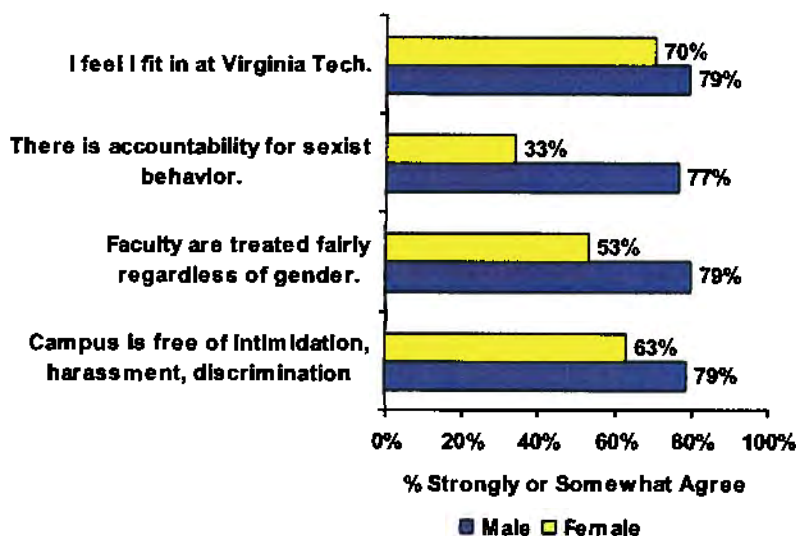
In spite of the concerns expressed above, faculty of all ethnicities agree that Virginia Tech is a good place to work (87.6 % of Caucasian

faculty, 87.7% of Asians, 90.5% of African-Americans, and 84.2% of Hispanics) and that they personally are treated with respect at Virginia Tech (82.6% of Caucasian faculty, 83.1% of Asians, 90.5% of African-Americans, and 61.1% of Hispanics). Likewise, faculty of all ethnicities agree that their department is a good place to work (81.6% of Caucasians, 87.7% of Asians, 85.7% of African-Americans, and 78.9% of Hispanics) and that they are treated with respect by other faculty members in their department (83.0% of Caucasians, 90.5% of Asians, 76.2% of African Americans, and 63.2% of Hispanics). (Differences on these items are not statistically significant.)

Survey responses also showed significant differences by gender in many areas. Male faculty members reported significantly more positive perceptions of department climate, department leadership, work-life balance, equity and diversity, and overall job satisfaction than female faculty members.

Women are much less likely than men to agree that faculty members are treated fairly regardless of gender, and that there is accountability for sexist behavior at Virginia Tech. Only 56.8% of women agree that policies at Virginia Tech are generally applied in a fair and equitable manner, compared with 72.2% of men. Almost half of the female respondents (49.5%) have read, heard, and/or seen insensitive or disparaging comments or materials in the workplace that were offensive, compared with only a quarter (26.4%) of the male respondents.

2008 Survey Responses by Gender



## FACULTY CONTRIBUTIONS TO DIVERSITY

The 2008 Faculty Work-Life Survey asked respondents about their diversity related activities. Overall, 80% of tenure-track respondents somewhat or strongly agreed with the statement "I have participated in activities that promote diversity at Virginia Tech in the past year." Women were significantly more likely than men to say that they participated in activities that promote diversity (90% of women vs. 75% of men), and African-American and Hispanic faculty are more likely than Caucasian faculty, with Asian faculty least likely to participate in diversity related activities (95% of African-American, 83% of Hispanic, 80% of Caucasian, and 72% of Asian faculty).

Faculty at Virginia Tech are asked to report on diversity related activities in their annual Faculty Activity Report (FAR). Overall, 69% of tenure-track respondents indicated that they reported at least one contribution to diversity on their FAR in 2007-08. Reported contributions to diversity varied by ethnicity, with African-American faculty most likely to report such contributions (95%), followed by Hispanic faculty (84%), Caucasian faculty (68%), and Asian faculty (64%). Women (87%) were more likely than men (61%) to report contributions to diversity.

Survey respondents expressed differing opinions about the value of diversity related activities.

*"Efforts made towards increasing diversity are not rewarded."*

- 2008 survey respondent

*"Service activities related to diversity should not be valued in tenure and promotion."*

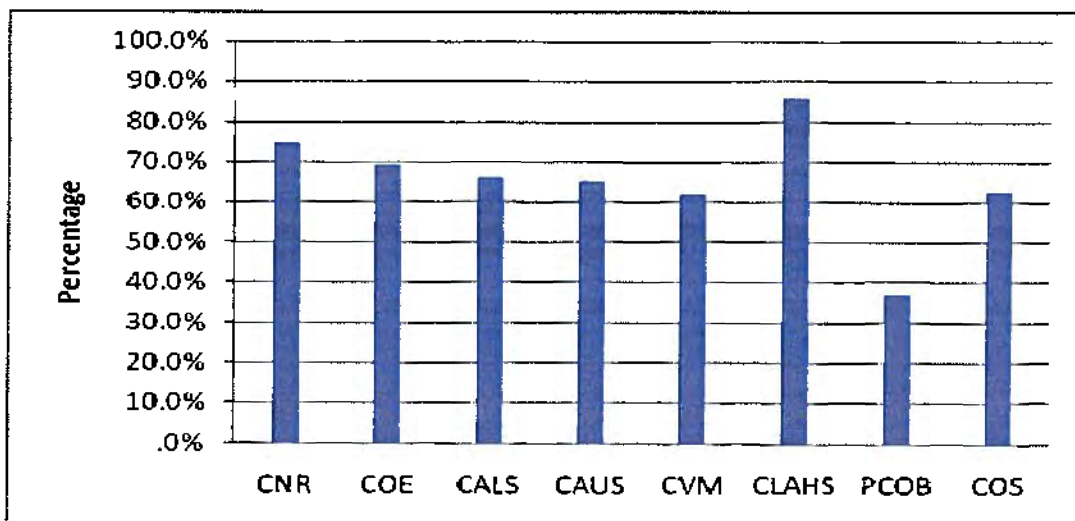
- 2008 survey respondent

*"Deans and department heads really need to get engaged and reward faculty who make strong contributions to diversity."*

- 2008 survey respondent

The percentage of faculty reporting at least one contribution to diversity on their FAR also varied by college, as shown below.

**Percent of Faculty Reporting at Least One Diversity Contribution in their Faculty Activity Report in 2008, by college.**



AdvanceVT is a comprehensive program to promote and enhance the careers of women in academic science and engineering at Virginia Tech through institutional transformation.

Elements of AdvanceVT include:

**Pipeline:** Advancing Women into Faculty Careers

**Recruitment:** Increasing the Representation of Women

**Leadership:** Empowering Women as Leaders and Scholars

**Institutional Change:** Updating Policies and Changing Culture

Go to [www.advance.vt.edu](http://www.advance.vt.edu) to learn more about the initiative.

CNR: College of Natural Resources  
COE: College of Engineering  
CALS: College of Agriculture and Life Sciences  
CAUS: College of Architecture and Urban Studies  
CVM: College of Veterinary Medicine  
CLAHS: College of Liberal Arts and Human Sciences  
PCOB: Pamplin College of Business  
COS: College of Science



# **An update on the Southern Association of Colleges and Schools (SACS) accreditation and reaffirmation process**

Daniel A. Wubah

Vice President & Dean for Undergraduate Education



# Outline

✧ Overview and recent history of SACS

✧ Evaluation metrics

✧ Compliance Certificate Preparation

✧ Quality Enhancement Plan



# Overview

✧ Council on Accreditation and School Improvement

✧ Commission on Colleges (COC)





## Recent history

- ✧ 1998 - SACCS began revising accreditation requirements, processes, policies, and procedures
- ✧ 2001 – New criteria adopted in December to replace previous 462 “must” statements
- ✧ 2005 – First visits under new criteria
- ✧ 2006 – Extensive revision of principles of accreditation



# Peer Review Process

- ✧ Ten year cycle
- ✧ Two documents submitted
  - Compliance Certification
    - Submitted in September
  - Quality Enhancement Plan
    - Submitted in December



# Types of Institutions

- ✧ Level I: Associate
- ✧ Level II: Baccalaureate
- ✧ Level III: Masters
- ✧ Level IV: Masters & Specialist
- ✧ Level V: 3 or fewer doctoral programs
- ✧ Level VI: 4 or more doctoral programs



# Changes

- ✧ Application is submitted:
  - For initial accreditation
  - When an accredited institution wants to move from one level to the other
- ✧ Substantive change is submitted:
  - When an accredited institution makes a significant modification or expansion in the nature and scope of any extant or new program



## Broad criteria

- ✧ Principle of Integrity
- ✧ Core Requirements
- ✧ Comprehensive Standards
- ✧ Federal Requirements
- ✧ Policies of the Commission on Colleges
- ✧ Quality Enhancement Plan (QEP)



## Broad criteria

- ✧ Principle of Integrity
- ✧ **Core Requirements**
- ✧ Comprehensive Standards
- ✧ Federal Requirements
- ✧ Policies of the Commission on Colleges
- ✧ Commitment to quality enhancement (QEP)



# Core Requirements

- ✧ Degree granting authority
- ✧ Governing board
- ✧ Chief executive officer
- ✧ Institutional mission
- ✧ Institutional effectiveness
- ✧ Continuous operation
- ✧ Curriculum and programs
- ✧ Faculty
- ✧ Learning resources and services
- ✧ Student support services
- ✧ Resources



## Broad criteria

- ✧ Principle of Integrity
- ✧ Core Requirements
- ✧ **Comprehensive Standards**
- ✧ Federal Requirements
- ✧ Policies of the Commission on Colleges
- ✧ Commitment to quality enhancement (QEP)



# Key Comprehensive Standards

## ✧ 3.1 -- 3.3: Institution

- Institutional mission
- Governance and administration
- Institutional effectiveness

## ✧ 3.4 -- 3.9 : Programs

## ✧ 3.10: Resources

- Financial resources
- Physical resources



# Programs

- ✧ All educational programs
- ✧ Undergraduate programs
- ✧ Graduate and post baccalaureate professional programs
- ✧ Faculty
- ✧ Library and learning resources
- ✧ Student affairs and services



## Broad criteria

- ✧ Principle of Integrity
- ✧ Core Requirements
- ✧ Comprehensive Standards
- ✧ **Federal Requirements**
- ✧ Policies of the Commission on Colleges
- ✧ Commitment to quality enhancement (QEP)



# Federal Requirements

- ✧ Student achievement
- ✧ Curriculum
- ✧ Availability of calendars, grading and refund policies
- ✧ Program length
- ✧ Addressing student complaints
- ✧ Recruitment materials
- ✧ Information about primary accreditation agency
- ✧ Compliance with Title IV



## Broad criteria

- ✧ Principle of Integrity
- ✧ Core Requirements
- ✧ Comprehensive Standards
- ✧ Federal Requirements
- ✧ Policies of the Commission on Colleges
- ✧ Commitment to quality enhancement (QEP)



# Commission on Colleges

## ✧ Policies

- Required set of actions

## ✧ Guidelines

- Advisory statements designed to assist institutions in fulfilling accreditation requirements

## ✧ Good practice

- Commonly-accepted practices within the higher education community which enhance institutional quality



## Broad criteria

- ✧ Principle of Integrity
- ✧ Core Requirements
- ✧ Comprehensive Standards
- ✧ Federal Requirements
- ✧ Policies of the Commission on Colleges
- ✧ Commitment to quality enhancement (QEP)



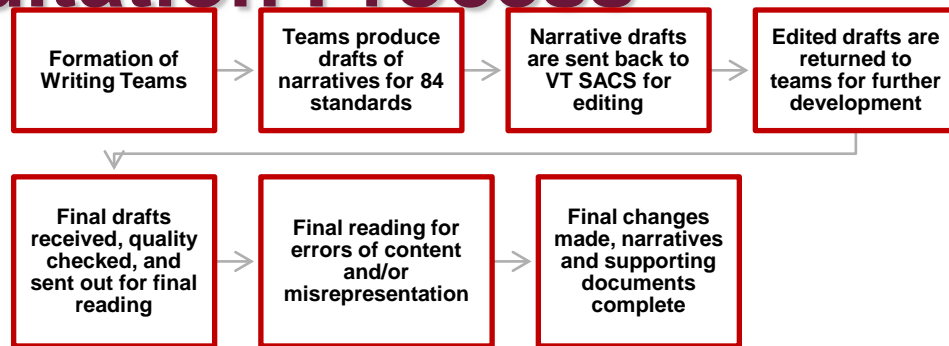
# Key People/Units

- ✧ Leadership team
  - President, Provost, VPs and Deans
- ✧ VT SACS Office
- ✧ Steering Committee
- ✧ QEP Task Force
- ✧ Writing units
- ✧ Writing and verification team
- ✧ Master editor

Over 100  
university  
personnel

# VT SACS Reaccreditation Process

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY



## VT SACS Office Personnel

- Drs. Lanny Cross/Robin Panneton (as of 7/1/09):  
**SACS Coordinator**
- Christine Haimann: **SACS Office Manager**
- Carole Nickerson: **SACS Master Editor and Quality Control**
- Elena Karova: **SACS Office Assistant**
- Todd Ogle: **SACS Web Analyst and Coordinator**
- Austin Carter: **SACS Web Assistant**

Compliance Certification  
FOR THE **Southern Association  
of Colleges and Schools**

SACS REAFFIRMATION PROCESS | SEPTEMBER 2009



# Quality Enhancement Plan (QEP)

- ✧ Broad-based institutional participation
- ✧ Time line for implementation
- ✧ Assignment of responsibility
- ✧ Resource allocation
- ✧ Assessment schedule



## QEP focus

- ✧ Should address one or more issues that contribute to institutional improvement
- ✧ Demonstrates that the plan is part of ongoing planning and evaluation process



## QEP accountability

- ✧ **Structure** for evaluating the extent to which the goals will be attained (5 year impact report)
- ✧ Quantitative and qualitative evaluation **strategies** of QEP on student learning



# First year experiences

- ✧ Develop a plan of study
- ✧ Research co-curricular activities
- ✧ Learn attributes of a 21<sup>st</sup> Century research university in a diverse global society
- ✧ Use technology for self-reflection and the institutions' learning outcome assessment





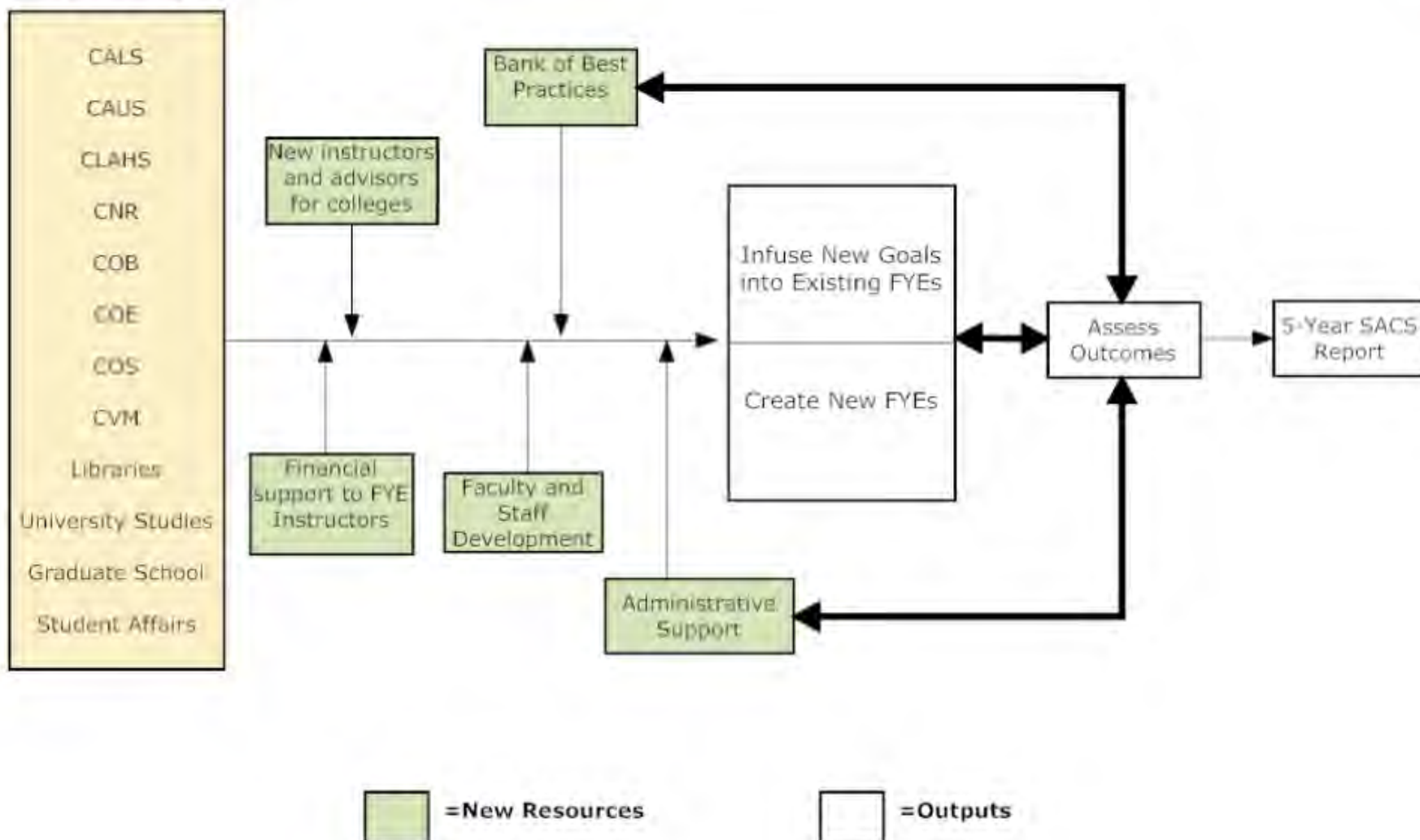
## QEP rubrics

- ✧ Curiosity (demonstrate interest in learning)
- ✧ Motivation (take concrete steps to learn)
- ✧ Independence (learn with less supervision)
- ✧ Transfer (learn under new circumstances)
- ✧ Self reflection (makes meaning of a learning process)

AAC&U rubrics

## DRAFT Organization of Proposed QEP: February 10, 2009

### FYE Instruction/ Advising





## Process to date

- ✧ 2007: SACS Office established (self study)
- ✧ Fall 2007: Initial QEP Task Force established
- ✧ Fall 2008: QEP Task Force II established
- ✧ September 2009: Submit report to SACS and QEP Task Force report due to Provost



# Review Timeline

## ✧ Institutional review

- Compliance certificate (15 months before accreditation)
- Quality Enhancement Plan (6 weeks before onsite visit)

## ✧ Commission review

- Off site review (~9 members; Nov 2-5, 2009)
- Onsite review (~12 members; Mar 16-18, 2010)



# Proposed Budget for QEP

Category	Annual Costs (\$)	5-Year Total (\$)
Central costs: personnel, operating, assessment, ePortfolio, development, etc.	100-300k	500-1,500k
Allocations to Programs	300-800k	1,500-4,000k
TOTAL	400-1,100k	2,000-5,500k

Note: Mean 5-yr QEP budget for institution our size is \$3,000,000

Range = \$600,000 to \$6,000,000

**MINUTES**

August 31, 2009

The Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, August 31, 2009, at 1:15 p.m. in Torgersen Boardroom, Virginia Tech Campus, Blacksburg, Virginia.

**Present****Absent**

Mr. Michael Anzilotti  
 Mr. Frederick J. Cobb  
 Ms. Beverley Dalton  
 Mr. Ben J. Davenport, Jr.  
 Ms. Michele Duke  
 Mr. Douglas R. Fahl  
 Dr. Calvin D. Jamison, Sr.  
 Mr. John R. Lawson, II  
 Ms. Sandra Stiner Lowe  
 Mr. George Nolen  
 Mr. Paul W. Rogers, Jr.  
 Mr. James W. Severt, Sr.  
 Mr. James R. Smith  
 Dr. Lori Wagner  
 Dr. Gary L. Long, Faculty Representative  
 Mr. Thomas L. Tucker, Staff Representative  
 Ms. Rebecca A. French, Graduate Student Representative  
 Ms. Kristina J. Hartman, Undergraduate Student Representative

Also present were the following: Dr. Charles Steger, Mr. Erv Blythe, Maj. Gene Deisinger, Dr. Karen DePauw, Dr. John Dooley, Dr. Elizabeth Flanagan, Chief Wendell Flinchum, Ms. Kay Heidbreder, Mr. Larry Hincker, Dr. Pat Hyer, Ms. Sharon Kurek, Ms. Heidi McCoy, Mr. Kevin McDonald, Dr. Mark McNamee, Mr. Michael Mulhare, Ms. Kim O'Rourke, Mr. Mark Owczarski, Dr. Ellen Plummer, Mr. Dwight Shelton, Ms. Sandra Smith, Dr. Raymond Smoot, Dr. Ed Spencer, Mr. Jeb Stewart, Dr. Tom Tillar, Dr. Robert Walters, Dr. Lisa Wilkes, Ms. Mekeisha Williams, Dr. Sherwood Wilson, Ms. Linda Woodard, Dr. Daniel Wubah, faculty, staff, students, guests, and reporters.

Rector Lawson introduced the new representatives to the Board:

Dr. Gary L. Long, President of Faculty Senate and Faculty Representative  
 Ms. Rebecca A. French, Graduate Student Representative  
 Ms. Kristina J. Hartman, Undergraduate Student Representative

Mr. Thomas L. Tucker, President of Staff Senate and Staff Representative to the Board, is serving his second term.

Rector Lawson announced the 2010 meeting dates:

March 21-22, 2010  
 June 6-7, 2010  
 August 29-30, 2010  
 November 7-8, 2010

Rector Lawson asked for a motion of approval of the minutes of the meeting of May 31-June 1, 2009, as distributed. The motion was made by Ms. Duke and seconded by Dr. Wagner. The minutes were approved.

\*\*\*\*\*

### **REPORT OF THE ACADEMIC AFFAIRS COMMITTEE**

Rector Lawson called on Dr. Wagner for a report of the Academic Affairs Committee. (Copy filed with the permanent minutes and marked Attachment A.)

\*\*\*\*\*

As part of the Academic Affairs Committee report, the following resolution was moved by Dr. Wagner, seconded by Ms. Lowe, and approved unanimously.

### **Resolution to Require Annual Ratification of Faculty Handbook Changes**

**To approve the resolution affirming the May 2009 version of the Faculty Handbook and August 2008 version of the Special Research Faculty Handbook, and requiring that proposed changes to any and all Faculty Handbooks for the new academic year be presented to the full Board for ratification annually at their August meeting.**  
 (Copy filed with the permanent minutes and marked Attachment B.)

\*\*\*\*\*

### **REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE**

Rector Lawson called on Mr. Smith for a report of the Buildings and Grounds Committee. (Copy filed with the permanent minutes and marked Attachment C.)

\* \* \* \* \*

As part of the Buildings and Grounds Committee report, the following resolution was moved by Mr. Smith, seconded by Mr. Severt, and approved unanimously.

#### **Resolution on Town of Blacksburg Easements**

**That the resolution authorizing Virginia Tech to execute the easements to the Town of Blacksburg be approved.** (Copy filed with the permanent minutes and marked Attachment D.)

\* \* \* \* \*

As part of the Buildings and Grounds Committee report, the following resolution was moved by Mr. Smith, seconded by Mr. Fahl, and approved unanimously.

#### **Resolution on Atmos Energy Corporation Easement**

**That the resolution authorizing Virginia Tech to execute the easement to the Atmos Energy Corporation be approved.** (Copy filed with the permanent minutes and marked Attachment E.)

\* \* \* \* \*

As part of the Buildings and Grounds Committee report, the following resolution was moved by Mr. Smith, seconded by Mr. Severt, and approved unanimously.

#### **Resolution on Demolition of University Buildings**

**That the resolution authorizing the demolition of building number 270D and sections of Davidson Hall, building number 156, be approved.** (Copy filed with the permanent minutes and marked Attachment F.)

\* \* \* \* \*

As part of the Buildings and Grounds Committee report, the following resolution was moved by Mr. Smith, seconded by Mr. Fahl, and approved unanimously.

#### **Resolution on Appointments to the Montgomery Regional Solid Waste Authority**

**That the resolution recommending that Michael J. Coleman, Associate Vice President for Facilities Services, be appointed as the university's representative to the Montgomery Regional Solid Waste Authority Board of Directors be approved.** (Copy filed with the permanent minutes and marked Attachment G.)

\*\*\*\*\*

As part of the Buildings and Grounds Committee report, the following resolution was moved by Mr. Smith, seconded by Mr. Severt, and approved unanimously.

**Resolution on Appointment to the Virginia Tech/Montgomery  
Regional Airport Authority**

**That the resolution reappointing L. Allen Bowman as the at-large director to the Virginia Tech/Montgomery Regional Airport Authority be approved.** (Copy filed with the permanent minutes and marked Attachment H.)

\*\*\*\*\*

As part of the Buildings and Grounds Committee report, the following resolution was moved by Mr. Smith, seconded by Mr. Fahl, and approved unanimously.

**Resolution Regarding Participation in the Anticipated Emergency  
Communications Regional Authority**

**That the resolution regarding participation in the Anticipated Emergency Communications Regional Authority be approved.** (Copy filed with the permanent minutes and marked Attachment I.)

\*\*\*\*\*

As part of the Buildings and Grounds Committee report, the following resolution was moved by Mr. Smith, seconded by Mr. Severt, and approved unanimously.

**Resolution Ratifying and Approving the Extension of Term and the Amendment  
of the Blacksburg-Virginia Polytechnic Institute Sanitation Authority  
Articles of Incorporation**

**That the resolution amending the Sanitation Authority's Articles of Incorporation to extend the Authority's term as a corporation until July 1, 2059, and authorizing the Rector of the Board of Visitors of Virginia Tech to execute the First Amended Articles of Incorporation be approved.** (Copy filed with the permanent minutes and marked Attachment J.)

\*\*\*\*\*

As part of the Buildings and Grounds Committee report, and with the recommendation of the Finance and Audit Committee, the following resolution was moved by Mr. Smith, seconded by Mr. Fahl, and approved unanimously.

**Resolution to Affirm the Transfer of Property to the  
Virginia Tech Foundation, Inc.**

**That the resolution affirming the transfer of the Property to the Virginia Tech Foundation, Inc. be approved.** (Copy filed with the permanent minutes and marked Attachment K.)

\*\*\*\*\*

**REPORT OF THE FINANCE AND AUDIT COMMITTEE**

Rector Lawson called on Mr. Nolen for the report of the Finance and Audit Committee. (Copy filed with the permanent minutes and marked Attachment L.)

Mr. Nolen noted that the State of Virginia has a \$1.5 billion budget gap to close. Governor Kaine asked Virginia Tech in July to provide three scenarios of 5, 10, and 15 percent reductions from its General Funds. This would result in reductions of \$10 million, \$20.9 million, and \$31.3 million, respectively. The Governor's decision will be known in September. Since October 2007, the university has experienced a cumulative General Fund reduction of \$42 million in operating support; the next round of reductions will increase this amount. Virginia Tech has done a very good job to get ready for the situation.

\*\*\*\*\*

As part of the Finance and Audit Committee report, the following resolution was moved by Mr. Nolen, seconded by Ms. Duke, and approved unanimously.

**Resolution for Approval of Year-to-Date Financial Performance Report  
(July 1, 2008 – June 30, 2009)**

**That the report of income and expenditures for the University Division and the Cooperation Extension/Agricultural Experiment Station Division for the period of July 1, 2008 through June 30, 2009 and the Capital Outlay report be accepted.** (Copy filed with the permanent minutes and marked Attachment M.)

\*\*\*\*\*

As part of the Finance and Audit Committee report, the following resolution was moved by Mr. Nolen, seconded by Ms. Duke, and approved unanimously.

**Resolution for Approval of Expanded Local and Non-general  
Fund Investment Authority**

**That the resolution authorizing the Vice President for Finance and Chief Financial Officer to enter into an agency agreement with the Virginia Tech Foundation, Inc. to invest local funds and non-general fund reserves and balances be approved.** (Copy filed with the permanent minutes and marked Attachment N.)

\*\*\*\*\*

As part of the Finance and Audit Committee report, the following resolutions were moved by Mr. Nolen, seconded by Mr. Smith, and approved unanimously.

**Resolutions for Approval of 9(c) Debt Financing**

**That the resolution authorizing the issuance of 9(c) bonds through the Treasury Board on behalf of the university for the “Parking Structure” project be approved.**

**That the resolution authorizing the issuance of 9(c) bonds through the Treasury Board on behalf of the university for the “Renovate Ambler Johnston Hall” project be approved.** (Copies filed with the permanent minutes and marked Attachment O.)

\*\*\*\*\*

As part of the Finance and Audit Committee report, the following resolution was moved by Mr. Nolen, seconded by Mr. Smith, and approved unanimously.

**Resolution for Approval of 9(d) VCBA Debt Financing**

**That the resolution authorizing the issuance of 9(d) bonds through the Virginia College Building Authority on behalf of the university for the Additional Recreation, Counseling and Clinical Space project; the Basketball Practice Facility project; the Campus Heat Plant project; the Institute for Critical Technology and Applied Science II project; and the Repair McComas Hall Exterior Wall Structure project be approved.** (Copy filed with the permanent minutes and marked Attachment P.)

\* \* \*

Dr. Jamison urged the administration and the Board not to allow the current fiscal situation to adversely impact diversity initiatives. It takes a long time to develop such programs; budget reductions would result in a loss of momentum that would take a long time to regain, and some progress could be lost.

Rector Lawson noted that the magnitude of the budget cuts may not be known for another three weeks and decisions cannot be made prior to that time.

Noting that he did not want to mislead anyone, President Steger added that given the magnitude of the cuts, all expenditures across the entire institution will have to be considered carefully. President Steger stated that he understands Dr. Jamison's point and would do everything possible to preserve the programs and progress that has been made, but he must be forthright and would be uncomfortable making any commitments until the extent of the reduction is known and a complete analysis is conducted.

Mr. Lawson added that the budget cuts have been handled well in the past without adversely affecting the strategic objectives, but no decisions can be made until after the Governor announces the magnitude of the cuts sometime in the next three weeks.

\* \* \* \* \*

### REPORT OF THE RESEARCH COMMITTEE

Rector Lawson called on Ms. Duke for the report of the Research Committee. (Copy filed with the permanent minutes and marked Attachment Q.)

\* \* \* \* \*

As part of the Research Committee report, the following resolution was moved by Ms. Duke, seconded by Mr. Smith, and approved unanimously.

#### **Resolution for Approval of Appointments to the Virginia Coal and Energy Research and Development Advisory Board**

**That Mr. W. Thomas Hudson, Mr. Daniel D. Smith, and Mr. Herbert S. Wheary be reappointed as members of the Advisory Board for 2010-2014.** (Copy filed with the permanent minutes and marked Attachment R.)

\*\*\*\*\*

## **REPORT OF THE STUDENT AFFAIRS AND ATHLETICS COMMITTEE**

Rector Lawson called on Mr. Davenport for the report of the Student Affairs and Athletics Committee. (Copy filed with the permanent minutes and marked Attachment S.)

Mr. Davenport commented that Dr. Frank Shushok, new Assistant Vice President for Student Affairs, has enthusiasm and brings to the position a passion for dealing with Student Affairs and helping to spread the Hokie Spirit throughout our student body.

Mr. Davenport commented that General Allen is doing a great job of leading the Virginia Tech Corps of Cadets and that the Virginia Tech Corps of Cadets is the most competitive in many ways and the best in achievement in the entire United States when compared to other cadet corps.

\*\*\*\*\*

## **PRESIDENT'S REPORT**

### **Discussion of American Recovery and Reinvestment Act Funding for Research**

President Steger reported that Virginia Tech has received over \$23 million of research funding through the federal ARRA program (stimulus plan) that was established in February. The Virginia Tech faculty and staff are to be commended for the enormous volume of high-quality proposals that were developed and submitted to various funding agencies. More information about these research projects is available at

<http://www.research.vt.edu/arra/announcements/american-recovery-and-reinvestment-act-grants-awarded-to-virginia-tech-as-of-july-2009/index.html>.

President Steger announced that on September 3 he would be holding a management retreat with the Academic Council (deans, vice presidents, and other senior leaders) to look at issues and future planning for the university's research institutes.

\*\*\*\*\*

President Steger commented that he, Dr. Jamison, Dr. Smoot, and others were in Ohio earlier in the month for the ceremony inducting Bruce Smith into the Hall of Fame.

As part of the President's report, the following resolution was moved by Dr. Jamison, seconded by Mr. Severt, and approved unanimously.

**Resolution Honoring Mr. Bruce B. Smith**

**That the resolution congratulating Bruce B. Smith on his career accomplishments be approved.** (Copy filed with the permanent minutes and marked Attachment T.)

Dr. Jamison added that as a member of Virginia Tech's Admissions staff at the time, he worked with Bill Dooley to recruit Mr. Smith to Virginia Tech, which highlights the success of the orientation weekends that the university held for underrepresented students.

\* \* \* \* \*

**Report of Research and Development Disclosures**

As part of the President's report, President Steger shared with the Board the **Report of Research and Development Disclosures** – for information only, no action needed. (Copy filed with the permanent minutes and marked Attachment U.)

\* \* \* \* \*

As part of the President's report, the following resolution was moved by Ms. Duke, seconded by Mr. Smith, and approved unanimously.

**Resolution to Amend the  
By-Laws of the Board of Visitors**

**That the By-laws of the Board of Visitors be amended effective immediately to remove the reference to per diem payments in Article VI, Section 1, in order to comply with Section 2.2-2813 of the *Code of Virginia*.** (Copy filed with the permanent minutes and marked Attachment V.)

\* \* \* \* \*

### **ACC Governing Board Annual Certification**

President Steger commented that each year Virginia Tech is asked by the ACC to have the governing board, as embodied in the Rector, authorize the President to oversee the athletic programs of the university. This must be done every year to be in compliance with the guidelines of the ACC. Although a vote is not necessary, it is important that the Board is aware of what is being done. Rector Lawson called for a vote to enter it into the minutes. A motion was moved by Mr. Smith, seconded by Ms. Duke, and approved unanimously. (Copy filed with the permanent minutes and marked Attachment W.)

President Steger added that he represents the ACC in BCS negotiations and discussions, etc.

\* \* \* \* \*

### **Constituency Reports**

Ms. Kristina J. Hartman, Undergraduate Student Representative  
 Ms. Rebecca A. French, Graduate Student Representative  
 Mr. Thomas L. Tucker, President of Staff Senate and Staff Representative  
 Dr. Gary L. Long, President of Faculty Senate and Faculty Representative  
 (Copies filed with the permanent minutes and marked Attachment X.)

\* \* \* \* \*

### **Motion to begin Closed Session**

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

1. The consideration of individual salaries of faculty, review of departments where specific individuals' performance will be discussed, and consideration of personnel changes including appointments, resignations, emeritus status, faculty leave and salary adjustments of specific employees and athletic department personnel bonuses.
2. The status of current litigation and briefing on actual or probable litigation.
3. Research contracts and grants for work to be performed in the field of medicine.
4. Special Awards.

all pursuant to the following subparts of 2.2-3711 (A), Code of Virginia, as amended, .1, .7, .8, and .10

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

\*\*\*\*\*

**Motion to Return to Open Session**

Following the Closed Session, members of the press, students, and the public were invited to return to the meeting. Rector Lawson called the meeting to order and asked Mr. Nolen to make the motion to return to open session.

Mr. Nolen made the following motion:

**WHEREAS**, the Board of Visitors of Virginia Polytechnic Institute and State University has convened a closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

**WHEREAS**, Section 2.2-3712 of the Code of Virginia requires a certification by the Board of Visitors that such closed meeting was conducted in conformity with Virginia law;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Virginia Polytechnic Institute and State University hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by the Board of Visitors.

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

\* \* \* \* \*

Upon motion by Dr. Jamison and second by Mr. Smith, unanimous approval was given to the resolutions for approval of **Emeritus Status (7)**, as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment Y.)

\* \* \* \* \*

Upon motion by Ms. Lowe and second by Mr. Smith unanimous approval was given to the resolution for approval of **Faculty Leaves, Research Assignments (2)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment Z.)

\* \* \* \* \*

Upon motion by Ms. Lowe and second by Dr. Wagner, unanimous approval was given to the resolutions for approval of **Endowed Professorships (2)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment AA.)

\* \* \* \* \*

Upon motion by Dr. Jamison and second by Dr. Wagner, unanimous approval was given to the resolutions for approval of **Naming University Facilities (10)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment BB.)

\* \* \* \* \*

Upon motion by Ms. Duke and second by Dr. Wagner, approval was given to the resolution for **Ratification of the Faculty Personnel Changes Report** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment CC.) This item was reviewed by the Academic Affairs Committee and the Finance and Audit Committee.

\* \* \* \* \*

Upon motion by Dr. Wagner and second by Ms. Duke, unanimous approval was given to the **Resolutions for Approval of Non-Contractual Bonuses for Athletic Events – 2009 NCAA Men’s and Women’s NCAA Outdoor Track and Field Championships and 2009 NCAA Men’s Swimming Championship Bonuses** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment DD.)

\* \* \* \* \*

**Audit Report****No Action Required**

\* \* \* \* \*

**Litigation Report****Not for Approval**

\* \* \* \* \*

At Dr. Jamison's request, a video entitled "On the Shoulders" was shown to the Board. The retrospective video was produced in 2007 for the Black Alumni Reunion and features African-American alumni from Irving Peddrew and Charlie Yates to those who graduated as recently as 2000 telling their personal stories about the challenges during their student years and the successes they have achieved in their personal and professional lives. Introducing the video, Dr. Jamison expressed his appreciation for the understanding of the Board members and noted the Board's/university's obligation to those who came before to create the right environment for those who are going to follow.

\* \* \* \* \*

Mr. Cobb commented that the success of the "Achievable Dream" program that was discussed in the Academic Affairs Committee meeting earlier in the day is due in a large part to Rector Lawson and his firm. The program is a public-private partnership between the Newport News Public Schools and the business community. The business community provides a \$2,200 supplement for each of the 1,200 K-12 children in the program. Rector Lawson responded that it is his favorite cause, which he has supported for fifteen years, and he is pleased that Virginia Tech is becoming involved.

\* \* \* \* \*

The date for the next meeting is November 8-9, 2009, on the Virginia Tech Campus, Blacksburg, Virginia.

\* \* \* \* \*

The meeting adjourned at 3:35 p.m.

---

John R. Lawson II, Rector

---

Kim O'Rourke, Secretary



**Committee Minutes**  
**ACADEMIC AFFAIRS COMMITTEE**

**Drillfield Room**  
**The Inn at Virginia Tech and Skelton Conference Center**  
**9:00 a.m.**  
**August 31, 2009**

**Board Members Present:**

Chair: Lori L. Wagner

Members: Frederick J. Cobb, Rebecca French, Graduate Student Representative, Gary Long, Faculty Representative, Sandra Stiner Lowe

**Guests:**

Karen P. DePauw, John E. Dooley, Kay Heidbreder, Patricia B. Hyer, Mildred Johnson, Mary Ann Lewis, Kevin McDonald, Mark G. McNamee, Ellen W. Plummer, Karen Eley Sanders, Robert W. Walters, Teresa Wright, Daniel A. Wubah

**CLOSED SESSION:**

The committee approved a resolution to move into closed session to consider seven appointments to emeritus status, two faculty leaves, two appointments to endowed professorships, and ratification of the personnel changes report.

**All recommendations and resolutions were unanimously approved. The session was formally certified and the committee moved to open session.**

**OPEN SESSION:**

**1. Welcome.**

Dr. Lori Wagner welcomed Mr. Cobb and Ms. French to the committee and welcomed staff and guests. Dr. Wagner shared that the committee met with members of the Advance VT leadership team over breakfast and discussed the initiatives Virginia Tech has undertaken to promote and advance women faculty members in science and engineering disciplines.

**2. Approval of Minutes.**

A motion was made and passed unanimously to approve the June 1, 2009 minutes.

**3. Report of Closed Session Action Items.**

Actions taken in the committee's closed session were reported. The resolutions presented to the committee were unanimously approved.

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

Dr. Mark McNamee updated the committee on various initiatives. The Virginia Tech Carilion School of Medicine (VTCSOM) has received approval from the State Council of Higher Education for Virginia (SCHEV) to operate a postsecondary institution in the Commonwealth of Virginia. Certification by SCHEV gives VTCSOM degree granting authority and also makes the school eligible to apply for scholarship and grant funding such as Tuition Assistance Grants. Accreditation by the Southern Association of Colleges and Schools (SACS) is anticipated in December. In July, Ruth Waalkes was named executive director of the university's new Center for the Arts. Alan Grant has been appointed as the new dean for the College of Agriculture and Life Sciences and will start his position on October 1<sup>st</sup>. Over the fall semester, the National Research Council (NRC) will be releasing data from their review of graduate programs. Over the course of the fall, the university will be taking a fresh look at the university strategic plan and evaluate the need for any mid-course adjustments. Michael Kelly, who just retired as Dean of the College of Natural Resources, will provide leadership to this effort. This year's Common Book is *Ecological Intelligence* by Daniel Coleman. The Common Book project has been in place since 2001 and engages freshmen in discussing the same book across the curriculum. Dr. McNamee reminded committee members that the reception for faculty members who achieved tenure and promotion is scheduled for September 15 from 4:00 p.m. to 6:00 p.m. at the Inn.

Dr. Mark McNamee engaged the committee in reviewing agenda items for the upcoming academic year. The committee agreed that the agenda for the year will include information and action items under four topic areas: 1) Inclusive Excellence, 2) Academic Initiatives, 3) Global Strategies, and 4) Faculty Affairs. The committee appreciates having regular updates on the areas for which it has primary responsibility.

#### **5. Inclusive Excellence.**

Mr. Kevin McDonald, vice president for equity and inclusion, and Dr. Karen Sanders, associate vice president for academic support services, informed the committee about the *An Achievable Dream* project. The *Achievable Dream* project serves 1,000 children in Newport News through public-private partnerships which now include Virginia Tech. The project aims to address the achievement gap in education between children in poverty and their more affluent counterparts and has resulted in increased educational and professional attainment for students with limited means. The *An Achievable Dream* organization has committed to providing ten scholarships for students to attend Virginia Tech. Virginia Tech will partner with the project to provide support for students, including SAT preparation, and faculty development for the teachers.

Committee members expressed interest in inviting all the students who have been awarded Virginia Tech Presidential Scholarships to a dinner with all members of the board in November. Ms. Lowe also recommended that there be an opportunity to recognize the first cohort of students who were recruited from among the Ron Brown Scholar applicants who will be graduating in May 2010.

## **6. Strategic Enrollment Management.**

Dr. Daniel Wubah, vice president and dean for undergraduate education, updated the committee on undergraduate enrollments. The official counts will be released on September 10, 2009. To date, 5073 students enrolled as freshmen. Of these students, 1,448 are out-of-state students and 3,625 students are in-state students. The total number of enrolled undergraduate students is 23,502.

Dr. Karen DePauw, vice president and dean for graduate education informed the committee that 6,919 students are enrolled in graduate studies and that this is approximately 100 more students than were enrolled during the 2008-2009 year. 2,800 students are pursuing doctorates and 4,100 students are enrolled in masters programs.

**a. Undergraduate Academic Advising:** Dr. Sanders updated the committee on undergraduate academic advising including data from the advising survey that indicate that most students are satisfied with their advising experience at Virginia Tech. Efforts to advance undergraduate advising include enhanced on-line resources for students and faculty members, bringing advisors together for monthly discussions and information sessions, and the creation of the Academy of Advising Excellence which acknowledges and rewards excellence in advising across the university.

**b. First Year Experiences:** Dr. Daniel Wubah reminded the committee that the Quality Enhancement Project (QEP) is an integral component of the university's SACS reaccreditation process. Dr. Wubah introduced Dr. Mary Ann Lewis, director of first year experiences. Dr. Lewis updated the committee on the planning processes that engaged faculty, students and staff on first year experiences. First Year Experiences will include all disciplines and impact all first year students. Initiatives will address academic planning, advising, and curricular and co-curricular experiences for undergraduate students.

## **7. Global Strategies.**

Dr. John Dooley, vice president for outreach and international affairs, updated the committee on Virginia Tech's international initiatives including education abroad. Over 200 faculty members are engaged in regional strategies in Europe, East Asia, Latin America, India, and the Caribbean. Some of the challenges include securing scholarship funding for students to study abroad. In addition, funds are needed to consistently support faculty-led programs abroad. Other initiatives include final negotiations with the US Agency for International Development (USAID) on a \$30M research portfolio. Virginia Tech is a key partner in the inaugural Governor's conference on STEM education in Virginia scheduled for November 2009.

## **8. Faculty Affairs.**

**Resolution to Require Annual Ratification of Faculty Handbook Changes.**

**A motion was made and passed unanimously to affirm the May 2009 version of the Faculty Handbook and the August 2008 version of the Special Research Faculty Handbook; and that at the August meeting of the Board each year, any**

**proposed changes to any and all Faculty Handbooks for the new academic year will be brought by way of the Academic Affairs Committee to the full Board for ratification.**

**Adjournment.**

There being no further business, the meeting adjourned at 11:50.



AN ACHIEVABLE DREAM™

10858 WARWICK BLVD., SUITE A  
NEWPORT NEWS, VA 23601

Educating students socially, academically and morally.



# AN ACHIEVABLE DREAM

**A CASE FOR SUPPORT 2009**

# An Achievable Dream

“Breaking the cycle of poverty through social, academic and moral education”

There is a great need in this country to close the achievement gap in education between children of poverty and their more affluent counterparts. There is an overwhelming outcry to reform our nation’s education system



to assure that all children, regardless of their socio-economic backgrounds, can learn and succeed. Our community is no different except that it has An Achievable Dream.

Over twelve hundred children in grades kindergarten through 12<sup>th</sup> in Newport News receive an excellent social, academic and moral education at An Achievable Dream Academy and Middle & High School and they are proving that all children can learn and succeed if given the additional tools they need. The business community of Hampton Roads provides the funds for these tools.

An Achievable Dream is truly a public-private partnership between the Newport News Public Schools (NNPS) and the business community. NNPS allocates \$7,000 per child in the school system. An Achievable Dream must raise \$2.6 million to supplement this allocation – that’s a supplement of \$2,200 per child (for 1,200 students) above the \$7,000 that is allocated for every child in the school system.

## Demographics of An Achievable Dream:

- 1,200 students in grades kindergarten through 12
- Of our seven AAD high school graduating classes, on average 90% attend college and 10% serve in the U.S. Armed Forces
- 100% students qualify for free or reduced-price lunch (upon entry)
- 99% are African American
- 78% of all Achievable Dream students come from single parent households
- 9% of all Achievable Dream students come from guardian-led households (other than parents)



## The additional \$2,200 pays for:

- Extended hours every day – 8.5 hours/day compared with the standard 6.25 hours/day at regular public schools
- Character education curriculum integrated into daily routine
- Twenty-six (26) Saturday Schools for students
- Uniforms for students in grades kindergarten through 8th
- Social education curriculum including Etiquette; Peaceful Conflict Resolution; Healthy Living; and Speaking Green™; which teaches students proper elocution; proper business English and public speaking; Ethics; and Financial Know-How
- Enhanced school health clinic serving students and families
- SOL-related field trips during intersessions
- Tennis instruction and facilities for all students
- An Achievable Dream counselors in middle and high school
- Staff support for *Dreamers* throughout college
- Additional teacher assistants and tutors
- Night school for parents to take classes such as: GED preparation, computer repair and keyboarding, health-related career prep and money management
- Additional snacks and nutrition for students in late afternoon



## The results are proven:

An Achievable Dream has proven results in closing the achievement gap:

- In 2002, An Achievable Dream first closed the achievement gap between Dreamers and their white counterparts across the city.
- An Achievable Dream Academy received AYP (Adequate Yearly Progress) by Virginia Standards of Learning guidelines for 6 consecutive years.
- An Achievable Dream graduates have attended colleges in 8 states, representing 32 colleges.
- On the 2007 8<sup>th</sup> Grade Standards of Learning tests, An Achievable Dream students outperformed their city-wide counterparts by up to 4%, with an overall of 90% passing.
- 100% of An Achievable Dream graduates are eligible for Merit scholarships, of which 90% attend college. The remaining 10% choose to serve our country with military service upon graduation.
- All 100% of our students graduate with the expectation to promote productive citizenship.
- Of the current 181 high school *Dreamers*, 4 students are enrolled in a total of 20 International Baccalaureate classes at Warwick High School. Thirty students are enrolled in a total of 46 Advanced Placement classes at Heritage High School. Among our high school *Dreamers*, there are a total of 469 honors-level classes being taken this school year.



Through social, academic and moral education, An Achievable Dream is leveling the playing field for all of its students to compete in the world of work and in life.

- **An Achievable Dream Preparatory School** - ~450 students in grades K-2; live in school zone
- **An Achievable Dream Academy** - ~320 students in grades 3-5; from all over city of Newport News
- **An Achievable Dream Middle and High School** - 253 students in grades 6 – 9; opened July 2007, and will enroll 500 students in 6 – 12<sup>th</sup> by Fall of 2010.
- **An Achievable Dream High School Program** - 148 students in grades 10-12; within Warwick High School or Heritage High School, comprehensive public high schools

## Our Community Partners:

Newport News Public Schools  
U.S. Army at Ft. Eustis  
Riverside Health System  
Newport News Police Department  
Thomas Nelson Community College  
Ferguson Enterprises  
TowneBank

City of Newport News  
Newport News Sheriff’s Department  
Rotary Club of the Virginia Peninsula  
College of William and Mary  
Business Community of Hampton Roads  
Northrop Grumman Shipbuilding  
W.M. Jordan Company



Our Dreamers need YOU! They need your support!



An Achievable Dream is ensuring our youth are productive citizens -- a smart investment for the future.





# Academic Advising @ Virginia Tech

August 12, 2009



# University Task Force on Academic Advising, 1998

- Alumni questionnaire indicated low levels of satisfaction with advising
- 1998 SACS recommendation to evaluate the advising processes and use the findings to make the system more effective



# Recommendations

**Advising  
definition &  
philosophy**

**Responsibility  
statements**

**Enhance  
importance  
and visibility**

**Use  
technology**

**Advise  
students in  
transition**

**Professional  
development**

**Special  
Assistant to  
the Provost**

**Academy of  
Advising  
Excellence**



# Academic Advising

.....is a collaborative process between student and advisor leading to the exchange of information that encourages the individual student to make responsible academic and career decisions.



# Responsibilities in Advising

## University

- Review advising process to assess the impact of recommendations implemented
- Provide information for students, advisors, parents, and other constituents that clearly explain responsibilities and expectations related to advising

## Student

- Communicate goals, needs, wants, and concerns to advisor in a respectful and sincere manner
- Keep abreast of their own academic progress and requirements related to their academic program

## Advisor

- Communicate with students and deliver individualized and accurate information in professional sincere manner
- Be informed of and provide accurate information about current academic policies and procedures



# Advising Resources

- Website: [www.advising.vt.edu](http://www.advising.vt.edu)
- Afternoon Chat Series
- Academy of Advising Excellence
- Academic Advising Council
- Advisor training tools from National Academic Advising Association (NACADA)



# Fall 2007 Advising Survey

- Survey development was collaborative effort involving:
  - Center for Liberal Education
  - University Academic Advising Center
  - Academy of Advising Excellence
- Distributed web-based survey to 21,869 students with 25% response rate
- Undergraduates provided information on their experiences with advising



# Advisor Responsibility

	Agree	Disagree	Don't Know
My advisor provides me with accurate information about academic requirements, prerequisites, and course selection for my degree program.	<b>73%</b>	<b>18%</b>	<b>9%</b>
My advisor is knowledgeable about university policies.	<b>75%</b>	<b>11%</b>	<b>14%</b>
My advisor refers me to other appropriate resources from which I can obtain assistance.	<b>69%</b>	<b>16%</b>	<b>15%</b>

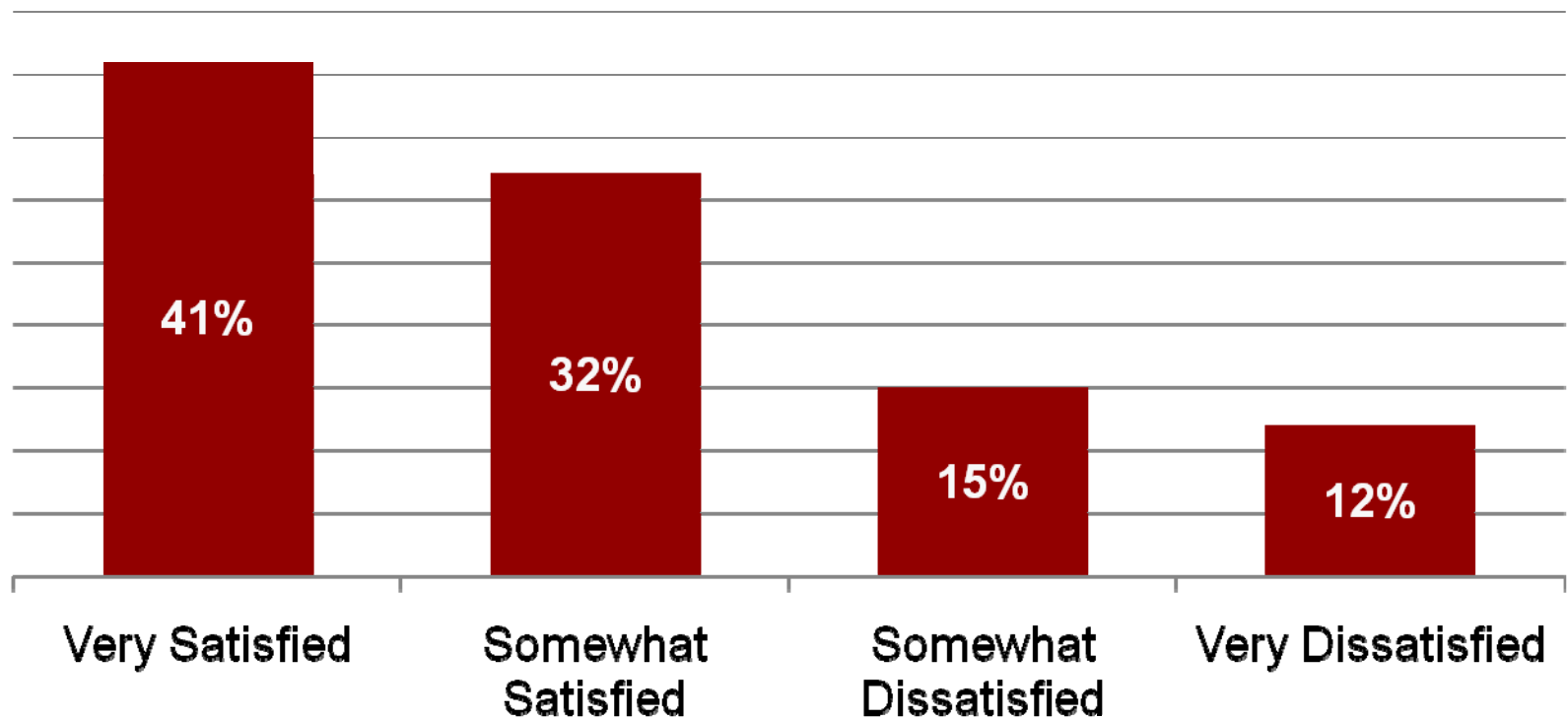


# Student Responsibility

	Agree	Disagree	Don't Know
I always read emails sent to me by my advisor.	<b>80%</b>	<b>8%</b>	<b>12%</b>
I have taken the opportunity to meet with my advisor for more than just course registration.	<b>54%</b>	<b>38%</b>	<b>8%</b>
I come to meetings with my advisor prepared to discuss specific points and ideas regarding my course selections and/or educational plans.	<b>81%</b>	<b>5%</b>	<b>14%</b>

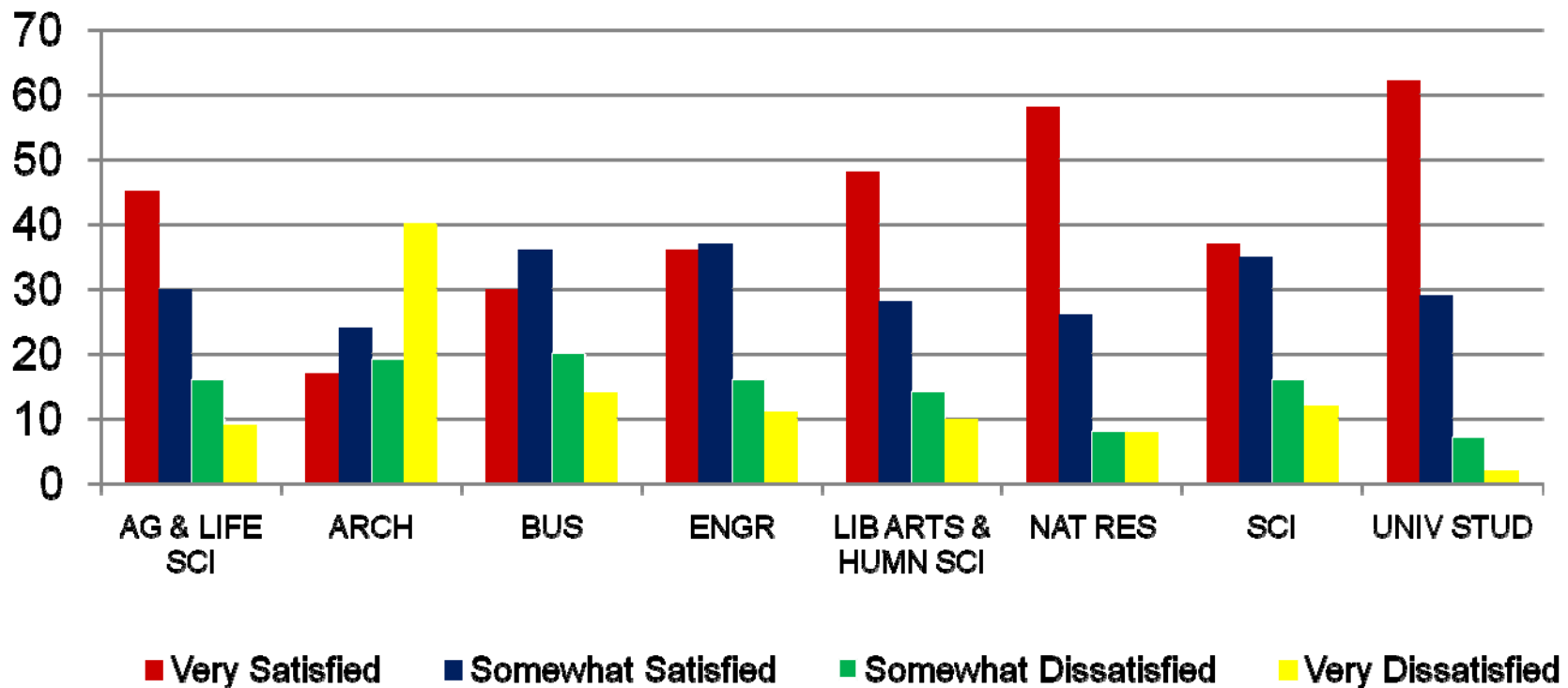


# Overall satisfaction with advising



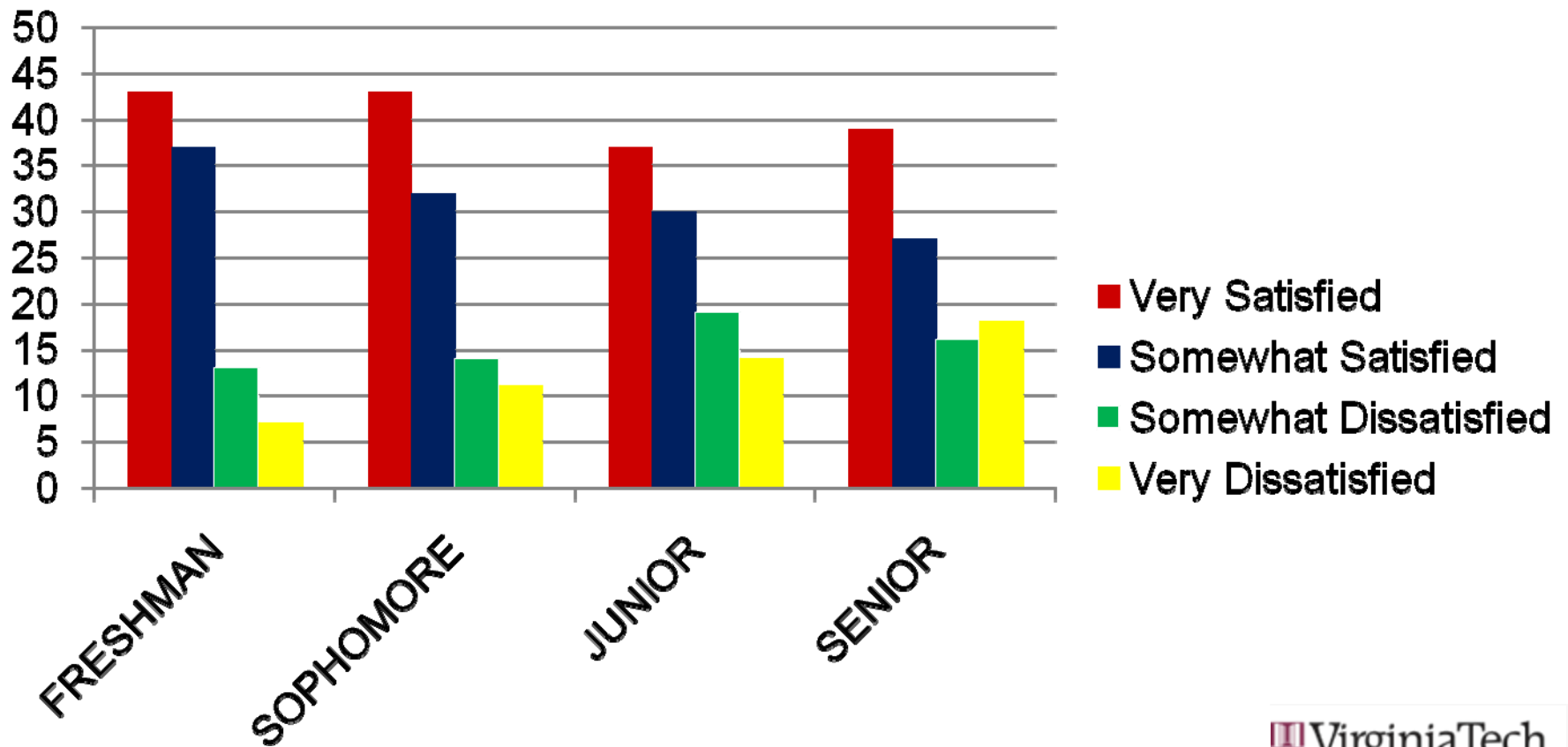


# Overall satisfaction by college





# Overall satisfaction by class





# Next Steps

- Revive task force to examine advising and offer recommendations
- Collaborate with First Year Experience office to link advising to QEP and 4-year academic plan (Pathways)
- Provide additional opportunities for advisor development and training



# Questions?



# First Year Experiences

at Virginia Tech

What do we mean?

August 2009



# Quality Enhancement Plan QEP

Southern Association of Colleges and Schools  
SACS



# How has the Virginia Tech QEP developed?

The planning process included

- Broad-based university committees 2006-present
- Numerous town hall meetings (students, faculty, staff)
- Presentations to and feedback solicited from selected stakeholders



# We know it needs to

- Be applicable to all disciplines
- Eventually impact all first year students
- Be sustainable
- Be a budgeted investment



# Questions the First Year Experience (QEP) will address

- How can we help our students develop and follow through on an academic plan that enhances their critical thinking, communication, and creative skills and talents through curricular and co-curricular courses and activities?
- How can we improve the advising process at Virginia Tech?



# Possible delivery methods

- Living / Learning Communities
- New FYE Courses
- Revised discipline based courses for new students
- Seminars/Workshops

Technology – Technology - Technology



# What Next?

## 2009-10 Academic Year

- Solicit, select and initiate '09-'10 pilot programs
- Develop and initiate public relations plan
- Develop and establish organizational structure
- Develop and secure approval for plan and budget
- Refine learning outcomes
- Complete QEP document and prepare for submission to SACS
- Participate in site visit by SACS team to campus in March 2009
- Initiate plan



## 2010 – 11 Academic Year

- Begin planned phase-in of programs campus-wide



2011->2015

- Continue and improve “institutionalized” First Year Experiences at Virginia Tech

QUESTIONS?

**Education Abroad Update  
Virginia Tech Board of Visitors  
Academic Affairs Committee  
August 31, 2009**

**1. Participation over the past three years**

<i>2006/2007</i>	<i>2007/2008</i>	<i>2008/2009</i>
1076	1130	1145

**2. Most popular sites (top 3 listed)\***

<i>2006/2007</i>	<i>2007/2008</i>	<i>2008/2009</i>
1. Switzerland (201)	1. Switzerland (194)	1. Switzerland (227)
2. France (98)	2. France (115)	2. Germany (156)
3. Australia (73)	3. Germany (104)	3. France (125)

\*The totals reflect the country being both the primary destination and part of a multi-country trip.

**3. Atlantic Coast Conference Scholars**

<i>2006/2007</i>	<i>2007/2008</i>	<i>2008/2009</i>
<i>Fall 06</i>	<i>Fall 07</i>	<i>Spring 09</i>
Jennifer Crowell (Eng/France)	David Grant (Liberal Arts/Egypt)	Lauren Rossi (Communications/Australia)
Christina Delgado (Arch/Switz)	Gary Riggins (Civil Eng./France)	Robert Fried (Pol. Science/China)
Pei Hung (Bus/Chinese- Australia/China)	<i>Spring 08</i>	Margaret Miller (English/Argentina)
Travis Porter (Biology/Japan)	Adrian Roadman (Nat. Resources/Tanzania)	<i>Summer/Fall 09</i>
Emily Grace Smith (Pol. Science/ South Africa)	Julia Alspaugh (Mech. Eng./France)	Ashley Morgenstern (Nutrition/Australia)
<i>Spring 07</i>	Caroline Ickes (Liberal Arts/Spain)	Patrick Carter (Eng./Italy)
Audrey Froelich (Int. Studies/ Dubai)	<i>Summer 08</i>	Tuan-Hoang Vo-Ha (Comp. Science/China)
Shannon Harris (Pol. Science/Australia)	Kerri Friedman (Classical Studies/Greece)	David Gouldey (Mat. Science Eng./Germany)
Timothy Johnson (Applied Economics/South Africa)	<i>Fall 08</i>	Caty Gorden (English/Switzerland)
	Nicole Cross (Bus./Thailand)	Andrea Shome (Eng./France)
	Meghan Thompson (Biological Science/Caribbean)	

#### **4. Challenges**

As we look ahead, there are a variety of challenges related to funding to support both faculty and students. Below are three of the most regularly cited challenges:

1. Scholarship funding is too limited (student and faculty concern).  
As education abroad expenses rise (airfare/housing/tuition etc.) the availability of scholarships and their amounts have not risen proportionate to program inflation. There are a limited number of scholarships awarded with the usual funding amounts being \$500 to \$1,000 per student. In these challenging economic times where parents/students have to decide whether they can afford participation in programs that often cost \$5,000 or more, these amounts are insufficient to influence their decisions.
2. Irregularity of scholarships/fellowships available to support students on faculty led programs.  
Some faculty-led programs are able to temporarily support programs through an outside grant or research program. Although this assists in creating the program and initially encourages student participation, the program is often not sustainable after the grant is complete and additional outside funding is not established. The investment by VT administration and the larger university community (e.g., cost sharing and support services) to establish and build the program is then lost. There is also a decline in confidence by students as to the availability of education abroad offerings. Outside funding should be used to assist programs, but alternative funding to sustaining the program must be developed.
3. Financial support for faculty participation. (this problem identified in 2007/2008)  
Faculty who are interested in teaching a summer education abroad program are often discouraged from doing so, because it is unclear whether they will be paid for such teaching. New programs, even those proposed a year in advance, compete for summer teaching budgets with campus-based programs. Departments often have difficulty responding to requests for new programs that may be developed, particularly if their summer salary budgets have already been allocated. The current system rewards departments only 1-3 years after new programs have been launched (and after student credit hours have been registered in previous summers). The results are that faculty members are discouraged from developing new programs and the university does not get the tuition dollars it would if new programs were developed. Well over 60% of Virginia Tech students participate in faculty-led programs; thus fewer faculty-led programs will result in fewer participants in study abroad experiences.

## **RESOLUTION TO REQUIRE ANNUAL RATIFICATION OF FACULTY HANDBOOK CHANGES**

**WHEREAS**, the creation of policies governing the faculty of the university is the responsibility of the Board of Visitors, and each year the Board approves a number of such policies, most of which result in changes to the Faculty Handbook or Special Research Faculty Handbook; and

**WHEREAS**, the Faculty Handbook and Special Research Faculty Handbook serve as the ultimate authority for personnel policies relating to faculty of the university; and

**WHEREAS**, accordingly, the Handbooks are revised annually to incorporate new or amended policies and updates to reflect occurrences such as changes in administrative titles or terminology, etc. and to correct errors; and

**WHEREAS**, to ensure that the revisions precisely state the policies passed by the Board and that changes are appropriate and accurate, the Board seeks to put in place an annual ratification process;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Virginia Polytechnic Institute and State University hereby affirms the May 2009 version of the Faculty Handbook and the August 2008 version of the Special Research Faculty Handbook; and

**BE IT FURTHER RESOLVED** that at the August meeting of the Board each year, any proposed changes to any and all Faculty Handbooks for the new academic year will be brought by way of the Academic Affairs Committee to the full Board for ratification.

### **RECOMMENDATION:**

To approve the resolution affirming the May 2009 version of the Faculty Handbook and August 2008 version of the Special Research Faculty Handbook, and requiring that proposed changes to any and all Faculty Handbooks for the new academic year be presented to the full Board for ratification annually at their August meeting.

August 31, 2009

## **Committee Minutes**

### **BUILDINGS AND GROUNDS COMMITTEE**

#### **Solitude Conference Room**

**August 31, 2009**

**Board Members Present:** Mr. James R. Smith; Mr. Douglas R. Fahl, Mr. John R. Lawson, II, Mr. James W. Severt, Sr., Mr. Thomas L. Tucker – Staff Senate President

**VPI & SU Staff:** Dr. Richard Benson, Mr. Kevin Bishop, Mr. Bob Broyden, Ms. Amanda Burks, Dr. Lay Nam Chang, Ms. Vickie Chiocca, Mr. Michael Coleman, Mr. Martin Daniel, Mr. David Dent, Ms. Lynn Eichhorn, Dr. Jack Finney, Dr. Elizabeth Flanagan, Chief Wendell Flinchum, Dr. Lance Franklin, Mr. Monte Hager, Ms. Kimberly Haines, Dr. Larry Hincker, Mr. Joseph Hoeflein, Mr. Z. Scott Hurst, Mr. Jim McCoy, Dr. Joe Merola, Ms. Vickie Mouras, Mr. Mike Mulhare, Ms. Bobbi Myers, Dr. Ed Nelson, Mr. Todd Shelton, Dr. Raymond Smoot, Dr. Ed Spencer, Ms. Mary Grace Theodore, Mr. Ross Verbrugge, Dr. Sherwood G. Wilson

- 1. Tour of Henderson Hall and the Black Box Theater and the Basketball Practice Facility:** The Committee toured Henderson Hall and the Black Box Theater and the Basketball Practice Facility.
- 2. Approval of Minutes:** The minutes of the June 1, 2009 meeting were unanimously approved.
- 3. Design Review for the Davidson Hall Renovation – Phase I:** The first phase of the renovation includes demolition of the 36,000 gross square foot (GSF) middle section and the 19,000 GSF northwest section of the existing Davidson Hall complex. The demolished portions will be replaced with a new 3-story addition of 44,288 GSF, which will provide modern instructional classrooms, laboratories, meeting areas, and faculty offices. Predominate exterior materials include Hokie Stone, glass, architectural precast concrete, and a combination of slate and membrane roofing. The remaining 19,800 GSF south section will be renovated when Phase 2 is authorized. The project is in preliminary design, and will proceed into working drawing design in September. Construction is planned to start in spring 2010. The Committee approved the design.
- 4. Design Review for Human and Agricultural Biosciences Building – I (HABB-I):** HABB-I is envisioned as the first of four new research facilities for CALS in this portion of the Life Sciences District, located near the intersection of Duck Pond Drive and Washington Street. This project provides for new construction of a four story, 92,500 GSF building that will contain research labs and office space for the College of Agriculture and Life Sciences (CALS). This state-of-the art research building will include two floors of open, flexible labs for the departments of Biological Systems Engineering and Food Science and Technology. Predominate exterior materials include Hokie Stone, glass, and architectural precast concrete. The project is in early preliminary design, with construction planned to start in the fall of 2010 and occupancy at the end of 2012. The Committee approved the design but requested that detailing be added to break up the vertical precast panels on the northwest side.

5. **Design Review for Signature Engineering Building:** The Signature Engineering Building project is planned as an approximately 160,000 GSF facility to include classrooms, instructional laboratories, research laboratories, and offices for multiple departments and programs for the College of engineering. The building will be a “state of the art” academic building focused on undergraduate students and will include specialized laboratories to support “hands on” problem-solving and active learning in the engineering disciplines. The building occupies a prominent site at one of the major entrances to the campus, located at the Northeast corner of the Commuter Parking Lot between Price’s Fork Road and Stanger Street. The project is in schematic design, with construction anticipated to begin January 2011 and occupancy in spring 2013. The Committee approved the design with recommendations for the following enhancements: refine the detailing at the entry tower, soften and refine the bay window expression on the Price’s Fork Road side, eliminate the one-story roof area on the Price’s Fork Road side, and include precast elements at the top of the walls on the east and south ends of the building.
  
6. **Design Review for Academic and Student Affairs Building:** The Academic and Student Affairs Building is planned as a three story, 68,000 GSF building that will contain a major dining facility (including dining space for the Corps of Cadets), six classrooms, and office space for Services for Students with Disabilities. The project will be located on Old Turner Street between ICTAS I and Randolph Hall. Predominate exterior materials include Hokie Stone, glass, architectural precast concrete, weathered zinc siding, and a combination of green and membrane roofing. The surrounding landscape will create a plaza to foster student/faculty gathering and integrate daily activities in one of the main academic centers of campus. The project is in early preliminary design with construction planned to begin in summer 2010 and occupancy in spring 2012. The Committee reviewed the design revisions that incorporate collegiate gothic design elements requested at the March 23, 2009 meeting. The Committee approved the design with the following provisions: add ornamentation on the precast facade on the loading dock elevation, reduce the projection of the precast framing elements at window surrounds, and extend the stone on the corners of the tower and at major building corners. The Committee suggested additional consideration be given to reducing the total number of ornamental panels in the precast band between the second and third floors.
  
7. **Design Preview for Chiller Plant I:** The project provides for new construction of an 18,600 GSF facility to produce and distribute chilled water to meet new and existing cooling demands in the Life Sciences district. Exterior materials include Hokie Stone, glass, and architectural precast concrete compatible with other academic buildings in the area. This portion of the precinct will be focused on the centralized utility and service hub to support future research and academic facilities in the Life Sciences district. The project is in schematic design, with construction planned to start summer of 2010 and occupancy in fall of 2011. The Committee expressed support for the preview design.
  
8. **Update on Aesthetic Architectural Design Standards:** The Committee received an update on the development of aesthetic architectural design standards. Mr. Hurst reported that the University engaged Sasaki Associates, Inc., to develop the aesthetic standards. Sasaki had previously developed the architectural and landscape guidelines in the Virginia Tech 1994 Campus Master Plan Update. The project will be completed in time for review and adoption at the Buildings and Grounds Committee November meeting.

9. **Resolution on Town of Blacksburg Easement:** In conjunction with a project to enhance North Main Street, the Town of Blacksburg has requested that the University grant easements allowing for the placement of traffic signal equipment on University property at the intersections of North Main Street and Turner Street, North Main Street and College Avenue, and North Main Street and the University's Alumni Mall. These easements provide for the placement of traffic and pedestrian signaling indicators. The Committee recommends for full Board approval the resolution authorizing Virginia Tech to execute the requested easements to the Town of Blacksburg.
10. **Resolution on Atmos Energy Corporation Easement:** The University is in the process of renovating McComas Hall, and these renovations have necessitated the relocation of a main gas line. Atmos Energy has requested that the University grant a 10 foot wide gas line easement that runs between Southgate Drive and Washington Street. This easement provides for the construction of the relocated section of the gas line and also is necessary for the operation and maintenance of the existing main gas line that passes through this section of University property. The Committee recommends for full Board approval the resolution authorizing Virginia Tech to execute the requested easement to Atmos Energy Corporation.
11. **Resolution on Demolition of University Buildings:** The University requests approval to demolish two buildings on University property. The buildings are generally in poor condition and uneconomical to repair. The demolition of sections of Davidson will be contingent on approval of funding for the renovation of that facility. The Committee recommends for full Board approval the resolution authorizing Virginia Tech to demolish one modular structure and sections of Davidson Hall.
12. **Resolution on Appointment to the Montgomery Regional Solid Waste Authority:** Virginia Tech recommends Michael J. Coleman, Associate Vice President for Facilities Services, for appointment as University representative on the Montgomery Regional Solid Waste Authority. The Committee recommends this appointment for full Board approval.
13. **Resolution on Appointment to the Virginia Tech/Montgomery Regional Airport Authority:** Virginia Tech recommends L. Allen Bowman for reappointment as at-large director on the Virginia Tech/Montgomery Regional Airport Authority. The Committee recommends this appointment for full Board approval.
14. **Resolution Regarding Participation in the Anticipated Emergency Communications Regional Authority:** The Committee received a briefing on the University's efforts to participate in the establishment of a Regional 9-1-1 Dispatch Center in partnership with local government entities. Currently, each of the potential partners maintains separate dispatch centers and radio systems. Dr. Wilson shared the Executive Summary of the Consolidated Feasibility Study, and discussed the recommendations and the process for establishing the Authority. The University requests approval of a resolution authorizing the University to commit to participating in the establishment of a regional 9-1-1 emergency communications authority, conditioned upon the approvals of the local governing boards of the Town of Blacksburg, the Town of Christiansburg, and the County of Montgomery and conditioned upon the General Assembly's passing legislation permitting the formation of the anticipated Authority. The University further requests that the administration may commit resources, procure

services, and enter into agreements that further the progress of the formation of the Authority. The Committee recommends the resolution for full Board approval.

**15. Resolution Ratifying and Approving the Extension of Term and the Amendment of the Blacksburg-Virginia Polytechnic Institute Sanitation Authority Articles of Incorporation:**

The Authority desires to amend its Articles of Incorporation in connection with the extension of the Authority's term as a corporation until July 1, 2059. The Board of Visitors is requested to ratify and approve the extension and the First Amended Articles, and to authorize the Rector of the Board of Visitors to execute the Amended Articles of Incorporation on behalf of the University. The Committee recommends the resolution for full Board approval.

**16. Resolution to Affirm the Transfer of Property to the Virginia Tech Foundation, Inc.:**

The University has been requested to affirm the transfer of ownership of approximately 97.4 acres to the Virginia Tech Foundation, Inc. without receipt of monetary consideration in order to allow the expansion of the Virginia Tech Corporate Research Center (CRC). The Secretary of Administration of the Commonwealth has requested this affirmation of intent. The Committee recommends the resolution for full Board approval.

**17. Update on University Building Official:**

The Committee received an update on the status of the establishment of the University Building Official (UBO) function and was informed by Mr. Coleman that the candidate search has been extended. The UBO has a reporting relationship to the Committee, and a progress report will be provided in November.

**18. New Higher Education Opportunity Act Clery Reporting Requirements and University Emergency Management Initiatives:**

Chief Flinchum briefed the Committee regarding reporting requirement changes of the Higher Education Opportunity Act (HEOA) and provided a draft copy of the Clery Report, which will be finalized and submitted by the October 1 deadline. The August 2008 HEOA amendments include new missing person notification procedures for students residing on campus, disclosure of hate crime statistics, annual publication and testing of emergency and evacuation procedures, and annual publication of fire safety statistics. The University has completed the majority of the new requirements and will meet the deadline for all elements.

Mr. Mulhare, director of the Office of Emergency Management, briefed the committee on emergency management programs and initiatives for 2009-10. The mission of emergency management is to instill a culture of preparedness and continue to enhance the university's disaster resiliency. An Emergency Management and Risk Assessment Committee was appointed, with an initial focus on evacuation planning, exploration of grants, and developing a storm-ready capability through the National Weather Service. Emergency Notification Protocols, which standardize operational procedures and comply with HEOA requirements, have been drafted. The Committee received copies of the Virginia Tech Emergency Information Desk Reference. 2009/10 academic year initiatives include H1N1 preparedness, development of table top exercises leading to a University functional exercise, and continued enhancement of emergency and continuity plans.

- 19. Update on Greek Housing Concept:** Dr. Spencer and Dr. Wilson provided an update on the status of the proposal for the Greek Housing concept. Mr. Hurst described the proposed site plan, which includes new student recreational space. A first phase, to include approximately four to six new houses, could be constructed with minimal impact on landscaping or new infrastructure requirements. The Committee requested a progress report at the November meeting.
- 20. Capital Project Status Report:** The Committee received the report on the status of capital projects in design, in the construction procurement process, under construction, recently completed, and pending. 16 projects are in the design phase, 1 project is in the construction procurement process, 10 projects are under construction, and 5 projects recently completed.

There being no further business, the meeting adjourned at 11:30 a.m.

**Capital Project Information Summary  
Davidson Hall Renovation – Phase 1**

**THE BUILDINGS AND GROUNDS COMMITTEE**

**August 31, 2009**

**Title of Project:**

Davidson Hall Renovation – Phase 1

**Location:**

Northwest corner of the Drillfield between West Campus Drive and Williams Hall

**Current Project Status and Schedule:**

The project is in preliminary design. The project will proceed into working drawing design in September and construction will start in Spring 2010. The construction duration is 18 months.

**Project Description:**

Phase 1 work includes the demolition of the 36,000 gross square foot (GSF) middle section and the 19,000 GSF northwest section of the existing Davidson Hall complex. The demolished portions will be replaced with a new 3-story addition of 44,288 GSF. This new construction will provide modern instructional classrooms, laboratories, meeting areas, and faculty offices. Predominate exterior materials include Hokie stone, glass, architectural precast concrete, and a combination of slate and membrane roofing. The remaining 19,800 GSF south section of the existing complex will be renovated when Phase 2 is authorized.

**Brief Program Description:**

The new construction will contain 3 floors of laboratory space, each surrounded by shared support and storage areas, offices and work areas for 8 faculty members and 72 graduate students, conference and team rooms, a 350 seat lecture hall, and building support spaces. All 3 floors connect into the remaining south section of the existing complex.

**Contextual Issues and Design Intent:**

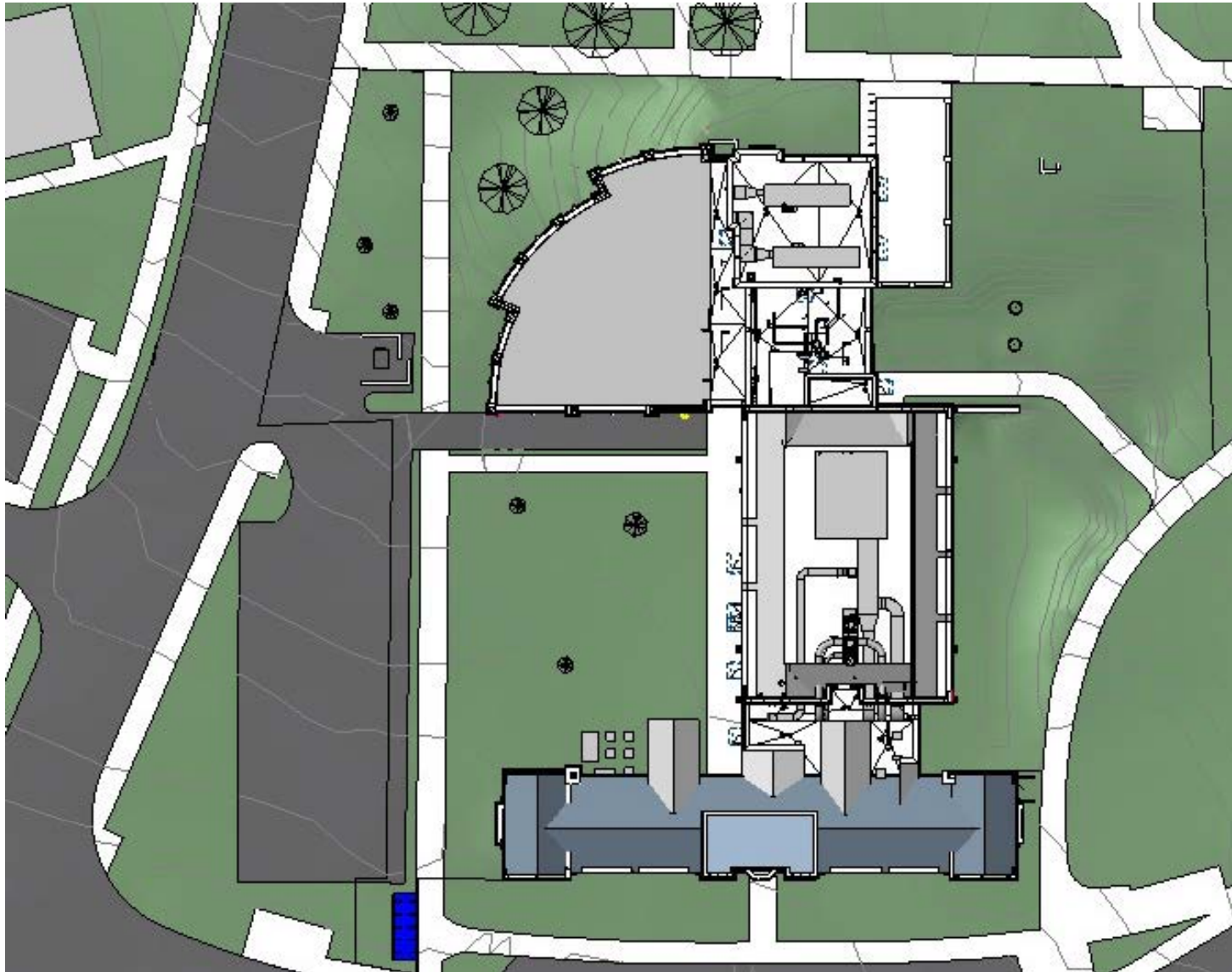
The new construction is designed to retain traditional architectural features on the existing south section while accommodating the massing and natural lighting desired for a modern laboratory. The lecture hall is oriented for ease of egress during class changes. Space for a future laboratory module which mirrors the first has been programmed.

**Architect/Engineer:**

Einhorn Yaffee Prescott

**Construction Manager:**

Barton Malow Company









**Capital Project Information Summary  
Human and Agricultural Biosciences Building – I**

**THE BUILDINGS AND GROUNDS COMMITTEE**

**August 31, 2009**

**Title of Project:**

Human and Agricultural Biosciences Building - I

**Location:**

Southeast corner of the Cage parking lot, near the intersection of Duck Pond Drive and Washington Street

**Current Project Status and Schedule:**

The project is in early preliminary design. Construction is planned to start in the fall of 2010 and occupancy is planned at the end of 2012.

**Project Description:**

The project provides for new construction of a four story, 92,500 gross square foot building that will contain research labs and office space for the College of Agriculture and Life Sciences (CALS). This facility is envisioned as the first of five new research facilities for CALS in this portion of the Life Sciences District. Predominate exterior materials include Hokie Stone, glass, architectural precast concrete.

**Brief Program Description:**

This state-of-the-art research building contains two floors of open, flexible labs for the departments of Biological Systems Engineering and Food Science and Technology on the upper levels. Support equipment for the labs will be shared in a centralized core for maximum efficiency. Offices are concentrated in suites outside the labs. The lower level consists of high-bay pilot lab space for larger scale research activities. An intermediate mezzanine level includes a food taste panel and sensory lab, meeting areas and a public atrium.

**Contextual Issues and Design Intent:**

Situated in the flagship location for the new precinct, the building is planned as a premier structure to set the architectural character for the area. Virginia Tech's Hokie Stone heritage is honored in the building's façade, which is organized to reflect interior functions. The building is designed to interact harmoniously with the existing greenway along Duck Pond Drive, providing opportunities for exterior interaction in naturalized settings. The building will begin the development of a future quad area with formalized landscape to the north, allowing the greenway to encompass the building on the south.

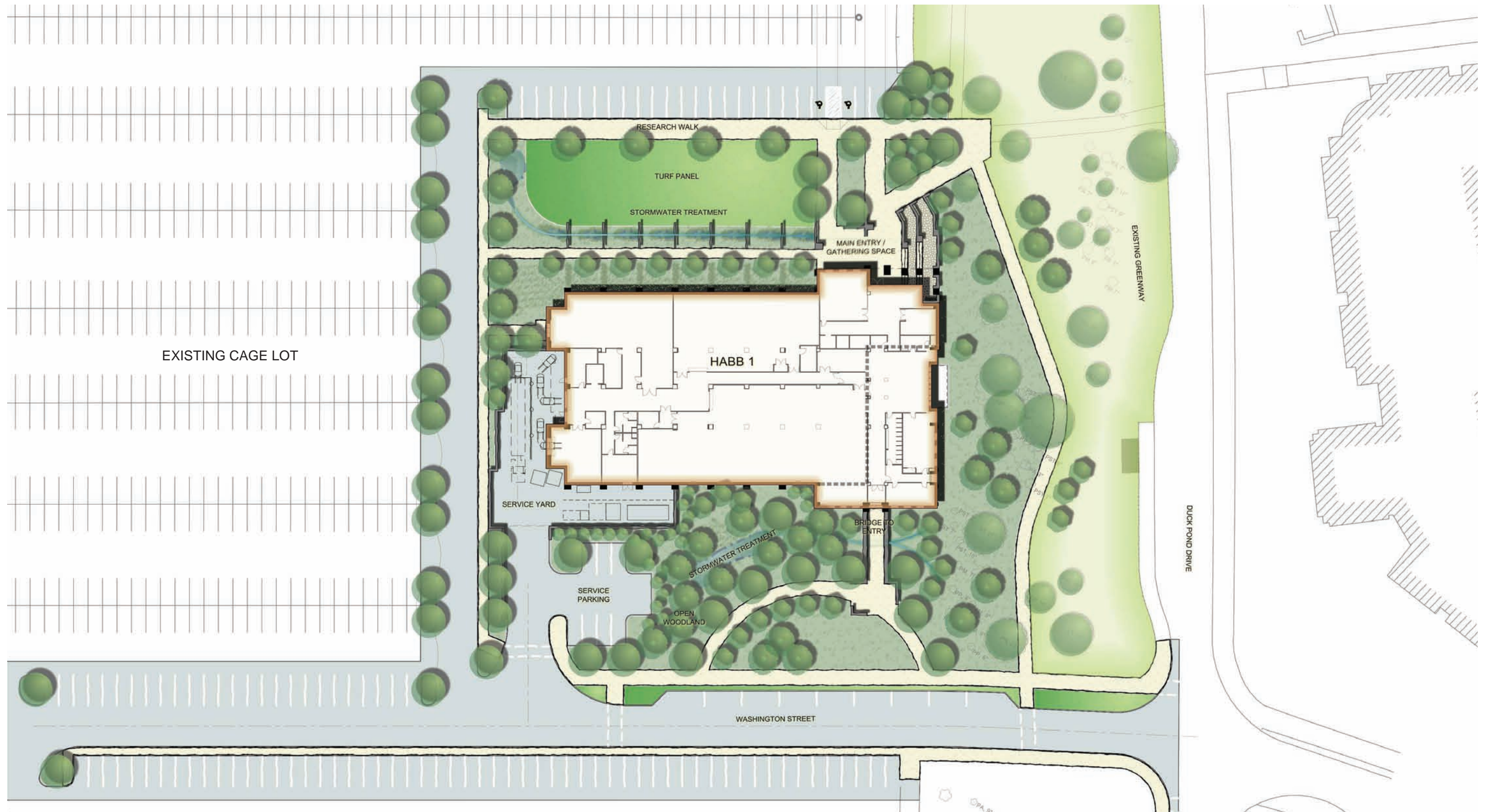
**Architect/Engineer:**

Lord, Aeck and Sargent Architecture

**Construction Manager:**

Skanska USA Building













**Capital Project Information Summary  
Signature Engineering Building**

**THE BUILDINGS AND GROUNDS COMMITTEE**

**August 31, 2009**

**Title of Project:**

Engineering Signature Building

**Location:**

Northeast corner of the Commuter Parking Lot between Price's Fork Road and Stanger Street

**Current Project Status and Schedule:**

This project is in schematic design. Construction is anticipated to begin January 2011 and occupancy should occur in spring 2013.

**Project Description:**

The project will construct a 160,000 GSF facility to include classrooms, instructional laboratories, research laboratories, and offices for multiple departments and programs for the College of Engineering. The building will be a "state of the art" academic building focused on undergraduate students and include specialized laboratories to support "hands on" problem solving and active learning in the engineering disciplines.

**Brief Program Description:**

The program will be comprised of Mechanical Engineering, Chemical Engineering, Engineering Education, instructional labs, general classroom space, and shared/collaborative space components. Common areas will be included to engage and activate the intellectual collisions that will support the interdisciplinary research to be conducted in this building.

**Contextual Issues and Design Intent:**

This signature building occupies a prominent site at one of the major entrances to the campus. The building location will convert an area currently used for parking to higher and better use. Development of this site will begin to extend the campus fabric to Prices Fork Road while allowing for the future build-out of the precinct. The building will engage the existing contextual design on campus and will be referential to the historic character of the campus.

**Architect/Engineer:**

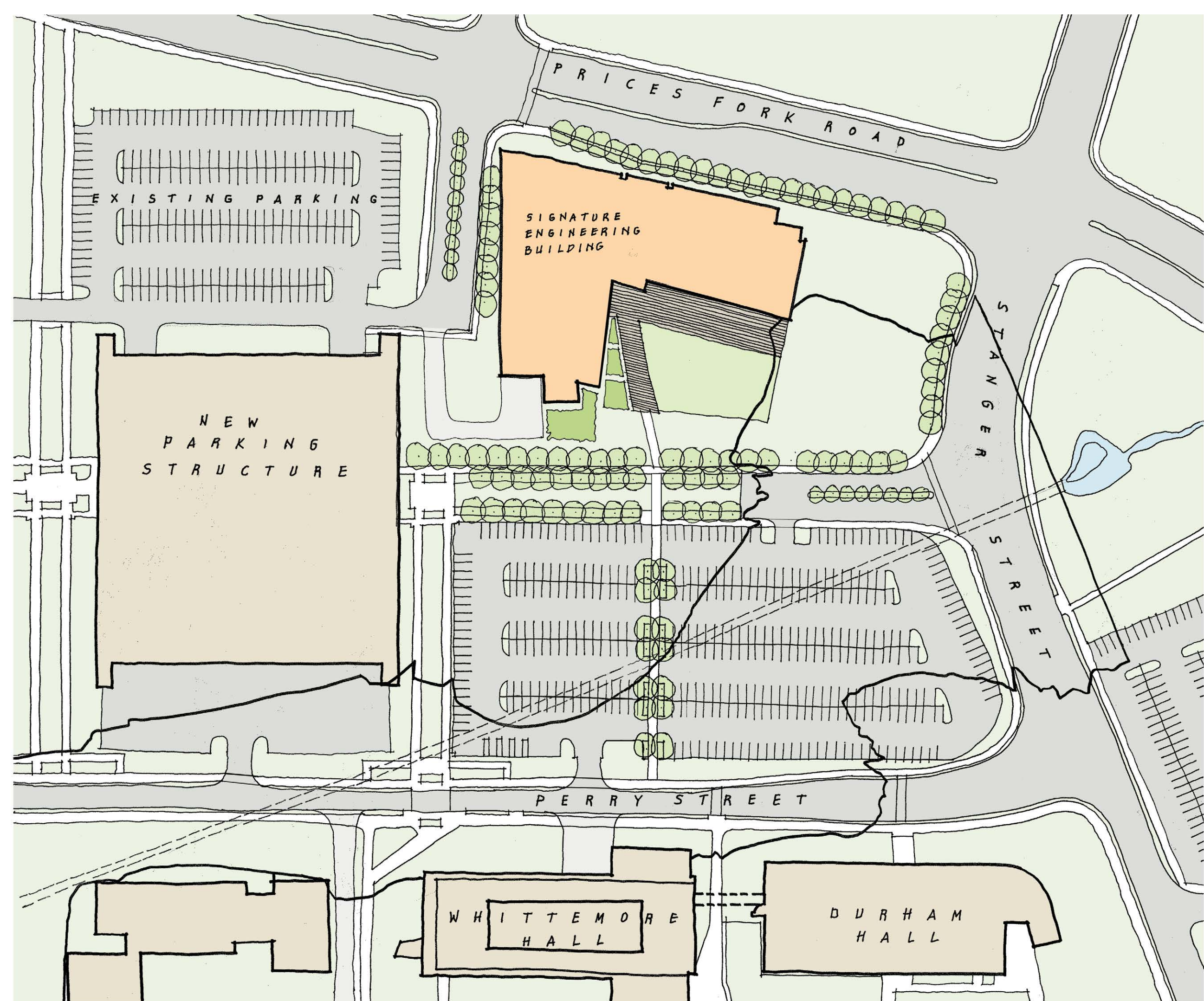
Zimmer Gunsul Frasca Architects LLP

**Construction Manager:**

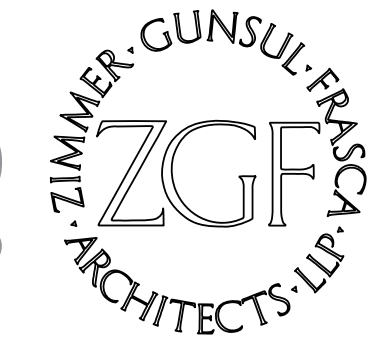
TBD

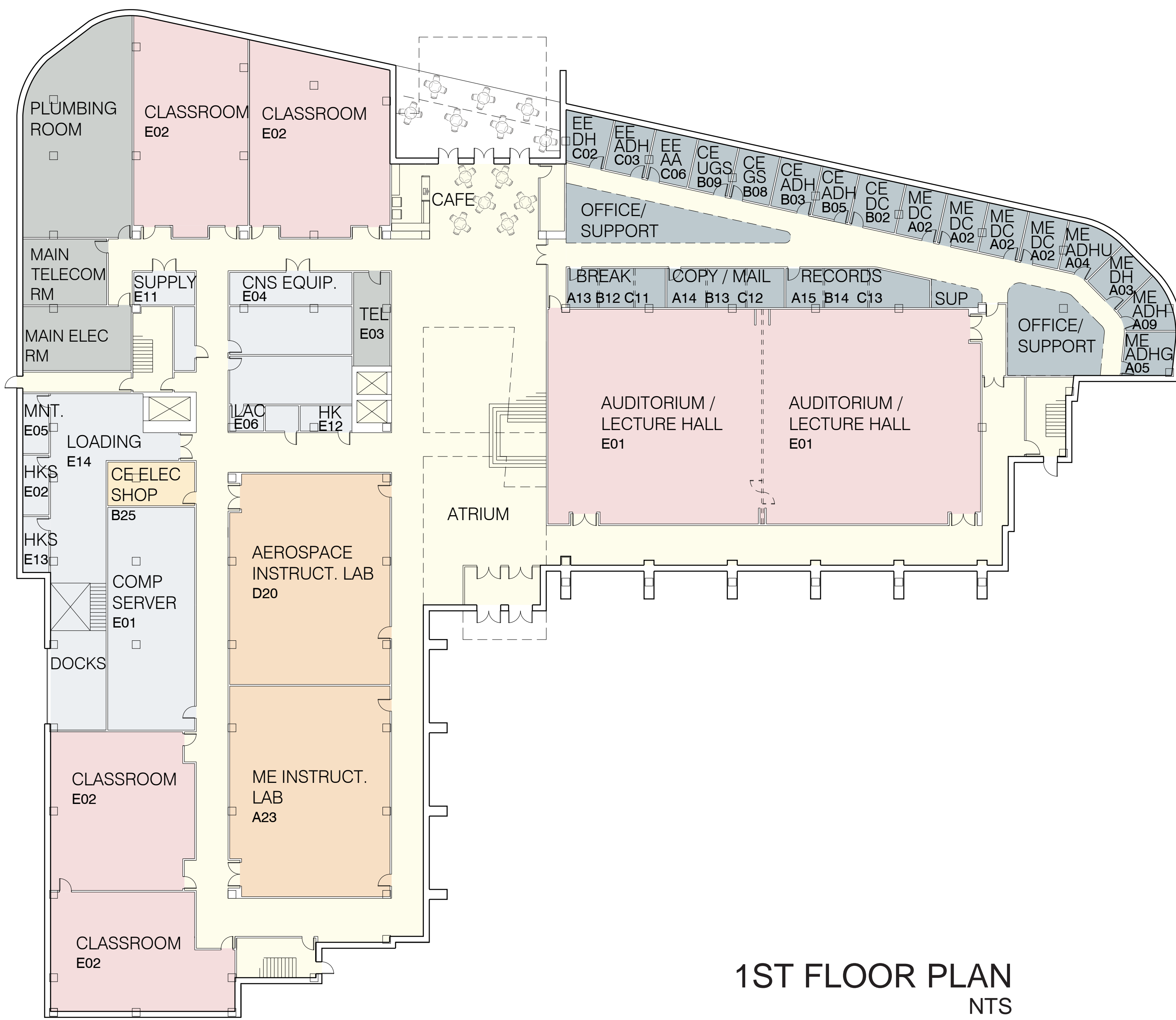


LANDSCAPE SITE PLAN  
NTS

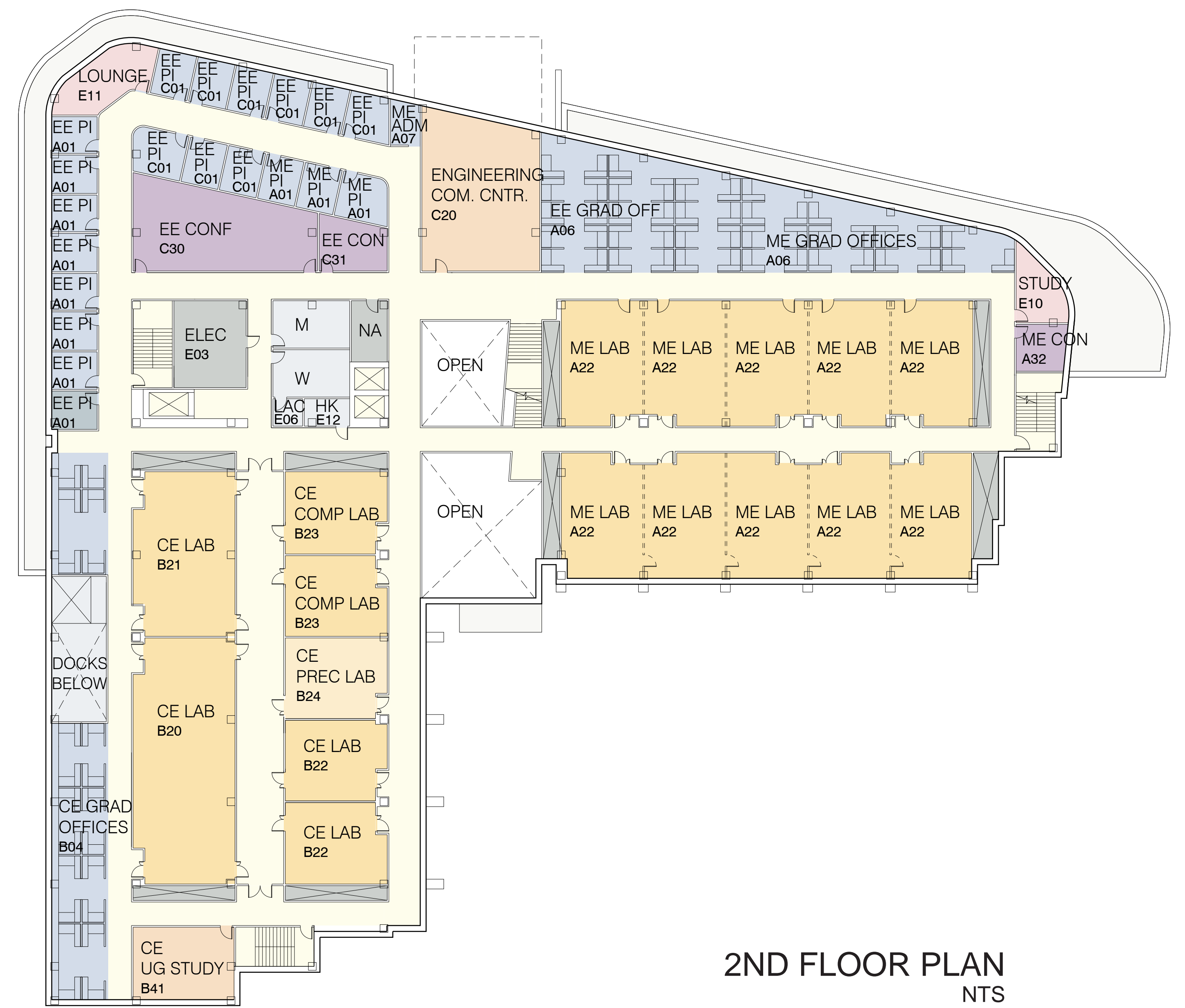


PRECINCT PLAN  
NTS

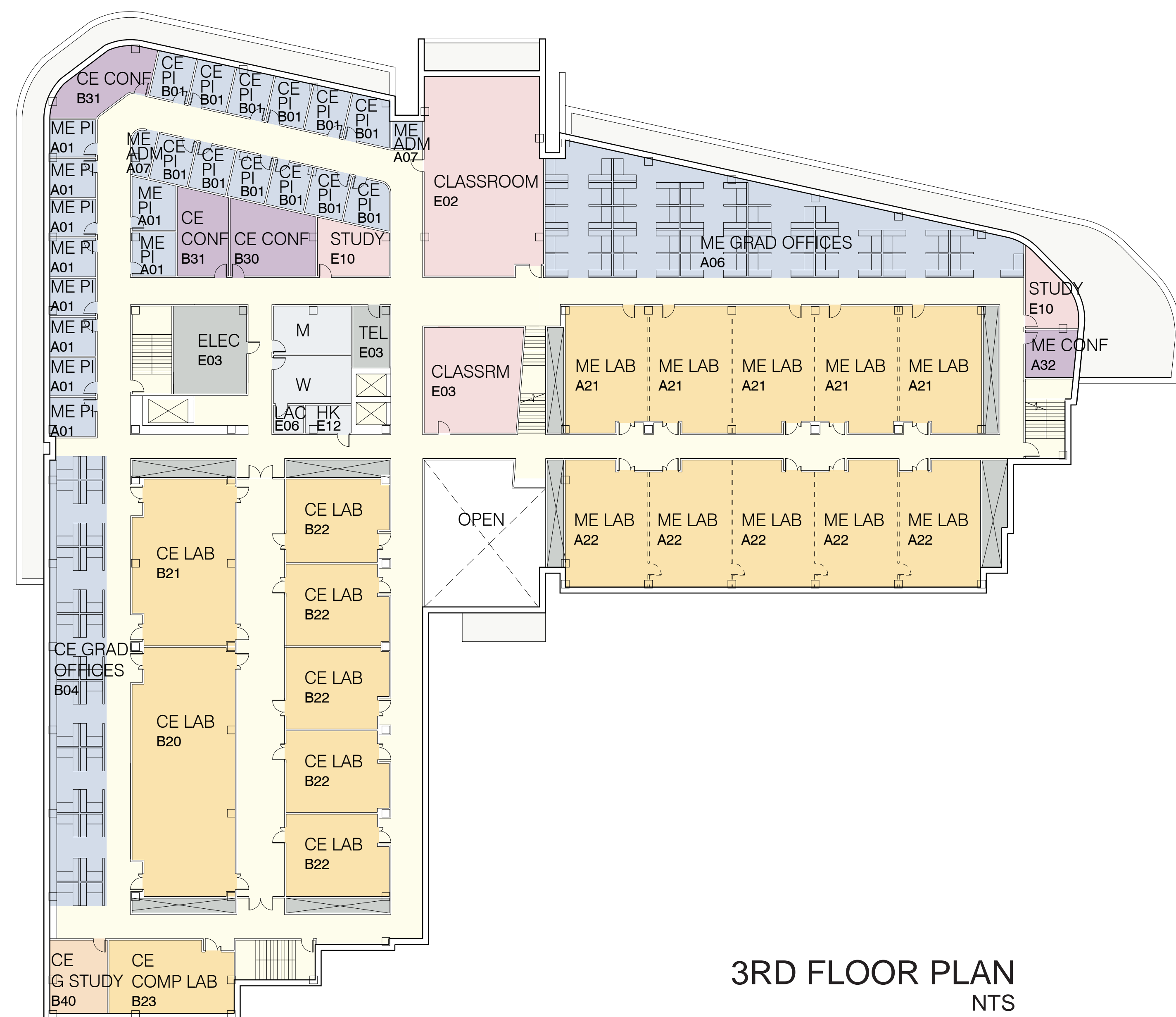




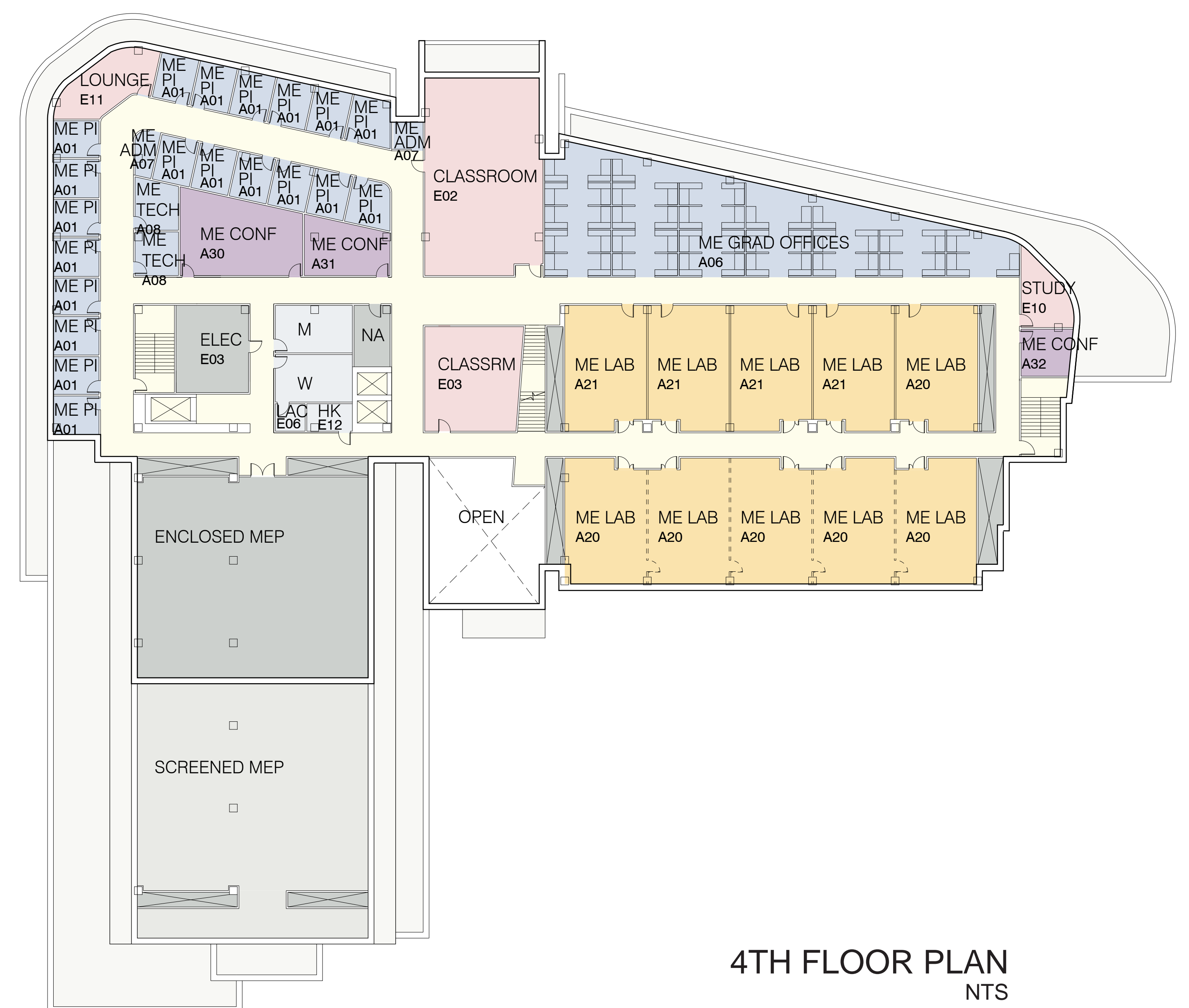
1ST FLOOR PLAN  
NTS



2ND FLOOR PLAN  
NTS



3RD FLOOR PLAN  
NTS



4TH FLOOR PLAN  
NTS

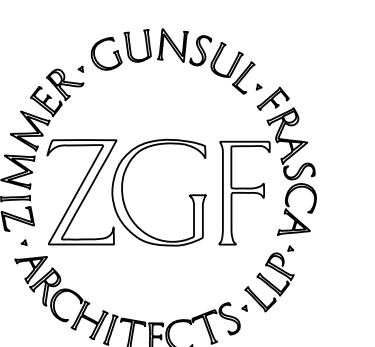
**VIRGINIA TECH**

SIGNATURE ENGINEERING BUILDING, BLACKSBURG, VA



PRE-PLANNING DESIGN  
ZIMMER GUNSUL FRASCA ARCHITECTS LLP

03.31.09



**Capital Project Information Summary  
Academic and Student Affairs Building**

**THE BUILDINGS AND GROUNDS COMMITTEE**

**August 31, 2009**

**Title of Project:**

Academic & Student Affairs Building

**Location:**

Old Turner Street between ICTAS I and Randolph Hall

**Current Project Status and Schedule:**

The project is in early preliminary design. Construction is planned to start in summer 2010 and occupancy is planned in spring 2012.

**Project Description:**

The project provides for new construction of a three story, 68,000 gross square foot building that will contain a major dining facility, classrooms and office space. Predominate exterior materials include Hokie Stone, glass, architectural precast concrete, weathered zinc siding and a combination of green and membrane roofing.

**Brief Program Description:**

The building will contain two floors of dining (including dining space for the Corps of Cadets), six classrooms and office space for Services for Students with Disabilities.

**Contextual Issues and Design Intent:**

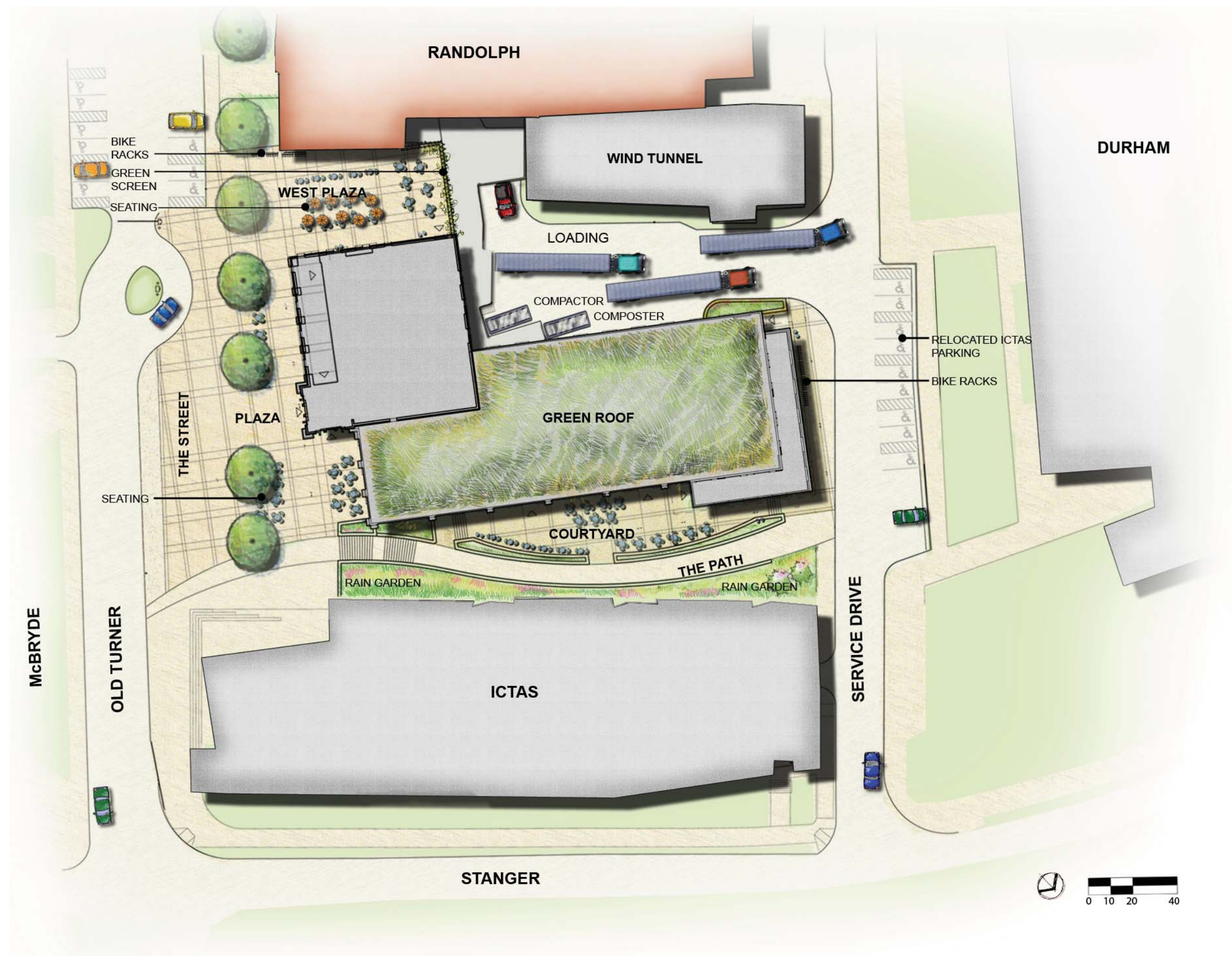
This new building is designed to be appropriately responsive to the context of the central campus. The surrounding landscape will create a plaza to foster student/faculty gathering and integrate daily activities in one of the main academic centers of campus. The exterior façade will complement the design and massing of surrounding buildings while still creating an individual identity for this new building.

**Architect/Engineer:**

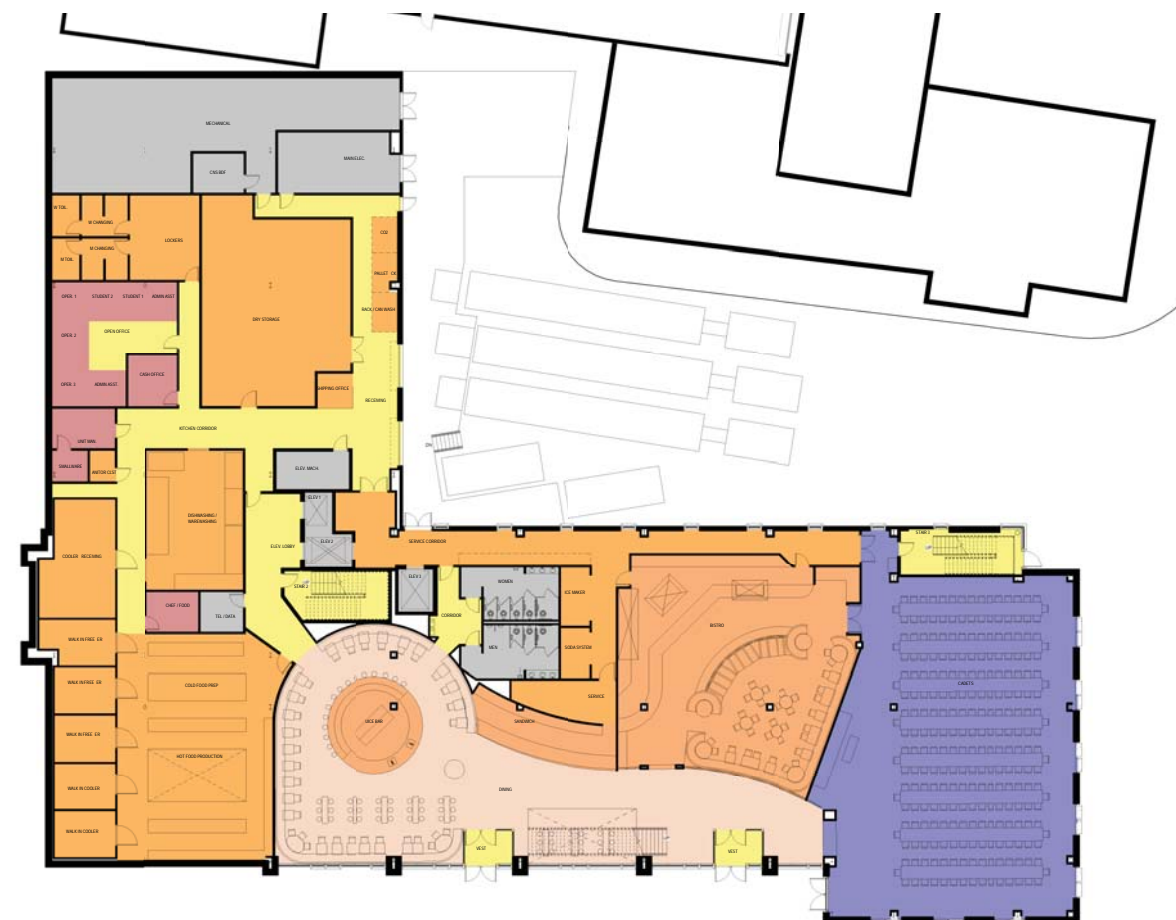
Burt, Hill

**Construction Manager:**

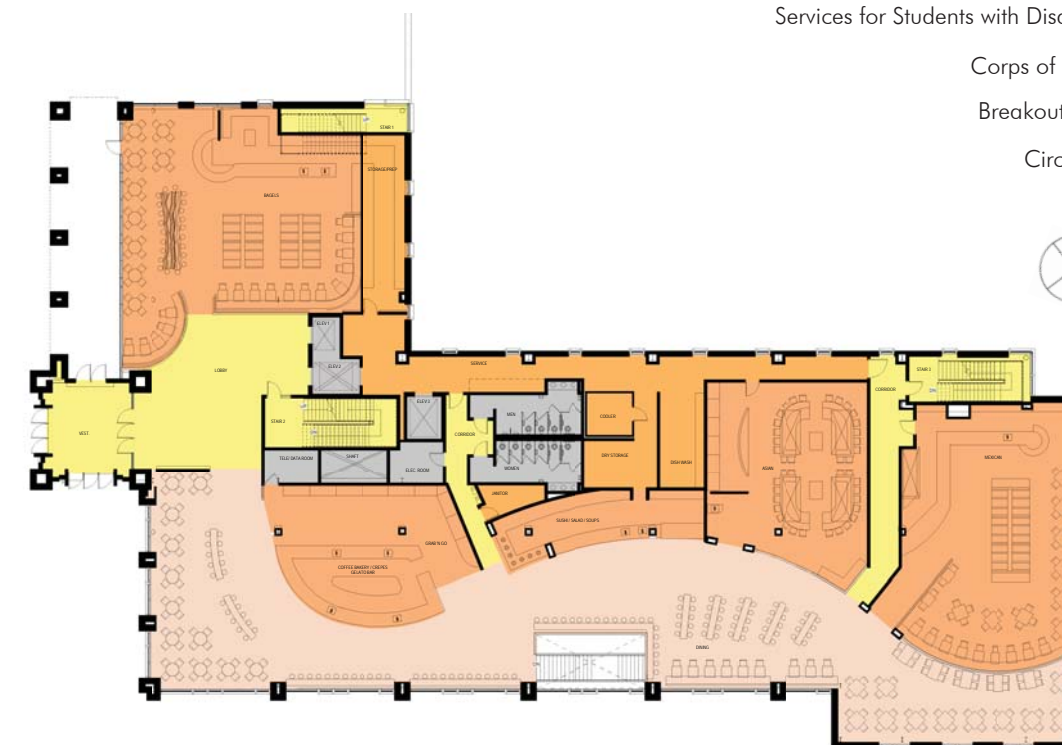
Skanska USA Building, Inc.



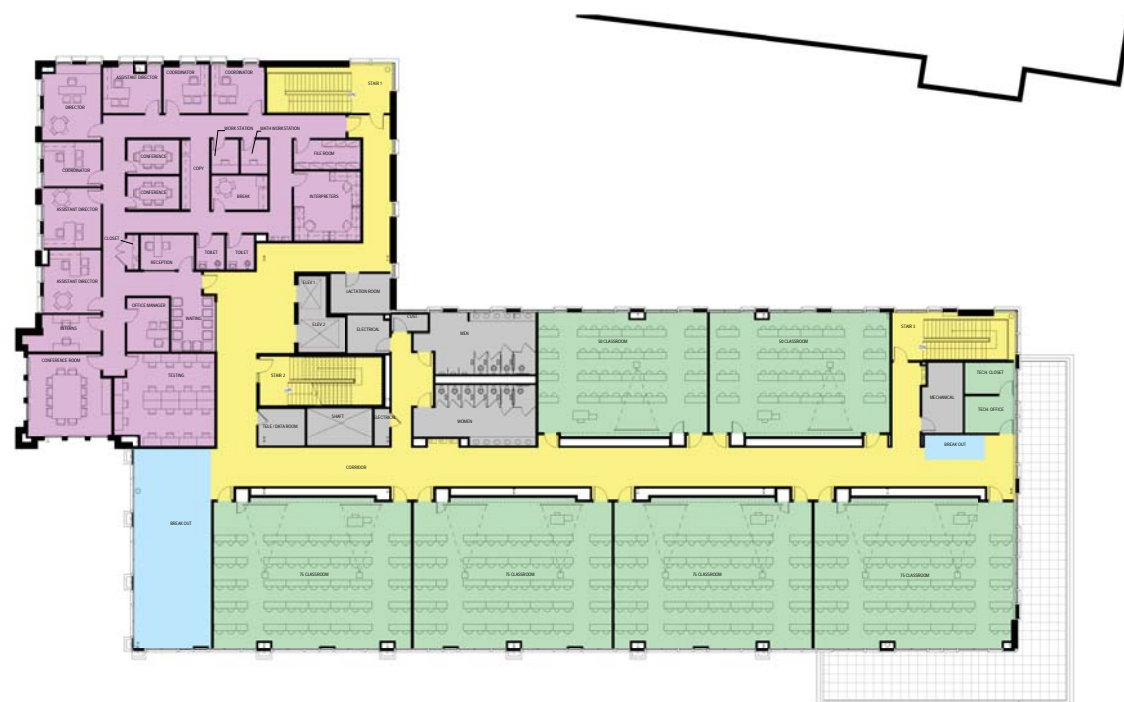
Site Plan



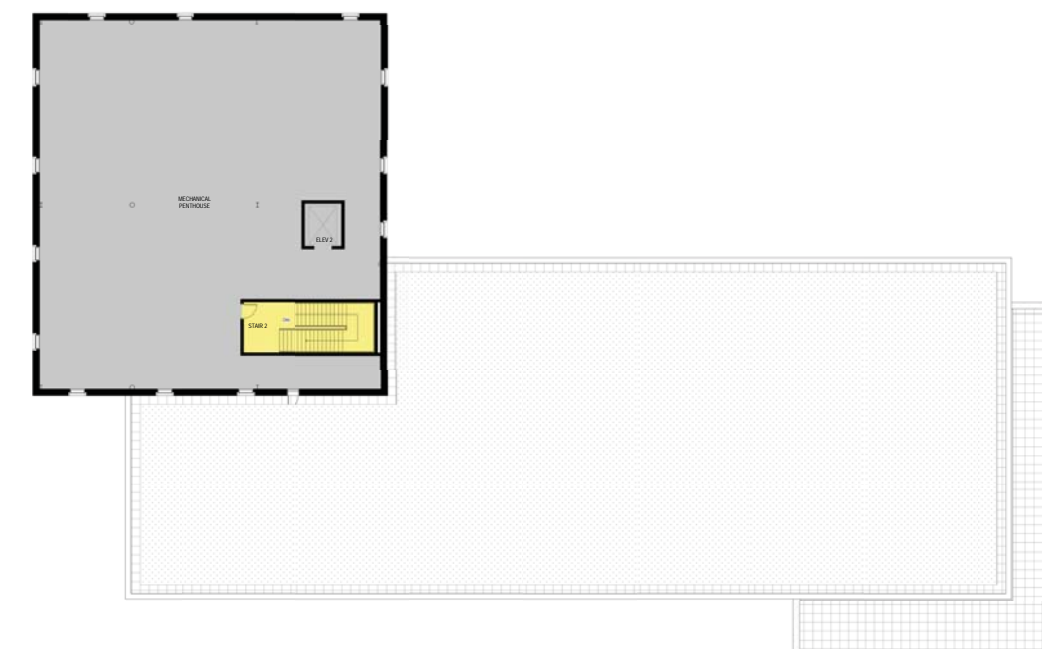
First Floor Plan



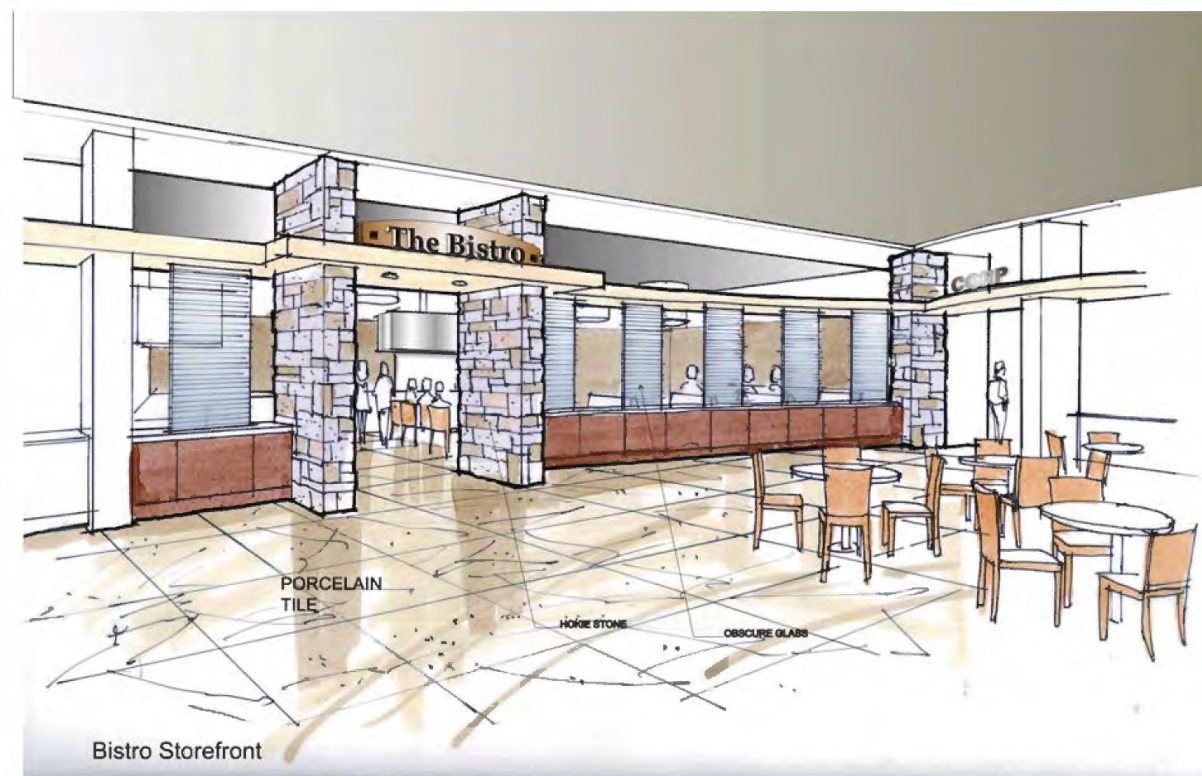
Second Floor Plan



Third Floor Plan



Penthouse Plan



**Capital Project Information Summary**  
**Chiller Plant – I**

**THE BUILDINGS AND GROUNDS COMMITTEE**  
**August 31, 2009**

**Title of Project:**

Chiller Plant - I

**Location:**

Western edge of the Cage parking lot

**Current Project Status and Schedule:**

The project is in schematic design. Construction is planned to start in the summer of 2010 and occupancy is planned for fall, 2011.

**Project Description:**

The project provides for new construction of an 18,600 gross square foot facility to produce and distribute chilled water to meet new and existing cooling demands in the Life Sciences district. Chillers and pumps will be installed on the main level, high-voltage electrical equipment on a mezzanine level and cooling towers on the roof. Total building height is approximately 78 feet measured to the top of the cooling towers.

**Brief Program Description:**

The building shell is sized to ultimately provide 15,000 tons of cooling using ten chillers and associated cooling towers, to be fit-out in phases. The initial phase will install 3,000 tons of cooling and associated distribution piping to serve the immediate cooling needs of the district.

**Contextual Issues and Design Intent:**

The precinct plan for the area references a future parking structure directly adjacent to the chiller plant site. This plant is designed to unite with that structure in the future, anticipating architecture consistent to the current parking structure project on Perry Street. Exterior materials include Hokie Stone, glass, and architectural precast concrete compatible with other academic buildings in the area allowing it to blend into its campus setting. The focus of this portion of the precinct will be as a centralized utility and service hub to support future research and academic facilities in the area.

**Architect/Engineer:**

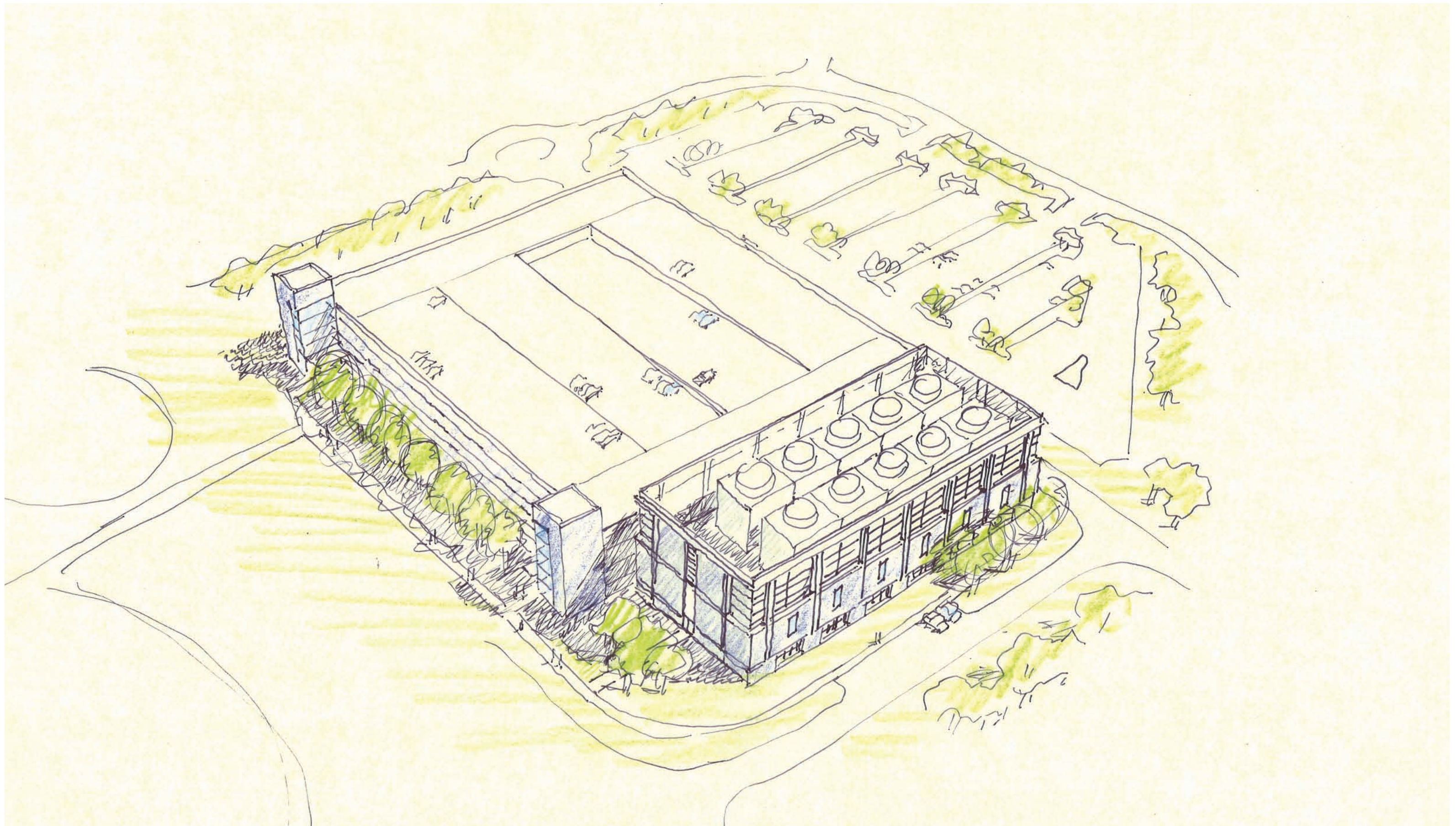
Burns and Roe Services Corporation with Trefz Engineering and BLT Architects

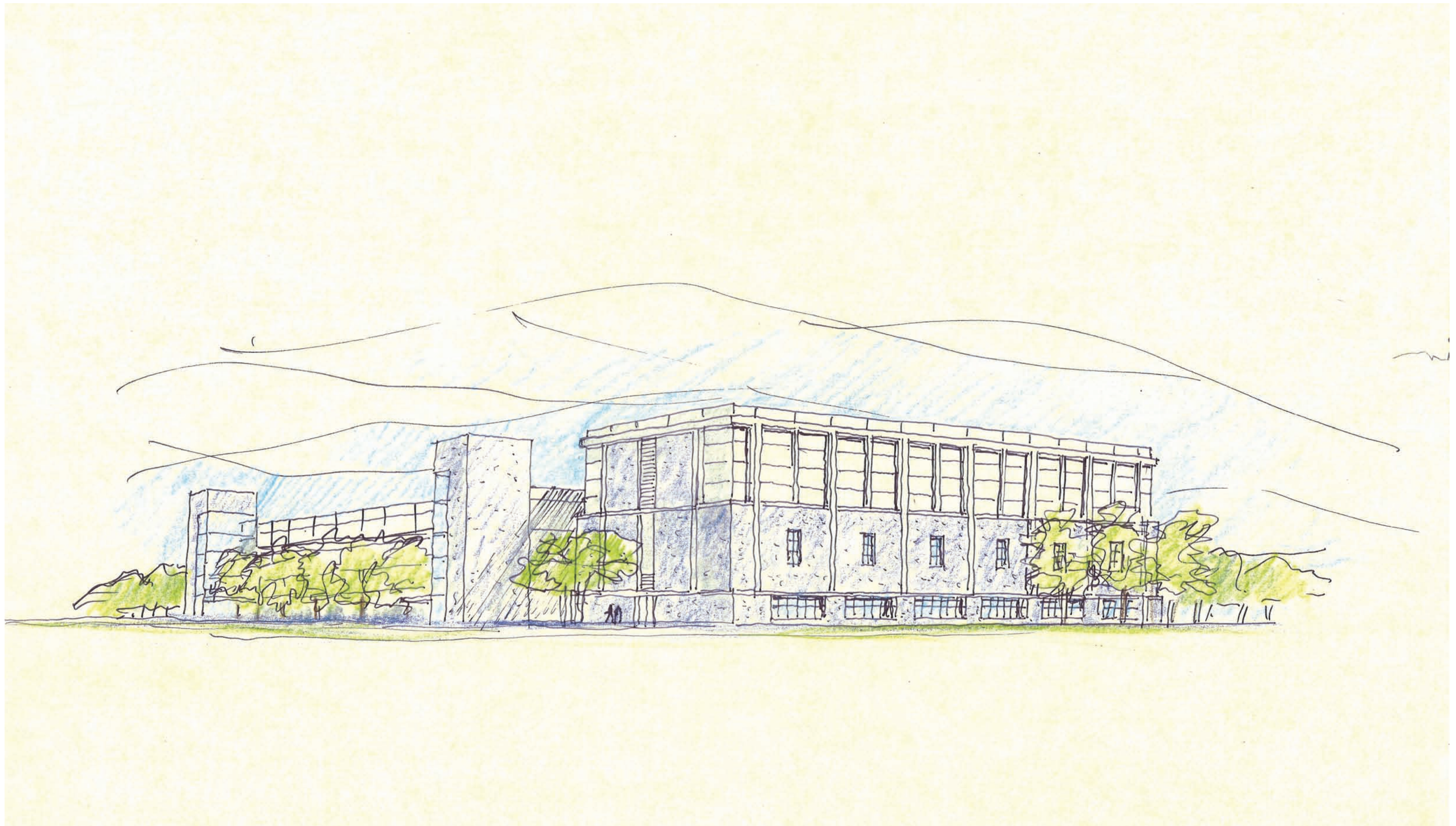
**Construction Manager:**

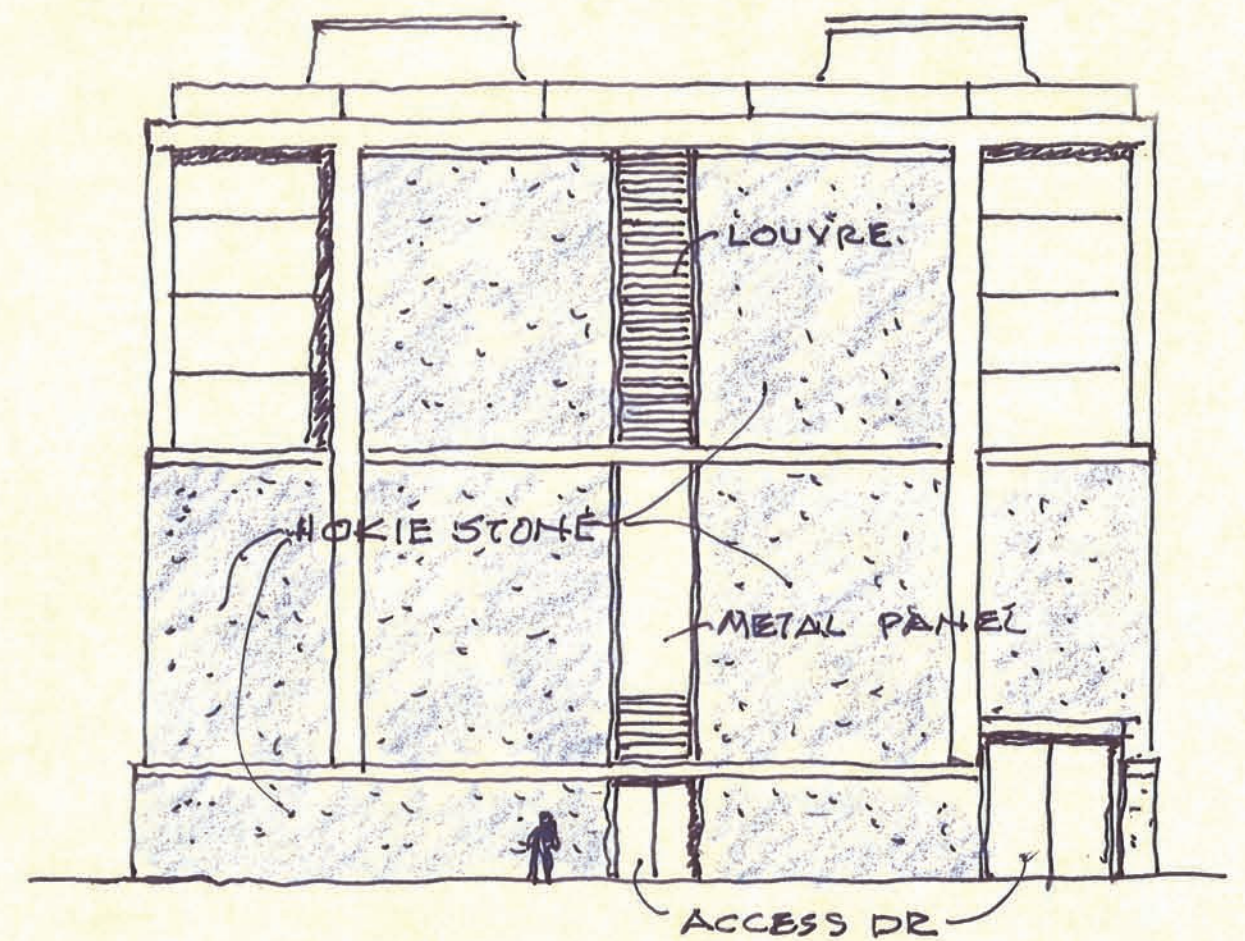
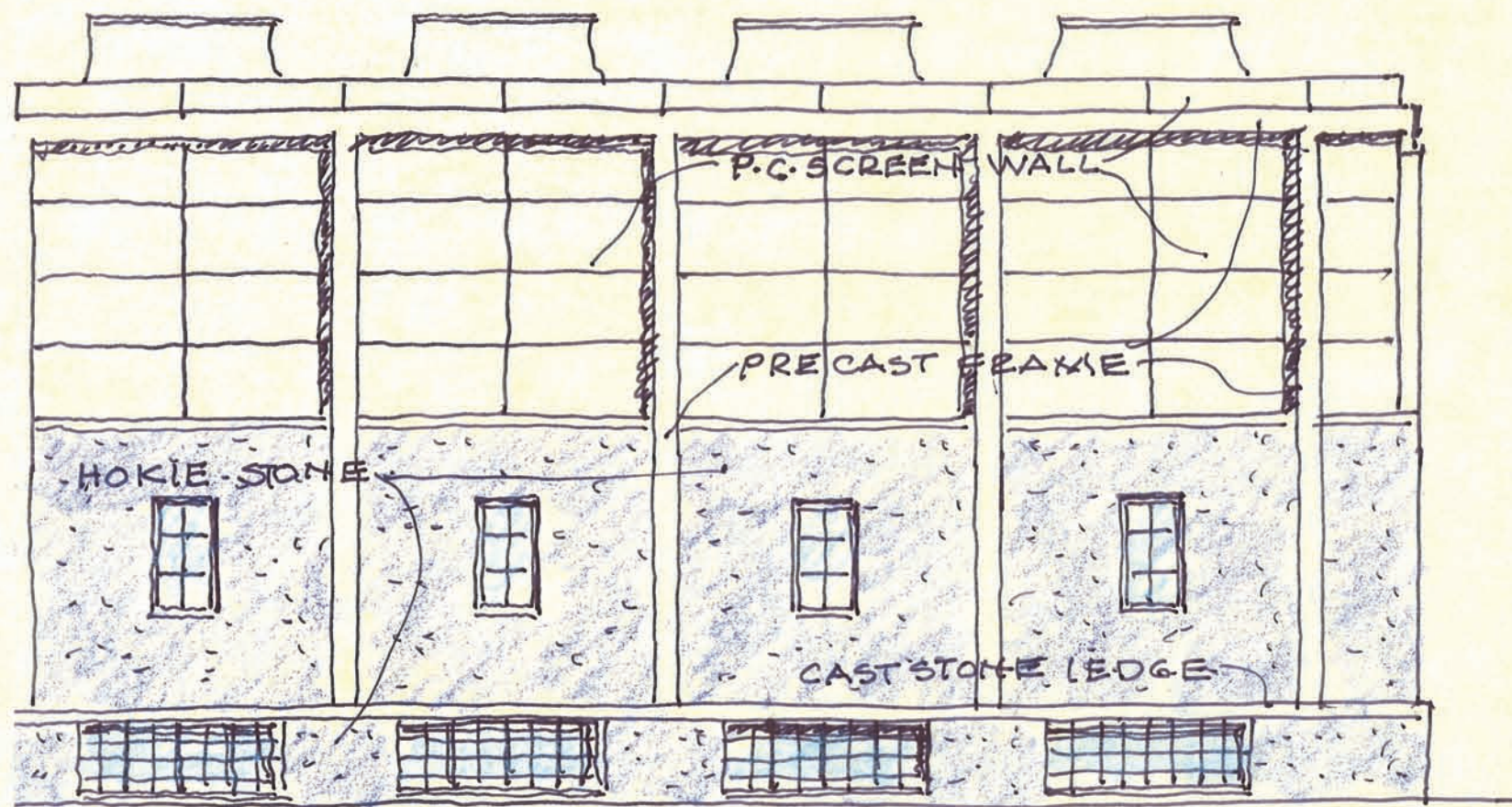
TBD



CHILLER PLANT  
90'W X 230'L X 70'H







Chiller Plant  
90'W x 230'L x 70'H





# **New Higher Education Opportunity Act Clery Reporting Requirements and University Emergency Management Initiatives**

**Presented by Chief Wendell Flinchum, VTPD, and  
Michael J. Mulhare, P.E., Office of Emergency Management  
to the  
Virginia Tech Board of Visitors  
Buildings and Grounds Committee  
August 31, 2009**



# Clery Act

- Timely warnings for crimes that represent a threat to safety on campus
- Publication of annual crime statistics
- Availability of daily crime log
- Policy statements related to access and security on campus



# Higher Education Opportunity Act (HEOA)

- August 2008 Amendments
  - Missing Person Policy/Procedure
  - Disclosure of Additional Crime Statistics
  - Annual Publication and Testing of Emergency Procedures/Evacuation
  - Annual Publication of Fire Safety Statistics and Information



# Missing Persons

- The HEOA requires institutions that provide on-campus housing to establish a missing student notification policy for students who reside in on-campus housing. This policy must:
  - Inform students of option to identify a contact person to be notified in the case that the student is determined missing
  - Provide a means for each student to register this confidential contact information
  - Advise each student under 18 years of age that the institution must notify a custodial parent or guardian within 24 hours if law enforcement has determined that such student has been missing



# Missing Persons (*continued*)

- Require the institution to initiate the emergency contact procedures if campus law enforcement has determined the student has been missing more than 24 hours
- Include procedures for official notification that a student has been missing for more than 24 hours to the appropriate individuals at the institution
- Requires any official missing person report regarding such student to be referred immediately to the institution's police



# Crime Statistics

- **Hate Crimes:**

- Crimes that are perpetrated against a victim intentionally because of the actual or perceived race, gender, religion, sexual orientation, ethnicity, or disability of the victim
- Additional reporting for the following offenses only if perpetrated as a hate crime :
  - crimes involving bodily injury to any person
  - destruction, damage, or vandalism of property
  - larceny-theft
  - simple assault
  - intimidation



# Emergency Procedures

- **Policy required with statements including:**
  - Procedures to “*immediately notify the campus community upon the confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees occurring on the campus*” (VT Policy 5615, University Safety and Security, approved by the President in March 2009, complies)
  - the officials responsible for specific duties in the case of an emergency
  - plans to train relevant officials
  - procedures to notify parents
  - plans to test the policy and procedures
- **Publication and testing of emergency response and emergency evacuation procedures**



# Fire Safety

- An institution must make a fire log for the most recent 60-day period open to public inspection during normal business hours
- **Annual publication with:**
  - Statistics for each on-campus housing facility, during the most recent calendar years for which data are available, concerning each of the following:
    - The number of fires and the cause of each fire, value of property damage, number of deaths and injuries (requiring treatment in a medical facility)
    - A description of each on-campus student housing facility fire safety and sprinkler system
    - The number of regular mandatory supervised fire drills



# Fire Safety (*continued*)

**Annual publication must also include:**

- Fire safety information including:
  - The policies or rules on portable electrical appliances, smoking, open flames...
  - The procedures for evacuation
  - The policies regarding fire safety education and training programs provided to students, faculty, and staff



# Timeline for Compliance

- Due October 1, 2009:
  - Additional hate crime statistics **(completed)**
- Due October 1, 2010:
  - Missing Person Policy/Procedure **(completed)**
  - Annual publication/testing of Emergency procedures/evacuation **(in progress)**
  - Annual publication of Fire Safety Statistics **(October 2009)**



# Annual Clery Report

- The Clery Report required to be published by October 1<sup>st</sup> of each year
- 2008 Report includes new Fire Safety Report
- Reporting statistics for Virginia Tech



# Virginia Tech Office of Emergency Management

## Mission

- Instill a Culture of Preparedness
- Build a Disaster Resilient University



# Emergency Preparedness





# Planning

- Emergency Management Committee
  - Evacuation Planning
  - FEMA Grants
  - NWS Storm-Ready
- Emergency Notification System (ENS) Protocols
- Emergency Information Desk Reference
- Awarded \$247,419 Department of Education Grant for Program Development



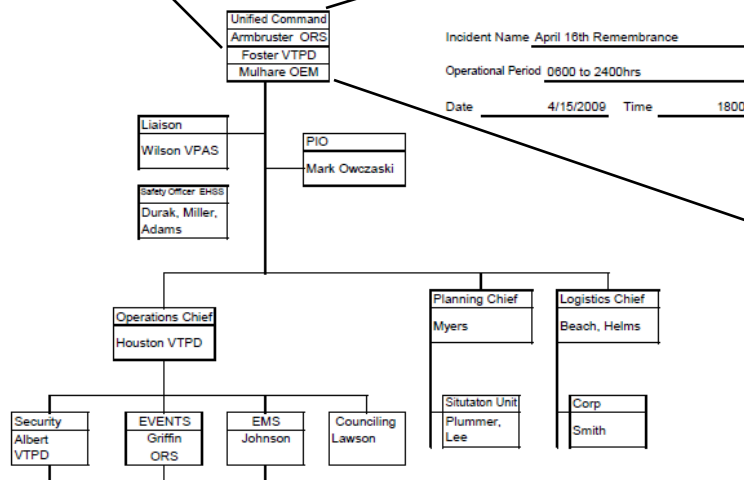
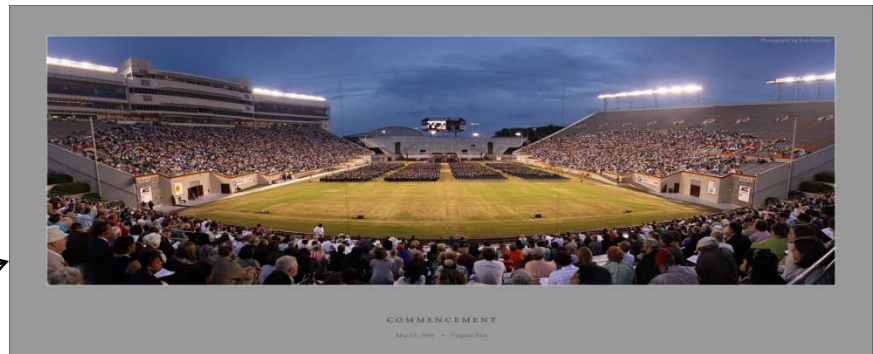
# MITIGATION

- **VT** National Incident Management System(NIMS) Training Program
  - Curriculum of 9 NIMs Courses Delivered Directly or Online
  - 1276 Contact Hours of NIMS Training Provided
  - Senior Staff/ Safety and Security Committee; Compliant with NIMS Training Requirements
- Risk Assessment Team (BYRNE Grant)



# RESPONSE and RECOVERY;

## *“Returning to Normalcy”*





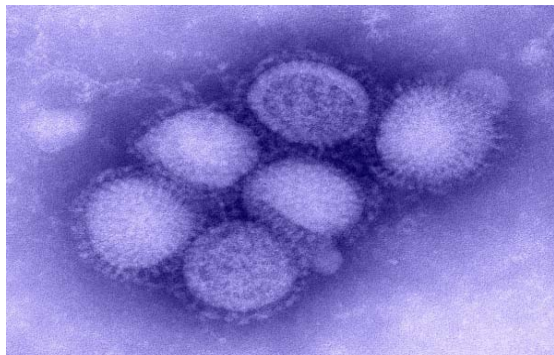
# 2009/2010 Moving Forward

- Planning
  - Update and improve COOPs, ERP and EAPs
  - Conduct series of Table Top Exercises leading to a University Functional Exercise
- Mitigation
  - Campus Risk Assessment



# 2009/2010 Moving Forward

## Response and Recovery



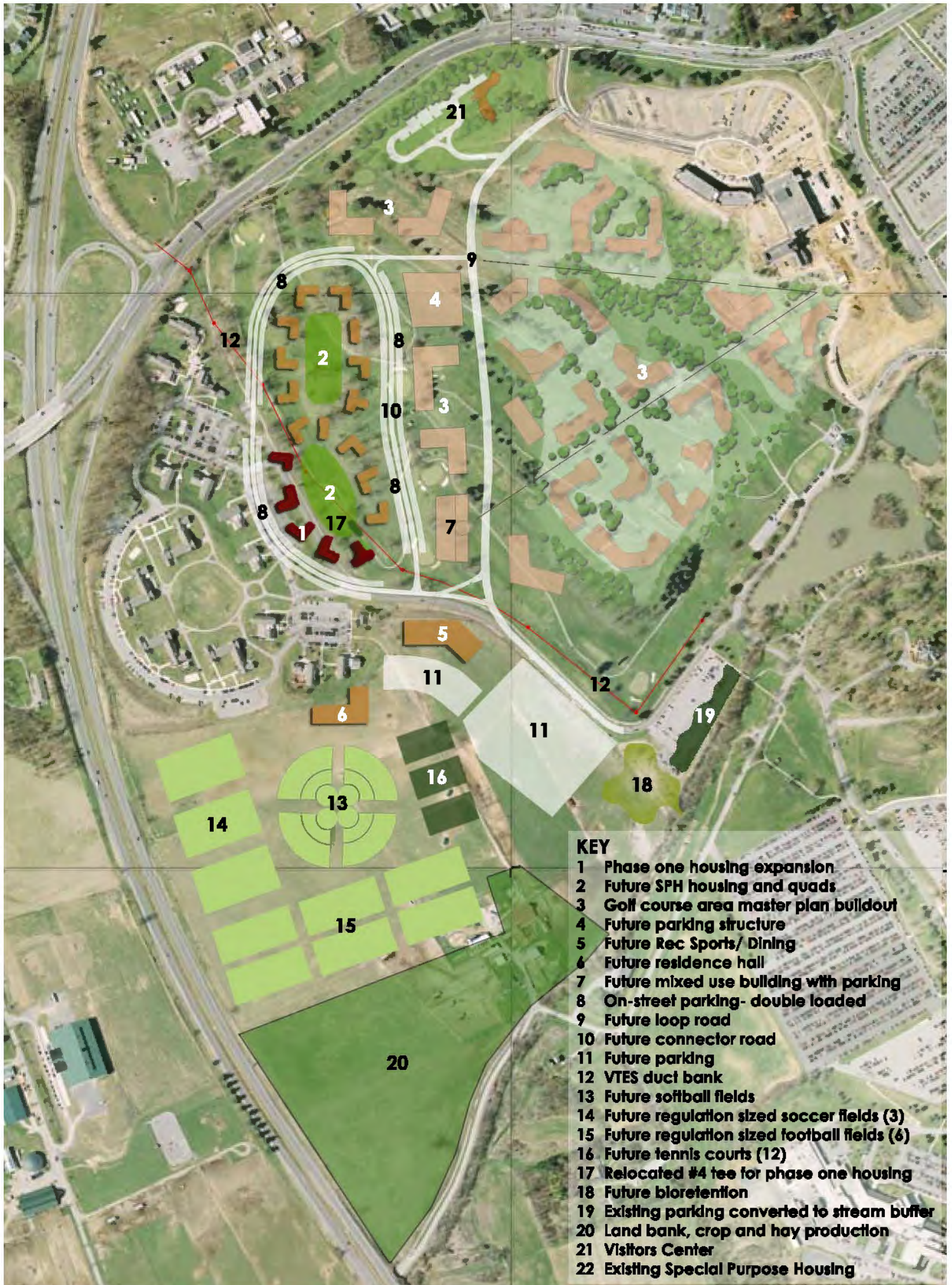
H1N1 Preparedness



Weather  
Response



ICS/NIMS at  
Football Games



**Capital Outlay Project Status Report**  
**BUILDINGS AND GROUNDS COMMITTEE**

**August 31, 2009**

**PROJECTS BEING DESIGNED**

**1. Campus Heat Plant**

This project provides planning authorization for the design of new heating and cooling infrastructure to serve the various areas of campus.

**A/E: Affiliated Engineers, Inc. – Chapel Hill, NC**

Status: Project split into various design and construction packages. Life Sciences corridor steam line expansion design criteria modified to direct burial installation, which is currently under construction. Central plant boilers 8, 9, and 10 upgrades are substantially complete.

**2. Infectious Disease Research Facility (Vet Med Addition) (16,300 GSF) – CM @ Risk**

This project will accommodate infectious disease research laboratory space (60%), lab office space and support areas (40%).

**A/E: CUH2A Architecture, Engineering, Planning – Bethesda, MD**  
**Construction Manager: TBD**

Status: Working Drawings are underway. CM@Risk procurement underway.

**3. McComas Hall - Additional Recreation, Counseling and Clinical Space (27,000 GSF) – CM @ Risk**

This project will expand McComas Hall to meet the growing demand for student recreation/exercise space for the university.

**A/E: Hughes Group Architects – Sterling, VA**  
**Construction Manager: The Whiting-Turner Contracting Co. – Charlotte, NC**

Status: Working Drawings are complete. GMP has been received and under review.

**4. Visitors and Undergraduate Admissions Center (20,000 GSF) – CM @ Risk**

This project will accommodate the growing needs of visitors to the campus and university admission's office.

**A/E: Glavè & Holmes Associates – Richmond, VA**  
**Construction Manager: BE&K Building Group – Charlotte, NC**

Status: Working Drawings are underway.

**5. Academic and Student Affairs Building (68,000 GSF) – CM @ Risk**

This project will include a new dining facility, academic instruction areas, and other student space in a four or five-story building.

**A/E: Burt Hill Kosar Rittleman Associates – Washington, D.C.**  
**Construction Manager: Skanska USA Building, Inc. – Durham, NC**

Status: Preliminary Design is underway.

**6. VBI Addition Facility (50,000 GSF) – CM @ Risk**

This project will include office space for faculty, researchers, research associates, and support personnel and associated conference and meeting space for growing Virginia Bioinformatics Institute (VBI) departments.

**A/E: Perkins + Will – Charlotte, NC**  
**Construction Manager: Skanska USA Building Inc. – Durham, NC**

Status: Working Drawings are underway.

**7. Geosciences Building & Discovery Center - Sciences Research Laboratory - I (93,300 GSF) – CM @ Risk**

This project will include a combination of offices, class laboratories, research offices and laboratories, and graduate student space that will be used to house a number of departments and programs for the College of Science. A significant portion of the building is envisioned to house the Department of Geosciences. The other focus of the building program envisions an expansion of the nano-science research field.

**A/E (Programming Only): CUH2A Architecture, Engineering, Planning – Bethesda, MD**  
**A/E: Payette/E. Verner Johnson – Boston, MA**

Status: A program and site confirmation study has been completed. A/E selection has been completed. CM@Risk procurement underway.

**8. Center for the Arts (120,000 GSF) – CM @ Risk**

This project includes construction of a new Performance Hall with a 1,300-seat auditorium, as well as a Visual Arts Gallery. It also includes the renovation of Shultz Hall for Creative Technologies and support spaces.

**A/E: Snohetta AS – New York, NY with STV Group, Inc. – Douglassville, PA**  
**Construction Manager: Holder Construction Company – Charlotte, NC**

Status: Preliminary Design is underway.

**9. Signature Engineering Building (160,000 +/- GSF) – CM @ Risk**

This project constructs a new state-of-the-art, technology enhanced flagship building for the College of Engineering.

**A/E: Zimmer Gunsul Frasca Architects LLP – Washington, DC**  
**Construction Manager: TDB**

Status: Pre-planning/programming is underway.

**10. Human and Agricultural Biosciences Building I (92,000 +/- GSF) – CM @ Risk**

This project constructs a new advanced agricultural research laboratory facility.

**A/E: Lord, Aeck & Sargent, Inc. – Atlanta, GA**  
**Construction Manager: Skanska USA Building, Inc. – Durham, NC**

Status: Preliminary Design is underway.

**11. Renovate Davidson Hall (50,000 +/- GSF) – CM @ Risk**

This project demolishes and replaces the deteriorated center and rear sections of Davidson Hall.

**A/E: Einhorn Yafee Prescott – Washington, DC**  
**Construction Manager: Barton Malow Company – Charlottesville, VA**

Status: Preliminary Design is underway.

**12. Chiller Plant I (N/A GSF) – CM @ Risk**

This project develops and implements additions/improvements to the campus chilled water infrastructure.

**A/E: Burns and Roe Service Corporation – Virginia Beach, VA**  
**Construction Manager: TBD**

Status: Schematic Design is underway. CM@Risk procurement underway.

**13. Owens and West End Market Food Courts – CM @ Risk**

This project constructs a seating addition with modifications to the West End Market and renovates the Dining/Food Service areas of Owens Hall.

**A/E: Clark Nexsen – Charlotte, NC**  
**Construction Manager: TBD**

Status: Working Drawings are underway. CM@Risk procurement underway.

**14. Myers Lawson School of Construction Phases II & III**

This project constructs approximately 70,000 GSF of instructional classrooms, laboratories, and faculty offices with a connection to the existing Bishop Favrao Hall.

**A/E: Perkins + Will – Charlotte, NC (Pre-Planning Phase Only)**

Status: Pre-planning is underway.

**15. National Institute of Aerospace (60,000 GSF) - PPEA**

This project constructs a new three story lab building in Hampton, Virginia.

**PPEA Team: TBD**  
**Construction Manager: Alpha Corporation – Hampton Roads, VA**

Status: PPEA RFP for detailed selection of final firms underway.

**16. Agriculture Program Relocation, Phases I and II (N/A GSF)**

This project relocates the current lactating, non-lactating, and bovine palpation herds to Ketland Farm.

**A/E: TBD**  
**Contractor: TBD**

Status: A/E selection underway.

## **CONSTRUCTION PROCUREMENT PROCESS**

### **1. Materials Management Facility (7,500 GSF)**

This project will construct a facility to manage, store, and process hazardous waste for disposal.

**A/E: Wiley & Wilson - Lynchburg, VA**

**Contractor: TBD**

Status: Working Drawings are complete. Construction bids received on July 29, 2009.

## **PROJECTS UNDER CONSTRUCTION**

### **1. New Residence Hall – I (92,800 GSF)**

This project will include construction of a new residence hall containing 264 beds as well as office space for Student Programs.

**A/E: Hanbury Evans Wright Vlattas – Norfolk, VA**

**Contractor: Branch & Associates, Inc. – Roanoke, VA**

Status: Building construction underway. Substantial completion has been achieved. User turnover anticipated late July 2009.

### **2. Renovate Henderson Hall and Black Box Theater (38,570 GSF)**

This project is to renovate Henderson Hall and includes an 8,600 SF Black Box Theater. The project will provide academic space for the visual and performing arts programs.

**A/E: Moseley Architects – Virginia Beach, VA**

**Contractor: Avis Construction Company, Inc. – Roanoke, VA**

Status: Building construction underway. Anticipated occupancy is the fall of 2009. User move-in to Henderson Hall currently underway.

### **3. Basketball Practice Facility (53,000 GSF) – CM @ Risk**

This project includes construction of a state-of-the-art practice facility for men and women's basketball. It will include two full size courts, coaches' facilities, and locker rooms.

**A/E: Cannon Design – Arlington, VA**

**Construction Manager: The Whiting-Turner Contracting Co. – Charlotte, NC**

Status: Building construction underway. Anticipated occupancy is the fall of 2009.

### **4. Virginia Tech – Carilion Medical School and Research Institute (152,000 GSF) - PPEA**

This project constructs a new medical school and research institute adjacent to the Carilion complex in Roanoke.

**PPEA Team: Carilion Clinic, – Roanoke, VA**

**Hayes, Seay, Mattern & Mattern, Inc., - Roanoke, VA**

**Skanska USA Building, Inc. – Durham, NC**

Status: Building construction currently underway.

**5. Parking Structure – Design/Build**

This project will provide a parking structure in the Perry Street lot.

**Criteria Consultant: DESMAN Associates – Vienna, VA**

**Design/Builder: Rentenbach Constructors out of Greensboro**

Status: Design/Builder selected. Design of chiller space structure is underway. Construction anticipated late Fall 2009.

**6. Indoor Batting Practice Facility (12,600 GSF)**

This project will provide a recessed concrete slab for future installation of Field Turf, storage space, practice area, and accessory spaces adjacent to English Field.

**A/E: Hanbury Evans Wright Vlattas – Wytheville, VA**

**Contractor: G&H Contracting, Inc. – Salem, VA**

Status: Anticipate construction completion in fall of 2009.

**7. ICTAS - II (42,000 GSF) – CM @ Risk**

This project will include state-of-the-art research facilities with highly specialized research laboratories, which will support multi-disciplinary research areas including bio-nanotechnology, bio-materials, communications technology, and sensor technology.

**A/E: SmithGroup – Washington, D.C.**

**Construction Manager: Skanska USA Building, Inc – Durham, NC**

Status: Anticipate construction completion in late fall of 2010.

**8. Ambler Johnston Hall - Improve Residence and Dining Halls – (272,000 GSF)  
- CM @ Risk**

This project will provide complete renovations to Ambler Johnston Hall including replacement of building systems and addition of air conditioning. The project is envisioned to improve the sense of community by adding corridor daylighting and an attractive entrance area. It will be completed in multiple phases.

**A/E: Clark Nexsen – Charlotte, NC**

**Construction Manager: Barton Malow Company – Charlottesville, VA**

Status: Construction is underway. Anticipate construction completion for Phase I in Fall 2011 and Phase II in Fall 2012.

**9. Football Locker Room Addition (38,500 +/- GSF) – Design/Build**

This project constructs a 38,500 GSF locker room facility addition to house a new football locker room, a player's lounge, and an administrative area to serve the Athletics Department.

**Design Build Team: Barton Malow Company – Charlottesville, VA**

Status: Site construction is underway.

**10. Campus Heat Plant: Life Sciences Precinct Steam Line (Bid Package 6)**

This project constructs steam and condensate distribution piping to serve the Life Sciences Precinct and provide for distribution mains for the future Boiler Plant on the western side of campus.

**A/E: Affiliated Engineers, Inc. – Chapel Hill, NC**

**Contractor: Mid-Atlantic Infrastructure Systems – Winston-Salem, NC**

Status: Construction is underway.

## **COMPLETED PROJECTS**

### **1. ICTAS – I (99,400 GSF)**

This facility will include engineering-led research labs, offices, and workspaces.

**A/E: Burt Hill Kosar Rittleman Associates – Washington, D.C.**

**Contractor: Branch & Associates, Inc. – Roanoke, VA**

Status: Construction has been completed and building occupied.

### **2. Campus Heat Plant – Steam Distribution Upgrades (Bid Package 1)**

This sub-project of the Campus Heat Plant main project provides for the design and installation of new steam distribution piping to serve the southwest quadrant of campus.

**A/E: Affiliated Engineers, Inc. – Chapel Hill, NC**

**Contractor: Waco, Inc. – Sandston, VA**

Status: Construction has been completed.

### **3. Campus Heat Plant – Boilers 8, 9, and 10 Upgrades (Bid Package 2)**

This sub-project of the Campus Heat Plant main project provides for the design and installation of new equipment for Boilers 8, 9 and 10 to increase boiler efficiency and reduce NOx pollution.

**A/E: Affiliated Engineers, Inc. – Chapel Hill, NC**

**Contractor: McGraw-Morgan – Moseley, VA**

Status: Construction has been completed.

### **4. Campus Heat Plant – Plant Upgrades - Phase I (Bid Package 3)**

This sub-project of the Campus Heat Plant main project provides for the design and installation of upgrades to the central steam plant to increase plant reliability.

**A/E: Affiliated Engineers, Inc. – Chapel Hill, NC**

**Contractor: Waco, Inc. – Sandston, VA**

Status: Construction has been completed.

## **5. Hampton Roads Classroom**

This project will include additional classroom space to support educational programs at the Hampton Roads Agricultural Research and Extension Center.

**A/E: Burgess & Niple – Virginia Beach, VA**

**Contractor: Sun Bay Contracting – Virginia Beach, VA**

Status: Construction has been completed.

# UNIVERSITY PLANNING, DESIGN AND CONSTRUCTION

## BIDS RECEIVED

AUGUST 31, 2009

### 1. Institute for Critical Technology and Applied Science Phase II (6/1/09)

<b>Construction Budget</b>	<b>\$ 24,519,000</b>
CM@Risk: Skanska USA Building, Inc.	\$ 22,418,130 (8.6% Savings)

### 2. Materials Management Facility (7/29/09)

<b>Construction Budget</b>	<b>\$ 2,507,000</b>
G&H Contracting, Inc	\$2,180,000 (13% Savings w/ Additives)
South End Construction, Inc.	\$2,181,053
J.M. Turner & Company, Inc.	\$2,191,000
T/A Snyder & Associates	\$2,191,125
Hammerhead Construction	\$2,246,384.39
The Whiting-Turner Contracting Co.	\$2,282,450
J E Jamerson & Sons, Inc.	\$2,306,000
Payne Construction Co., Inc.	\$2,365,247
F&S Building Innovations, Inc.	\$2,375,170
Swope Construction Co.	\$2,404,000
Corte Construction Co., Inc.	\$2,630,250
Hall's Construction Corporation	\$2,673,447
Breakell, Inc.	\$2,945,805

### 3. McComas Hall - Additional Recreation, Counseling and Clinical Space (8/20/09)

<b>Construction Budget</b>	<b>\$ 8,798,000</b>
CM@Risk: The Whiting-Turner Co.	\$ 8,361,223 (5.0% Savings)

	<b>DESIGN PROCESS</b>	State Support (1)	General Obligation Bond (2)	Nongeneral Fund Cash	Nongeneral Fund Revenue Bond	Total
1	Campus Heat Plant (a)	\$17,250		\$2,750	\$11,500	\$31,500
2	Infectious Disease Research Facility	\$3,137		\$6,163		\$9,300
3	Additional Recreation, Counseling and Clinical Space				\$13,000	\$13,000
4	Visitors and Undergraduate Admissions Center			\$3,400	\$7,100	\$10,500
5	Academic and Student Affairs Building (b)				\$2,720	\$2,720
6	VBI Addition Facility (b)				\$2,400	\$2,400
7	Sciences Research Laboratory - I	\$28,758			\$16,800	\$45,558
8	Center for the Arts			\$5,000	\$58,000	\$63,000
9	Signature Engineering Building (d)	\$250				\$250
10	Human and Agricultural Biosciences Building I (e)	\$2,040				\$2,040
11	Renovate Davidson Hall (e)	\$1,506				\$1,506
12	Chiller Plant I (e)	\$480				\$480
13	Owens and West End Market Food Courts				\$5,000	\$5,000
14	Myers Lawson School of Construction Phases II and III					\$0
15	National Institute of Aerospace (f)	\$12,000				\$12,000
16	Agriculture Program Relocation Phases I and II			\$500		\$500
	<b>CONSTRUCTION PROCUREMENT</b>					
1	Materials Management Facility	\$3,500				\$3,500
	<b>UNDER CONSTRUCTION</b>					
1	New Residence Hall - I			\$953	\$30,047	\$31,000
2	Renovate Henderson Hall and Black Box Theater	\$7,333	\$6,542	\$4,683		\$18,558
3	Basketball Practice Facility			\$12,100	\$9,400	\$21,500
4	Virginia Tech-Carilion Medical School and Research Institute (f)	\$59,000				\$59,000
5	Parking Structure				\$26,000	\$26,000
6	Indoor Batting Practice Facility			\$2,300		\$2,300
7	ICTAS - II	\$13,519			\$17,500	\$31,019
8	Improve Residence and Dining Halls - Ambler Johnston Hall				\$75,000	\$75,000
9	Football Locker Room Addition			\$5,926	\$12,074	\$18,000
10	Campus Heat Plant - Life Sciences Precinct Steam Line					<i>Included in Campus Heat Plant amounts above.</i>

**Notes:**

- (1) General Fund and state supported debt.
- (2) 2002 General Obligation Bond program.
- (a) Project Budget is \$28,750,000.
- (b) Planning authorization only.
- (c) Project Budget is \$45,990,000.
- (d) Pre-planning authorization only.
- (e) Detailed planning authorization only.
- (f) PPEA.

CAPITAL PROJECT STATUS REPORT Projects in Design Phase, Construction Procurement, Pending, or On Hold August 31, 2009													
PROJECTS	DATE AUTHORIZED	ORIGINAL COMPLETION DATE **		INITIAL AUTHORIZATION	CURRENT APPROVED BUDGET	PHASE	ESTIMATED BID OPEN or GMP DATE	ANTICIPATED OCCUPANCY DATE	A/E OF RECORD	TOTAL INITIAL A/E CONTRACT AMOUNT	A/E CHANGE ORDERS TO-DATE	COMMENTS	
DESIGN PHASE													
1	Campus Heat Plant (1)	Jul-04	Dec-09	P	\$ 2,750,000	\$ 28,750,000	CD	Jan-07	Dec-09	Affiliated Engineers, Inc.	\$ 2,326,698	\$ 423,388	
2	Infectious Disease Research Facility	Aug-06	Jan-10		\$ 7,137,000	\$ 9,300,000	CD	Aug-09	Jan-11	CUH2A Architecture, Engineering, Planning	\$ 930,591	\$ 30,185	
3	Additional Recreation, Counseling and Clinical Space	Jul-06	Sep-09		\$ 13,000,000	\$ 13,000,000	CD	Oct-09	Oct-09	Hughes Group Architects	\$ 969,181	\$ 17,374	
4	Visitors and Undergraduate Admissions Center	Jul-06	Sep-09		\$ 5,250,000	\$ 10,500,000	CD	Jan-09	Jul-11	Glave & Holmes Associates	\$ 1,012,715	\$ 14,315	
5	Academic and Student Affairs Building	Jun-07	Nov-12	P	\$ 2,720,000	\$ 2,720,000	SD	Jun-10	Jun-12	Burt Hill Kosar Rittleman Associates	\$ 3,550,508	\$ 117,164	
6	VBI Addition Facility	Jun-07	Nov-10	P	\$ 2,400,000	\$ 2,400,000	CD	TBD	TBD	Perkins + Will	\$ 2,524,002	\$ 111,517	
7	Sciences Research Laboratory - I	Oct-06	TBD	P	\$ 3,500,000	\$ 2,383,000	PP	TBD	TBD	CUH2A Architecture, Engineering, Planning	\$ 399,642	\$ 68,286	
8	Center for the Arts	Sep-04	TBD		\$ 40,000,000	\$ 63,000,000	DD	TBD	TBD	Snohetta AS with STV Group, Inc.	\$ 10,646,530	\$ 5,869	
9	Signature Engineering Building	Jul-08	TBD	PP	\$ 250,000	\$ 250,000	PP	TBD	TBD	Zimmer Gunsul Frasca Architects	\$ 407,271	\$ -	
10	Human and Agricultural Biosciences Building I	Jul-08	Jan-13	DP	\$ 2,040,000	\$ 2,040,000	DD	TBD	TBD	Lord, Aeck & Sargent, Inc.	\$ 4,519,782	\$ -	
11	Renovate Davidson Hall	Jul-08	Jul-12	DP	\$ 1,506,000	\$ 1,506,000	DD	TBD	TBD	Einhorn Yaffee Prescott	\$ 2,822,856	\$ -	
12	Chiller Plant I	Jul-08	Nov-12	DP	\$ 480,000	\$ 480,000	SD	TBD	TBD	Burns and Roe Service Corporation	\$ 257,682	\$ -	
13	Owens and West End Market Food Courts	Jul-08	Nov-10		\$ 5,000,000	\$ 5,000,000	CD	TBD	TBD	Clark Nexsen	\$ 419,990	\$ -	
14	Myers Lawson School of Construction Phase II & III	TBD	TBD	P	\$ -	\$ -	PP	TBD	TBD	TBD	\$ -	\$ -	
15	National Institute of Aerospace	Jan-09	TBD		\$ 12,000,000	\$ 12,000,000	A/E S	TBD	TBD	TBD	\$ -	\$ -	
16	Agriculture Program Relocation Phases I & II	Mar-09	TBD	PP	\$ 500,000	\$ 500,000	A/E S	TBD	TBD	TBD	\$ -	\$ -	
CONSTRUCTION PROCUREMENT													
1	Materials Management Facility	Jul-07	Mar-10		\$ 3,500,000	\$ 3,500,000	BID	Jul-09	Oct-10	Wiley & Wilson	\$ 440,000	\$ 47,800	
Total					\$ 102,033,000	\$ 157,329,000							

\*\* Original Completion Date is defined as the Original Substantial Completion date. Occupancy usually occurs within 60 days of Substantial Completion.

P - Only planning funds authorized.

PP - Pre-planning authorization only.

DP - Detailed planning authorization only.

(1) - Current Approved Budget amount shown reflects balance of project after bidding of subprojects.

Phase Abbreviations

A/E S = A/E Selection/Programming

PP = Pre-Planning/Programming

SD = Schematic Design

DD = Design Development (Preliminary Design)

CD = Construction Documents (Working Drawings)

BID = Bid Phase

PDG = Pending

HOLD = On Hold

CAPITAL PROJECT STATUS REPORT  
Projects Under Construction and Completed  
August 31, 2009

			MILESTONE DATES			SUBSTANTIAL COMPLETION DATES				CONSTRUCTION BUDGET					MISCELLANEOUS	
PROJECTS		GC/CM/DB	DELIVERY METHOD	STATE OR BOV AUTHORIZATION	NOTICE TO PROCEED	MOBILIZATION	SUBSTANTIAL COMPLETION WHEN AUTHORIZED	CURRENT CONTRACTUAL SUBSTANTIAL COMPLETION	NOTES	ANTICIPATED OCCUPANCY	INITIAL CONSTRUCTION BUDGET	A/E FINAL ESTIMATE	BID/GMP	CUMULATIVE CHANGE ORDERS TO-DATE	CURRENT CONSTRUCTION AMOUNT	ESTIMATED WORK-IN-PLACE
UNDER CONSTRUCTION																
1	New Residence Hall - I	Branch & Associates, Inc.	DBB	Jul-00	Dec-07	Dec-07	May-09	Jun-09		Aug-09	\$ 17,500,000	\$ 20,098,900	\$ 25,077,582	\$ 406,479	\$ 25,484,061	95%
2	Renovate Henderson Hall and Black Box Theater	Avis Construction Company, Inc.	DBB	Feb-04	Feb-08	Feb-08	Oct-08	May-09		Aug-09	\$ 9,534,000	\$ 12,918,200	\$ 11,559,955	\$ 51,750	\$ 11,611,705	97%
3	Basketball Practice Facility	The Whiting-Turner Contracting Company	CMR	Mar-07	Apr-08	Apr-08	Aug-09	TBD		Nov-09	\$ 16,400,000	\$ 15,020,077	\$ 3,964,046	\$ 12,351,792	\$ 16,315,838	95%
4	Virginia Tech-Carilion Medical School and Research Institute	Carilion/Skanska USA Building, Inc./HSMM	PPEA	Jul-08	Sep-08	Sep-08	Aug-10	Aug-10		Aug-10	\$ 59,000,000	N/A	N/A	N/A	\$ 59,000,000	45%
5	Parking Structure	Rentenbach Constructors Incorporated	DB	Jun-08	Aug-08	TBD	Jun-10	Jun-10		Jul-10	\$ 25,500,000	\$ 25,000,000	\$ 19,548,000	\$ -	\$ 19,548,000	7%
6	Indoor Batting Practice Facility	G&H Contracting, Inc.	DBB	Aug-08	Nov-08	Nov-08	May-09	Jun-09		Sep-09	\$ 1,500,000	\$ 1,500,000	\$ 1,145,500	\$ 16,431	\$ 1,161,931	90%
7	ICTAS II	Skanska USA Building, Inc.	CMR	Aug-06	Apr-09	Apr-09	Oct-10	Oct-10		Nov-10	\$ 23,150,000	\$ 22,040,863	\$ 1,716,373	\$ 20,701,757	\$ 22,418,130	5%
8	Ambler Johnston Hall - Improve Residence and Dining Halls	Barton Malow Company	CMR	Mar-07	May-09	Jun-09	Jul-12	Jul-12		Aug-12	\$ 52,313,670	N/A	\$ 50,388,670	\$ 20,000	\$ 50,408,670	7%
9	Football Locker Room Addition	Barton Malow Company	CMR	Mar-09	May-09	Jun-09	Aug-10	Aug-10		Sep-10	\$ 18,000,000	N/A	\$ 12,558,008	\$ -	\$ 12,558,008	2%
10	Campus Heat Plant: Life Sciences Precinct Steam Line (BP 6)	Mid-Atlantic Infrastructure Systems	DBB	Jul-04	May-09	May-09	Aug-10	Apr-10		Apr-10	\$ 6,000,000	\$ 5,845,000	\$ 4,283,011	\$ -	\$ 4,283,011	5%
COMPLETED PROJECTS																
1	ICTAS - I	Branch & Associates, Inc.	DBB	Feb-03	May-06	May-06	Aug-06	Oct-08		Oct-08	\$ 25,340,332	\$ 24,894,766	\$ 31,852,181	\$ 6,329,115	\$ 38,181,296	100%
2	Campus Heat Plant - Steam Distribution Upgrades (BP 1)	Waco, Inc.	DBB	Jul-04	Mar-07	Mar-07	N/A	Nov-08		N/A	\$ 8,000,000	\$ 7,996,000	\$ 6,947,200	\$ 529,770	\$ 7,476,970	100%
3	Campus Heat Plant - Boilers 8, 9, and 10 Upgrades (BP 2)	McGraw-Morgan	DBB	Jul-04	May-07	May-07	N/A	Nov-08		N/A	\$ 2,400,000	\$ 2,489,333	\$ 2,848,640	\$ 123,916	\$ 2,972,556	100%
4	Campus Heat Plant - Plant Upgrades - Phase I (BP 3)	Waco, Inc.	DBB	Jul-04	May-07	May-07	N/A	May-08		N/A	\$ 1,600,000	\$ 1,666,935	\$ 1,119,000	\$ 11,231	\$ 1,130,231	100%
5	Hampton Roads Classroom	Sun Bay Contracting	DBB	May-07	Apr-08	Apr-08	May-08	Oct-08		Nov-08	N/A	\$ 300,000	\$ 238,900	\$ 16,085	\$ 254,985	100%

**Abbreviations**  
DBB = Design-Bid-Build  
CMR = Construction Manager @ Risk  
CMA = Construction Manager - Agent  
DB = Design/Build  
PPEA = Public/Private Partnership  
OTH = Other

**Notes**

## **RESOLUTION ON TOWN OF BLACKSBURG EASEMENT**

**WHEREAS**, in conjunction with a project to enhance North Main Street, the Town of Blacksburg has requested that the University grant easements allowing for the placement of traffic signal equipment on University property at the intersections of North Main Street and Turner Street, North Main Street and the University's Alumni Mall, and North Main Street and College Avenue; and

**WHEREAS**, said easements would provide for the placement of traffic and pedestrian signaling indicators in order to improve traffic flow and reduce traffic congestion; and

**WHEREAS**, the Town of Blacksburg requires three permanent easements across University property as follows: approximately 0.0063 acre of real property at the intersection of North Main Street and Turner Street for the installation and maintenance of pedestrian signaling devices, approximately 0.1029 acre of real property at the intersection of North Main Street and the University's Alumni Mall for the installation and maintenance of traffic and pedestrian signaling devices, and approximately 0.0260 acre of real property at the intersection of North Main Street and College Avenue for the installation and maintenance of pedestrian signaling devices; and

**WHEREAS**, the Town of Blacksburg requires four temporary construction easements across University property as follows: approximately 0.0035 acre of real property at the intersection of North Main Street and Turner Street for the installation and maintenance of pedestrian signaling devices, approximately 0.0132 acre of real property at the intersection of North Main Street and the University's Alumni Mall for the installation and maintenance of traffic and pedestrian signaling devices, approximately 0.1853 acre of real property at the intersection of North Main Street and the University's Alumni Mall for the installation and maintenance of traffic and pedestrian signaling devices, and approximately 0.0861 acre of real property at the intersection of North Main Street and College Avenue for the installation and maintenance of pedestrian signaling devices; and

**WHEREAS**, these easements are more particularly described on a drawing prepared by RK&K, LLP for the Town of Blacksburg dated July 15, 2009, Project U000-150-111, R-201, C-501, Sheet No 1M; and

**WHEREAS**, Virginia Polytechnic Institute and State University desires to grant said easements to the Town of Blacksburg;

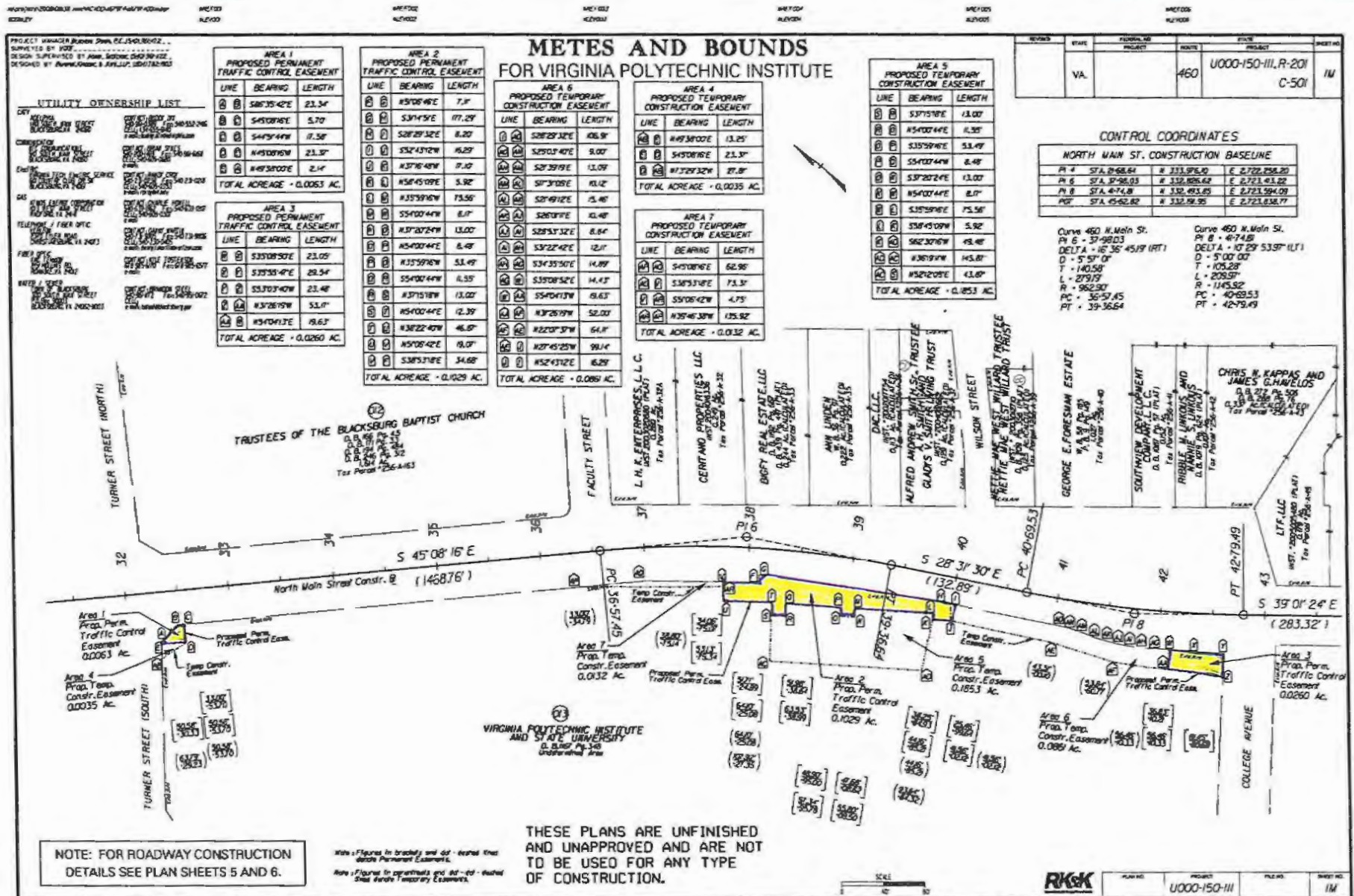
**NOW, THEREFORE, BE IT RESOLVED**, that the University be authorized to execute the easements to the Town of Blacksburg in accordance with Section 23-38.88 of the Code of Virginia (1950), as amended.

### **RECOMMENDATION:**

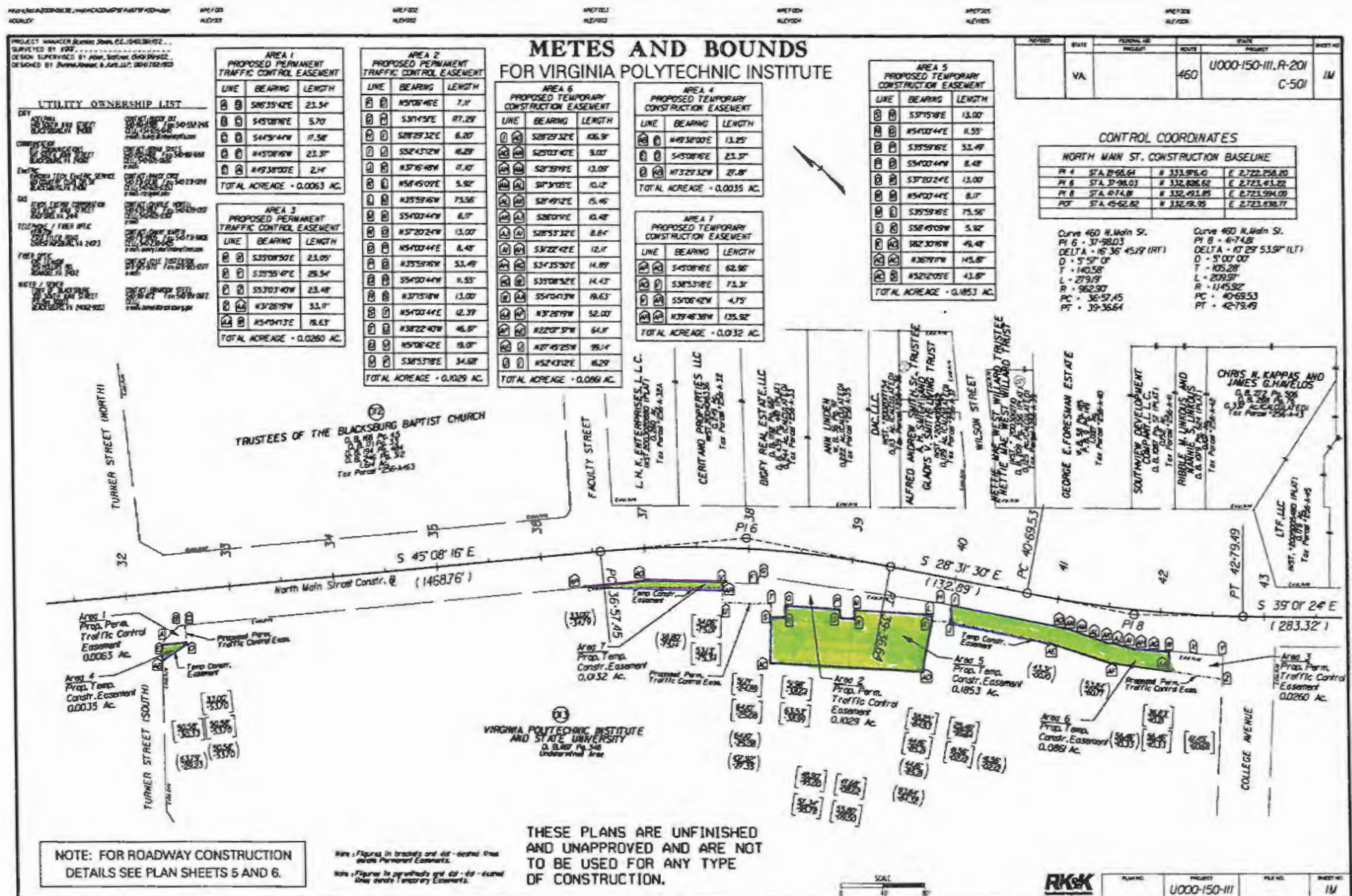
That the above resolution authorizing Virginia Tech to execute the easements to the Town of Blacksburg be approved.

August 31, 2009

## Permanent Easements – Town of Blacksburg



## Temporary Construction Easements – Town of Blacksburg



## **RESOLUTION ON ATMOS ENERGY CORPORATION EASEMENT**

**WHEREAS**, in conjunction with the University's renovation of McComas Hall, it became necessary for Atmos Energy Corporation to relocate a section of a main gas line; and

**WHEREAS**, Atmos Energy Corporation has requested the University grant a ten foot (10') wide, two thousand three hundred forty-six and 50/100 foot (2,346.50') easement, for the purposes of laying, erecting, constructing, operating, and maintaining a natural gas pipeline together with drips, valves, fittings, and other devices appurtenant to and necessary for the proper construction and operation of such a pipeline for the distribution of natural gas, which can be transported through a pipeline; and

**WHEREAS**, said easement provides for the construction of the relocated section of the gas line and is necessary for the operation and maintenance of the existing main gas line that passes between Southgate Drive and Washington Street; and

**WHEREAS**, said easement would comprise approximately 0.5377 of an acre on real property located between the north side of Southgate Drive and the south side of Washington Street; and

**WHEREAS**, said easement is more particularly described on a plat of survey prepared by Altizer, Hodges, & Varney, Inc. dated July 16, 2009, revised July 28, 2009, AHV Project Number 2009060; and

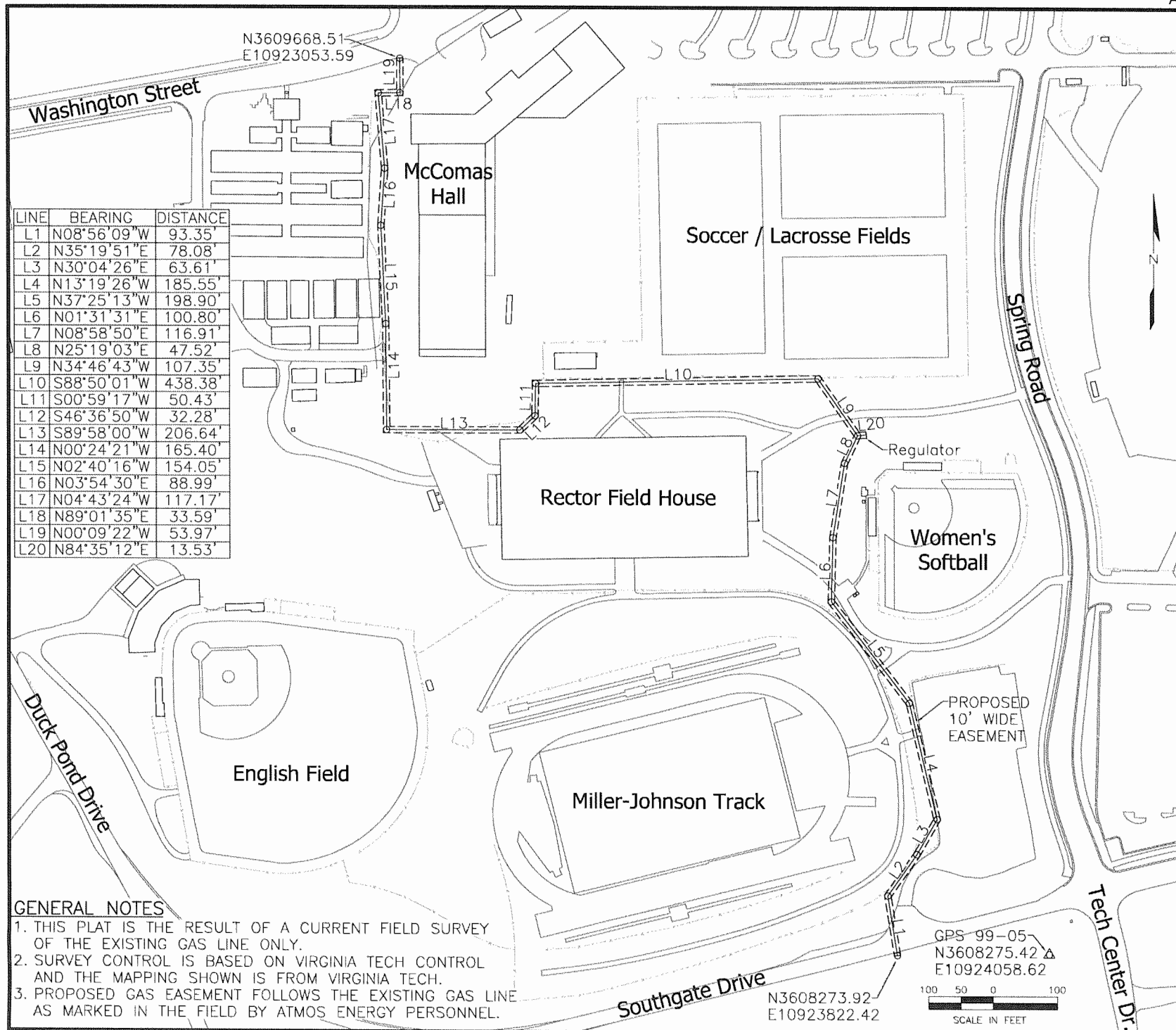
**WHEREAS**, Virginia Polytechnic Institute and State University desires to grant said easement to Atmos Energy Corporation;

**NOW, THEREFORE, BE IT RESOLVED**, that the University be authorized to execute the easement to Atmos Energy Corporation in accordance with Section 23-38.88 of the Code of Virginia (1950), as amended.

### **RECOMMENDATION:**

That the above resolution authorizing Virginia Tech to execute the easement to the Atmos Energy Corporation be approved.

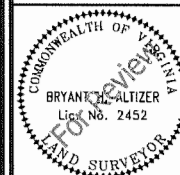
August 31, 2009



**Altizer, Hodges, & Varney, Inc.**  
Consulting Engineers & Surveyors  
20 Midway Plaza Drive, Suite 200  
Christiansburg, Virginia 24073  
Phone: 540-382-9410, Fax: 540-382-9492  
Email: ahv@ahv-inc.com Web: www.ahv-inc.com



DATE : 16 JUL 2009  
SCALE : AS SHOWN  
DESIGNED : BHA  
DRAWN : BHA  
CHECKED : CCH  
REVISED : 28 JUL 2009



PLAT OF 0.5377 ACRE EASEMENT  
FOR ATMOS ENERGY CORPORATION  
AT VIRGINIA TECH

PRICES FOR MAGISTERIAL DISTRICT  
MONTGOMERY COUNTY, VIRGINIA

AHV PROJECT NUMBER  
2009060

SHEET NUMBER  
1 OF 1

## **RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDINGS**

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

**WHEREAS**, building number 270D, a modular structure located in Montgomery County, is in poor condition and uneconomical to repair; and

**WHEREAS**, Davidson Hall, building number 156, is scheduled to be renovated beginning in Spring 2010, including the proposed demolition of the 36,000 gross square foot middle section and the 19,000 gross square foot northwest section, which will be replaced with a new 3-story, 44,288 gross square foot addition that will provide modern instructional classrooms, laboratories, meeting areas, and faculty offices; and

**WHEREAS**, the University has obtained the approvals of the Art and Architectural Review Board and the Department of Historic Resources for the demolition of building number 270D; and

**WHEREAS**, the University will obtain the approvals of the Art and Architectural Review Board and the Department of Historic Resources for the demolition of sections of Davidson Hall prior to demolition;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors approve the demolition of building number 270D and, subject to State approvals, sections of Davidson Hall, building number 156, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

### **RECOMMENDATION:**

That the above resolution authorizing the demolition of building number 270D and sections of Davidson Hall, building number 156, be approved.

August 31, 2009

**Interior Building No. 270D**



**Exterior Building No. 270D**



## Interior Building No. 156

### Davidson Hall



**Exterior Building No. 156**

**Davidson Hall**



**RESOLUTION ON APPOINTMENT TO THE  
MONTGOMERY REGIONAL SOLID WASTE AUTHORITY**

**WHEREAS**, the Montgomery Regional Solid Waste Authority consists of five directors who are responsible for the management and operation of the Authority. One director is appointed by each of the political subdivisions, and one at-large director is appointed jointly by the Virginia Polytechnic Institute and State University Board of Visitors, Blacksburg and Christiansburg Town Councils, and the Montgomery County Board of Supervisors; and

**WHEREAS**, the Board of Visitors approved the appointment of the Director of Physical Plant Operations as the university's representative to the Authority on August 27, 2007 to serve for a term expiring June 30, 2010; and

**WHEREAS**, Virginia Tech desires to appoint the Associate Vice President for Facilities Services as the University's representative;

**NOW, THEREFORE, BE IT RESOLVED**, that Michael J. Coleman, Associate Vice President for Facilities Services, be named as the University's representative effective immediately, for a term expiring June 30, 2010.

**RECOMMENDATION:**

That the above resolution recommending Michael J. Coleman, Associate Vice President for Facilities Services, be appointed as the University's representative to the Montgomery Regional Solid Waste Authority Board of Directors be approved.

August 31, 2009

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

**WHEREAS**, the Virginia Tech/Montgomery Regional Airport Authority consists of five directors who are responsible for the management and operation of the Authority. One director is appointed by each of the political subdivisions of the Towns of Blacksburg and Christiansburg and the County of Montgomery, one director by the University, and one at-large director appointed jointly by the Virginia Polytechnic Institute and State University Board of Visitors, the Town Councils, and the Board of Supervisors to serve at large; and

**WHEREAS**, L. Allen Bowman, who serves as the director appointed jointly by the Virginia Polytechnic Institute and State University Board of Visitors, the Town Councils, and the Board of Supervisors to serve at large, has a term expiring August 31, 2009;

**NOW, THEREFORE, BE IT RESOLVED**, that L. Allen Bowman be reappointed as the at-large representative to Virginia Tech/Montgomery Regional Airport Authority for a four-year term expiring August 31, 2013.

**RECOMMENDATION:**

That the above resolution reappointing L. Allen Bowman as the at-large director to the Virginia Tech/Montgomery Regional Airport Authority be approved.

August 31, 2009

## **RESOLUTION REGARDING PARTICIPATION IN THE ANTICIPATED EMERGENCY COMMUNICATIONS REGIONAL AUTHORITY**

**WHEREAS**, it is the goal of Virginia Polytechnic Institute and State University to provide a responsive and efficient means of handling 9-1-1 emergency communications to better serve the campus community; and

**WHEREAS**, the Board of Visitors of Virginia Polytechnic Institute and State University recognizes that cooperation with local jurisdictions is essential to best achieve said goal; and

**WHEREAS**, the Board of Visitors of Virginia Polytechnic Institute and State University has been made aware of the study and findings of the "New River Regional 9-1-1 Emergency Communications Consolidation Feasibility Study" and agrees with its recommendations; and

**WHEREAS**, the Board of Visitors of Virginia Polytechnic Institute and State University determines that participation in a consolidated 9-1-1 emergency communications center with the Town of Blacksburg, the Town of Christiansburg, and the County of Montgomery is in the best interests of the University; and

**NOW, THEREFORE, BE IT RESOLVED**, that the University commits to participating in the establishment of a regional 9-1-1 emergency communications authority, conditioned upon the approvals of the local governing boards of the Town of Blacksburg, the Town of Christiansburg, and the County of Montgomery and conditioned upon the General Assembly's passing legislation permitting the formation of the anticipated Authority.

**FURTHER, BE IT RESOLVED**, that the University administration may commit resources, procure services, and enter into agreements that further the progress of the formation of the Authority.

### **RECOMMENDATION:**

That the Resolution Regarding Participation in the Anticipated Emergency Communications Regional Authority be approved.

August 31, 2009

# Executive Summary

The New River Consortium Public Safety Answering Point (PSAP) consolidation study includes one county dispatch center, one city dispatch center, two town dispatch centers, and two university dispatch centers in southwestern Virginia in the midst of the Blue Ridge and Allegheny Mountains. Currently the Town of Blacksburg, the Town of Christiansburg, Montgomery County, the City of Radford, Radford University, and Virginia Tech University each operate their own PSAP and dispatch center. The localities have been exploring the concept of sharing their public safety dispatch centers over the last twenty years. The events of April 16, 2007 illuminated the challenges of interagency communications and brought about a new resolve to explore the feasibility of consolidating two or more of the dispatch centers in the region. A working group was formed consisting of representatives from each of the localities. The working group received funding from the Virginia Wireless E-9-1-1 Services Board through the Commonwealth of Virginia Information Technologies Agency (VITA), Integrated Services Program for a consolidation study. The Virginia Information Technologies Agency contracted with CGI. CGI then subcontracted with AECOM Design/CTA Communications to conduct the feasibility study.

The feasibility study was designed to answer the following questions:

- Should a consolidation take place?
- Who should participate in a consolidation?
- How should it be organized, governed, and staffed?
- How should policies be made and changed?
- What services should it perform?
- What equipment, systems, software and hardware are needed to in the combined center?
- Where should a consolidated center be located?
- How should it be funded?
- What is the timetable for the consolidation to occur?

CTA Communications was tasked with the following:

- Develop an operational design for the consolidated center, including the number of operational police radio consoles, fire/EMS radio consoles, and call answering positions.
- Identify the equipment needs for the consolidated center.
- Provide an equipment transition plan from existing operations to a new consolidated center including cutover preparations.
- Develop recommendations for an employee transition plan, including cost estimates of accrued leave time liability.
- Identify facility improvement needs and costs, including the fiber system.
- Develop an implementation plan, time line, and start-up costs for the operation of a consolidated center.
- Develop an operational budget for the consolidated center.
- Identify future expansion capabilities for the consolidated center and potential assimilation of the new center into new service areas regarding emergency call handling.

## Problem Assessment Summary

The protection of life and property is a high priority for all levels of government in the United States. Based on the needs of their communities, each of the localities and universities involved in this study has developed a public safety system to meet these needs. Each of the localities and universities has been diligent in their efforts to provide service to their respective communities and are to be commended for their efforts. The

localities and universities work collaboratively with each other and provide a high level of service to the communities they serve.

The systems, networks, and dispatch centers generally meet the routine day-to-day needs of the communities. However, public safety systems must function under all conditions. When unusual events occur, the issues and concerns highlighted in this report often significantly limit the ability of the public safety agencies involved in this study to respond as effectively as they need to in such a situation. The tragic events of April 16, 2007 illuminate the challenges that occur when the event rises above the level of the routine emergencies that the agencies deal with on a daily basis.

Each of the dispatch centers have operated as a self-sufficient entity for a long time. This has been necessary to serve the needs of the departments and citizens of the communities. The dispatch centers have followed diverse paths to meet the needs of their respective departments. This diversity presents some challenges in consolidating services. This section will explore the major issues with the current situation and concerns we have identified in moving towards consolidated 9-1-1 operations. The identification of the issues is based on the interviews we conducted with various agency personnel and on our personal observations. Each of the issues identified below is discussed in more detail in SECTION 4 of this report.

- Interagency Situational Awareness

Currently the six dispatch centers have either no or very limited ability to monitor the on-going activity at other dispatch centers. All of the agencies operate on their own channels. As a result, one agency is often unaware of events occurring with a neighboring agency.

- Lack of Interoperability

This issue of lack of interoperability between all of the localities was mentioned as frequently as the previous issue. The six law enforcement agencies operate in three different frequency bands. Currently, readily available technology does not allow a single radio to communicate on multiple frequency bands. While several manufacturers are in the process of developing radios capable of transmitting and receiving on multiple bands, indications are that the capabilities will be quite costly.

- Separate Computer Systems

Each of the dispatch centers has their own computer aided dispatch (CAD) system and Records Management System (RMS). Four different vendors provide and maintain the software for these systems. The capabilities of these systems vary depending on the software provider used.

- Multiple Dispatch Centers Dispatching the Same Agency

The Blacksburg Fire Department, the Blacksburg Rescue Squad, the Christiansburg Fire Department, and the Christiansburg Rescue Squad each provide services to multiple areas. All four serve not only the citizens of their respective town, but also the surrounding unincorporated area of Montgomery County, and they are dispatched by both their respective town police department and the Montgomery County Sheriff's Office. In addition, the Blacksburg Fire Department serves the campus of Virginia Tech and is dispatched by Virginia Tech Police Department, Blacksburg Police Department, and/or Montgomery County Sheriff's Office.

- Separate Radio Channels for Each Fire Department and Rescue Squad

With the exception of the Longshop-McCoy Fire Department and Rescue Squad, a combined fire department and rescue squad, each of the other three fire departments and five rescue squads are dispatched on their own separate radio channels. The Montgomery County Sheriff's Office dispatches every fire department and

rescue squad in the County except for the Virginia Tech Rescue Squad. Each of the departments uses its dispatch channel for both dispatch and tactical communications. As a result not only do the communications officers at the Sheriff's Office have to monitor multiple radio channels simultaneously, they must also sort through the traffic to determine what part of the traffic is intended for them and what isn't.

- Limited Back-Up Capabilities

All of the dispatch centers have taken steps to provide for continued operations of their respective dispatch center in case commercial power is lost by providing uninterruptable power supplies (UPS) and/or emergency power generators. This only provides limited back-up capabilities. Several of the centers reported that they do not have a back-up center or arrangements with a neighboring jurisdiction to step in should the primary center need to be evacuated or relocated.

- Radio System Issues

Several radio issues, other than the limited interoperability, were reported. It was reported during the interview process that many of the agencies have experienced problems with their radio coverage. These coverage issues result in personnel not being able to communicate when they are in certain areas. These areas of limited or no coverage are near the agencies boundaries, but significant issues were reported in heavy buildings; especially on the campus of Virginia Tech. The lack of radio coverage in the buildings on the campus was cited as a significant limiting factor in the response to the shootings on the campus on April 16, 2007.

- Current Facilities and Equipment

Public safety communications centers utilize a significant amount of communications equipment and systems in their daily operations. These include Computer Aided Dispatch Systems (CAD), Records Management Systems (RMS), and Geographic Information Systems (GIS), the 9-1-1 system, the radio system, and the recording system. These systems must be housed in appropriate facilities. CTA assessed each of the existing dispatch centers on twenty-one different criteria. The assessment pointed out significant opportunities for improvement.

- Community Size

Each of the localities in this study is relatively small. While there are many joys and benefits that come from living in a smaller community, the resources available to meet the needs of the community are more limited. As with all governmental entities, there is much competition for those scarce resources that are available. This is true with the public safety dispatch operations in all three communities. Most of the funds that are available must be used to cover the costs of staffing the PSAP. As public safety answering points become more dependent on technology, the challenge of supporting the technology as well as maintaining currency becomes especially burdensome in smaller communities. With the shortened lifecycle of computer-based systems needed in the PSAP, there is an ever increasing need for additional resources. In addition, there is a minimum amount of staffing and other expenses that are required in order to have a PSAP operate twenty-four hours a day, seven days a week.

- Personnel Issues

Several of the dispatch centers involved in this project reported difficulties in attracting and retaining qualified personnel. Each of the dispatch centers has a relatively small number of personnel assigned to dispatch. Consequently there is little opportunity for advancement. Personnel are hired as Communications Officers and remain in the same position for the balance of their career at that agency, unless they are promoted to the one supervisory position per agency.

- Emergency Medical Dispatch

Emergency Medical Dispatch (EMD) is a systematic program of handling medical calls for assistance. Emergency Medical Dispatch Programs serve two main purposes. They help manage the RMS resources in an organized and effective manner, and they provide assistance to callers when needed until trained field response units arrive at the scene. None of the six PSAPs currently provide EMD. With all of the rescue squads being volunteer staffed and with the distances involved, the implementation of an EMD program could result in significant improvements to the quality of care provided.

- VCIN/NCIC

Criminal justice computer databases at the national (NCIC) and state (VCIN) levels permit authorized criminal justice agencies to check for warrants, stolen items, and articles. Integration with other databases also allows for verification of a driver's license status and vehicle registration information. In any consolidation environment, access to this information is critical in performing law enforcement operations. Compliance with applicable state and federal regulations is a requirement.

- Warrants

Mandates by the Federal Bureau of Investigation, which operates the National Crime Information Center (NCIC), require that "an agency receiving a hit confirmation request should consult the original warrant and/or case file in order to provide the most accurate response." Currently, each of the primary law enforcement agencies keeps the active warrants in a location that is easily accessible to the dispatch staff twenty-four hours a day. If a dispatch consolidation takes place, provisions will need to be made to assure that the NCIC mandates can be met without unduly creating an additional burden on the agencies or dispatch.

- Collateral Duties

To a varying degree, all of the dispatchers surveyed in this study have work responsibilities beyond those that would be defined as dispatch related. These responsibilities have expanded over time to where, at present, the dispatchers in the participating municipalities are integral positions for police, fire, and other municipal services. In any consolidation scenario, the future performance of these functions presents issues to be addressed at each municipality.

- Compensation Board Funding

Article VII of the Constitution of the State of Virginia stipulates that each County and City shall have the following five officers: treasurer, sheriff, Commonwealth's Attorney, clerk, and commissioner of revenue. Through the Compensation Board, the Commonwealth of Virginia shares in the funding of these five offices. The Compensation Board provides funding for five dispatch positions each for Montgomery County. Employees funded by the Compensation Board are considered appointees of a locally elected constitutional officer and serve at the will and pleasure of that officer, concurrent with his or her term of office. A carefully crafted Memorandum of Understanding, will be required create a shared dispatch governance structure that complies with the Compensation Board requirements. It should also be noted that a similar requirement for law enforcement management control exists in the NCIC rules and regulations.

## Alternative Solutions

As part of our study, CTA Communications examined a number of possible alternative solutions to the issues and problems cited by the participants in this study. This section presents the five most logical alternatives.

The alternatives included are:

- No Consolidation – Maintain Existing Situation
- Share Services Without Consolidation
- Consolidate Into Three Centers
- Consolidate Into Two Centers
- Full Consolidation

The organizational aspects, staffing requirements, technology needs, and space requirements for each alternative were reviewed.

- Option 1 - No Consolidation – Maintain Existing Situation

The first option would continue the status-quo with each of the six centers continuing to operate independently. No organizational changes would occur. The staffing levels would continue as they currently exist. There are a total of 53 people assigned to dispatch currently. With the possible exception of the shared 9-1-1 system, each of the dispatch centers will continue to bear the full responsibility for updating and replacing their 9-1-1 system, mapping, radio consoles, dispatch workstation furniture, CAD and RMS systems, and recording system. Not consolidating will limit the benefits to be realized. Interchange of information will continue to be less efficient than it could be. Each of the dispatch centers will continue to operate in their existing facilities. Several of the centers are space limited, especially in their communications and computer equipment rooms. In order to meet future needs all six entities will have to shoulder the cost of any expansion or renovation.

- Option 2 - Share Services Without Consolidation

This option would see the six centers continue to operate independently, but share key systems including the 9-1-1 system, the CAD and RMS systems, and potentially the radio console system. Since each center would continue to operate independently, no organizational changes would occur. The staffing levels would continue as they currently exist. Three of the localities participating in this study are in the process of implementing a shared 9-1-1 system. Shared CAD and records management systems could also be implemented. Software currently available allows multiple agencies to share the same system and still protect sensitive data from unauthorized viewing or alteration. A shared CAD system would allow some improvement in interagency situational awareness. It could be implemented independently of a shared RMS system. A shared RMS system would do much to increase interagency awareness of events that have occurred in neighboring jurisdictions. Each of the dispatch centers will continue to operate in their existing facilities. Adequate, properly conditioned space for the shared technology will be required. In addition, each of the six entities will be responsible for any renovations or expansions.

- Option 3 - Consolidate Into Three Centers

Option 3 would consolidate the six existing centers into three centers each serving two entities. The Town of Blacksburg and the Virginia Tech Police Department would consolidate into one center; the Town of Christiansburg and the Montgomery County Sheriff's Office would be the second consolidation, and the City of Radford and Radford University would be the third consolidation. Each of the three consolidated centers would operate independently from the other centers. There are a number of alternatives for organizing the centers. One department could contract with another, the existing dispatch centers could co-locate, or three separate, independent dispatch agencies could be established. A total of fifty-nine people would be needed to staff the three centers. Three sets of the major systems (9-1-1 CPE, mapping, CAD, RMS, dispatch consoles, logging recorders, and dispatch workstation furniture) would be required. In order to accommodate peak workloads and future growth, each center would need to be of sufficient size for six dispatch workstations. While not all of the positions would be required initially, they would be required by the end of the project. The dispatch center would need to be at least 2,500 square feet. Additional space to house the

technology, office for supervisory personnel, training space, and auxiliary space such as break rooms, lockers, and so forth.

- Option 4 – Consolidate Into Two Centers

With this option, the Town of Blacksburg, the Town of Christiansburg, the Montgomery County Sheriff's Office, and Virginia Tech would consolidate their dispatch centers into one center and the City of Radford and Radford University would consolidate into a separate center. Each consolidated center would operate independently from the other center. Three administrative positions would be added at each center. A total of forty-two people would be required to staff the two centers. This does not include the people needed for collateral duties at the current departments. Consolidation will enable an easier transition to future dispatch improvements and requirements. A new CAD system is recommended for each of the centers. If the two center option is chosen, serious consideration should be given to sharing the CAD system so that both centers would use the same system. Three of the current centers are working with VITA to deploy a shared 9-1-1 system. As discussed in previous sections, the current 9-1-1 systems are at the end of their lifecycle and support will soon be ending. Because of advancements in technology, it is quite feasible that the new 9-1-1 system deployed by Blacksburg, Christiansburg, and Montgomery County will be capable of serving the needs of both centers with little modification. A new radio console system will be needed for each center. The consolidated center serving Blacksburg, Christiansburg, Montgomery County, and Virginia Tech should be sized to accommodate nine positions. A nine position center would require approximately 5,850 square feet of dedicated space along with raised flooring redundant routing for 9-1-1 and emergency telephone circuits, back-up power supplies, and HVAC systems. The center serving the City of Radford and Radford University should be sized to accommodate five positions. A five position center would require approximately 3,536 square feet of dedicated space along with raised flooring redundant routing for 9-1-1 and emergency telephone circuits, back-up power supplies, and HVAC systems.

- Option 5 Full Consolidation

The Town of Blacksburg, the Town of Christiansburg, the Montgomery County Sheriff's Office, the City of Radford, Radford University, and Virginia Tech would consolidate their dispatch centers into one shared emergency communications center with this option. The dispatch centers of the participating entities would be combined into a joint operation. A total of twenty-eight people would be need at the consolidated center. Each of the participating departments will need to retain a number of the existing employees to handle the collateral duties now performed by the dispatch staff.

### Opinion of Probable Costs

For the fiscal year that ended June 30, 2009, the six entities have a total budget of \$2,727,566 for the provision of dispatch services. This figure does not include Radford University which does not break out the dispatch costs from the overall University Police Department budget. If there was no consolidation and all of the various systems were replaced simultaneously, the cost would increase to \$13,801,566. \$11,237,000 of that would be for new equipment and systems. Under Option 2, Shared Services, the first year costs would be \$8,941,666. \$6,377,100 of that would be for capital outlay. First year costs for Option 3, the three center option would be \$15,763,476 of which \$11,538,600 is for capital outlay. The two center option, Option 4, would have first year costs of \$11,263,705, including \$8,174,600 for capital outlay. The estimated costs for Full Consolidation, Option 5, are \$6,796,103, including \$4,810,600. The figures are estimates for comparison purposes only. They do not include the impact on each localities budget for personnel to handle the collateral duties.

Because of the need to replace six sets of equipment multiple times if consolidation doesn't occur during the life of the project, CTA estimates very significant cost savings could be realized of a twenty year project life span.

## Recommendations

Following is a summary of CTA Communications' recommendations concerning the project.

### Should a consolidation take place?

Bringing the existing dispatch centers into the same room will result in significant enhancements to the interagency coordination that is required when more than one agency is responding to an emergency. A shared communications center, with proper implementation, also offers significant service improvements to all of the participants. The shared ECC will provide improved systems support as well as coordinated and improved training and quality assurance.

**CTA Communications recommends that a shared emergency communications center be created.**

### Who should participate in a consolidation?

Four of the current dispatch centers (Blacksburg, Christiansburg, Montgomery County, and Virginia Tech) are in close geographical proximity. The City of Radford and Radford University are approximately nine miles from Christiansburg. Two of the study participants are universities. Even with these differences, we feel that having a shared Emergency Communications Center serving all of the study participants will enable the provision of a higher level of service to the communities than any of the other alternatives studied.

**CTA Communications recommends that all six of the study participants fully join the shared emergency communications center.**

### How should it be organized, governed, and staffed?

The model that would best serve all of the localities and universities is to create an independent agency focused on the provision of public safety communications services for the study participants.

**CTA Communications recommends that a two-tiered governance structure be established to provide oversight of the agency. This would be an Executive Director reporting to a Board of Directors and a User Advisory Committee.**

### How should policies be made and changed?

The rules governing the ECC should be laid out in a set of Standard Operating Procedures (SOP).

## Staffing Requirements and Personnel Issues

### Administrative Staff

The ECC Director should have an administrative staff to help manage the centers. The administrative staff should consist of an Operations Manager, a Trainer and Quality Assurance Manager, and a Technical Support Coordinator.

### Operations Staff

CTA Communications recommends that there be a Shift Supervisor/Lead Dispatcher on duty in the ECC twenty-four hours a day. The Director should develop standard operating procedures that ensure sufficient answering of incoming emergency calls. We recommend a total of twenty-three full-time dispatchers and shift supervisors be hired in order to adequately staff the center in addition to the administrative staff.

## Personnel Issues

The ECC Director should be responsible for hiring the staff. The Director should give preference to dispatchers currently working in the region. There should be one compensation and benefits package. The compensation package should include health and retirement benefits.

## What services should it perform?

The Emergency Communications Center should function as the primary Public Safety Answering Point (PSAP) for all of the participating localities and universities, dispatch and coordination resources for the agencies now being dispatched by the six existing dispatch centers, coordinate with other public safety services, and maintain appropriate records of its operations. An Emergency Medical Dispatch program should be implemented.

We recommend that each department be responsible for answering non emergency lines during normal business hours and the shared communications center be given the responsibility for answering the lines at other times.

## What equipment, systems, software and hardware are needed to in the combined center?

### 9-1-1 Customer Premises Equipment (CPE)

Consolidation would provide the opportunity to install a new 9-1-1 system with the most current technology.

### Computer Aided Dispatch/Records Management

A new single CAD is recommended for this center rather than attempting to reuse one of the existing ones.

### Radio Consoles

We recommend that new computer-based consoles be purchased and installed in the new ECC.

### Logging Recorder

We recommend that specifications be developed to obtain a new recording system.

### Dispatch Workstation Furniture

CTA Communications recommends that specifications be developed for the purchase of the specialized dispatch workstations.

## Where should a consolidated center be located?

A multitude of factors influence the selection of the most appropriate site for a new PSAP. The factors generally fall into five major categories: Functional, Natural Conditions, Man-Made Threats, Cost Issues, and Technological.

It is clear that the process of selecting a site for a new PSAP should be carefully considered. We recommend that each criterion be weighted and ranked in a collaborative forum for each potential site. This ranking can then be presented to the local governing authority knowing that all factors have been considered and the decision process can move forward.

Montgomery County is currently constructing a new courthouse. The County plans to convert the existing courthouse to a public safety facility and has tentatively allocated one floor of the building for the shared communications center and the County's Emergency Operating Center (EOC). It is our understanding that

the allocated space is approximately 10,000 square feet. We believe that may be adequate for the shared center and the EOC. It appears to us that the existing courthouse could be a suitable location with appropriate modifications and renovation. One concern is the lack of set-back from public thoroughfares. Measures will need to be taken to harden the facility to provide the desired level of hardening.

### How Should the Shared Center Be Funded

The recommended consolidation will include significant capital expenditures as part of the start-up of operations. While the amount required is significant, and the first year of operation will require the expenditure of more funds than the combined cost of operating the six dispatch centers independently, the long term cost of the consolidation will result in cost savings for each of the jurisdictions. Not only will the personnel and operating costs be reduced, by combining the dispatch centers, the jurisdictions will not need to each purchase the items of capital equipment.

We recommend that each community contribute based on a formula. As a starting point for discussion, we recommend that the formula be based equally on the calls for service handled by each police department, the population of the community, and the total assessed value of each community be considered. Additional analysis and discussion are required to determine how to incorporate the universities.

### What is the timetable for the consolidation to occur?

CTA is pleased to present the following recommended action plan for the implementation of the consolidation.

- **Commitment to Consolidate**

As expeditiously as possible, each of the involved governmental bodies and the two universities should adopt resolutions committing them to the consolidation. We suggest this be accomplished by October 1, 2009.

- **Engage Consultant Assistance to Assist in the Creation of the New River Emergency Communications Center Authority**

Montgomery County, the Towns of Blacksburg and Christiansburg, and Virginia Tech University have executed a Memorandum of Understanding to engage a consultant to assist to assist in the creation of a New River Valley Emergency Communications Authority. We suggest that the Working Group proceed as expeditiously as feasible to bring the consultant on board by September 1, 2009.

- **Draft Intergovernmental Agreement**

As soon as the involved entities have committed to the consolidation project, legal counsel for the entities should prepare the intergovernmental agreement and present it for adoption. All involved entities should adopt the agreement no later than December 31, 2009.

- **Facility Development**

The actual design of the facility should begin as soon as the commitment to participate is received from the entities involved. It should begin no later than January 1, 2010.

The following tasks are part of the development of the new facility:

- |  |                 |
|--|-----------------|
| • Complete Space Planning for Montgomery County Public Safety Building | August 31, 2009 |
| • Select Architect/Design Consultant for New Facility                  | October 1, 2009 |
| • Complete Dispatch Center Design                                      | March 31, 2010  |

- |  |                   |
|--|-------------------|
| • Begin Dispatch Center Construction     | June 1, 2010      |
| • Dispatch Center Substantial Completion | December 31, 2010 |
| • Cutover to Consolidated Center         | March 2, 2011     |

- **Recruit, select, and hire the Emergency Communications Center Director**

It is important that the director be brought on board as early in the process as feasible. The additional dispatch administrative positions recommended should be phased in over the next twelve months.

- **Begin the procurement process for new 9-1-1 CPE, a new CAD system, radio consoles, and specialty furniture in a timely manner to allow the installation as soon as the new dispatch facility is substantially completed.**

In order to achieve the coordination, the procurement process for this specialized equipment should begin shortly after the building contractor is selected.

- **Begin Development of Comprehensive Policy & Procedures**

Work to develop these directives should begin immediately after the director is brought on board with the goal of having them completed well before cutover.

**A RESOLUTION RATIFYING AND APPROVING THE EXTENSION OF TERM  
AND THE AMENDMENT OF THE BLACKSBURG-VIRGINIA POLYTECHNIC  
INSTITUTE SANITATION AUTHORITY ARTICLES OF INCORPORATION**

**WHEREAS**, the Blacksburg-Virginia Polytechnic Institute Sanitation Authority ("Authority") consists of five directors responsible for the management and operation of the Authority;

**WHEREAS**, the Authority desires to extend until July 1, 2059 its term as a corporation and in connection therewith amend its Articles of Incorporation; and

**WHEREAS**, the Board of Visitors of the Virginia Polytechnic Institute and State University ("Board of Visitors") has approved by resolution the extension of the term of the Authority and further wishes to approve and ratify the amendment to the Authority's Articles of Incorporation in connection therewith to indicate the extension of the Authority's term to July 1, 2059, a copy of which has been provided to the Board of Visitors;

**NOW, THEREFORE, BE IT RESOLVED**, that the extension until July 1, 2059 of the term of the Blacksburg-Virginia Polytechnic Institute Sanitation Authority is hereby approved and the First Amended Articles in connection therewith are hereby ratified and approved, and the Rector of the Board of Visitors of Virginia Tech is authorized to execute, on behalf of Virginia Polytechnic Institute and State University, the First Amended Articles of Incorporation of the Authority.

**RECOMMENDATION:**

That the resolution amending the Sanitation Authority's Articles of Incorporation to extend the Authority's term as a corporation until July 1, 2059 and authorizing the Rector of the Board of Visitors of Virginia Tech to execute the First Amended Articles of Incorporation be approved.

August 31, 2009

**FIRST AMENDED ARTICLES OF INCORPORATION  
OF THE  
BLACKSBURG-VIRGINIA POLYTECHNIC INSTITUTE  
SANITATION AUTHORITY**

In compliance with the Virginia Water and Waste Authorities Act (Chapter 51, Title 15.2 of the Code of Virginia, 1950, as amended), the Blacksburg-Virginia Polytechnic Institute Sanitation Authority (the "Authority"), pursuant to a resolution duly adopted after notice and a public hearing hereby certify that:

- (1) This Authority is formed under the Virginia Water and Waste Authorities Act.
- (2) The name of the Authority shall be the Blacksburg-Virginia Polytechnic Institute Sanitation Authority and the address of its principal office shall be Blacksburg, Virginia.
- (3) The names of the incorporating Member Localities are the Town of Blacksburg, Virginia, a municipal corporation and the Virginia Polytechnic Institute and State University, an institution of the Commonwealth of Virginia and the names and addresses of the first Board members, the names of the appointing Member Localities and the expiration of the terms of the first Board members, are as follows:

<u>NAME AND ADDRESS OF MEMBER</u>	<u>APPOINTING MEMBER LOCALITY</u>	<u>EXPIRATION OF TERM</u>
Mike Coleman	Virginia Polytechnic Institute and State University	01/01/2012
Adele P. Schirmer	Town of Blacksburg	01/01/2014
William R. Cook	Joint Appointment	01/01/2012
Raymond D. Smoot, Jr.	Joint Appointment	01/01/2012
Lucius M. Merritt, Jr.	Joint Appointment	01/01/2014

- (4) The purposes for which the Authority is created are: To acquire, finance, construct, extend, improve, operate and maintain a sewer system and a sewage disposal system or any combination of such systems, consisting of treatment plants, disposal fields, lagoons, pumping stations, pipe lines and other works not specifically mentioned herein, incidental to or necessary for the purpose of treating, neutralizing, stabilizing, or disposing of sewage, industrial waste or other wastes for the Town of Blacksburg and Virginia Polytechnic Institute and State University and for the purpose of exercising the powers conferred by the Virginia Water and Waste Authorities Act in relation to such purposes and properties.

(5) The Revenue Fund and Capital Fund figures are as follows:

**Revenue Fund**

CASH BALANCE- February 1, 2009		\$	656.11
RECEIPTS			
Town of Blacksburg	\$566,490.14		
Virginia Tech	167,659.92		
Montgomery County PSA	50,321.03		
Interest	<u>11.45</u>		
Total receipts			<u>784,482.54</u>
TOTAL CASH AVAILABLE			
DISBURSEMENTS			
U.S. Bank	236,261.58		
Operating Fund	<u>548,209.51</u>		
Total disbursements			<u>784,471.09</u>
CASH BALANCE- April 30, 2009		\$	<b>667.56</b>

**Capital Fund**

CASH BALANCE - February 1, 2009		\$	461,692.57
RECEIPTS			
Interest Earned	3,029.18		
Quarterly Transfer at \$0.07/100 gallons	<u>33,374.67</u>		
Total receipts			36,403.85
TOTAL CASH AVAILABLE			498,096.42
DISBURSEMENTS			
Total disbursements			<u>0.00</u>
CASH BALANCE - April 30, 2009		\$	<b>498,096.42</b>

(6) The Authority shall expire fifty (50) years from the date of these amended articles, on July 1, 2059, unless extended as provided by the Act.

IN WITNESS WHEREOF, the Chairman of the Blacksburg-Virginia Polytechnic Institute Sanitation Authority has respectively caused these Articles to be executed, and the seal of the said Authority to be affixed hereto and attested by the Secretary on this \_\_\_\_\_ day of July, 2009.

BLACKBURG-VIRGINIA POLYTECHNIC INSTITUTE  
SANITATION AUTHORITY

By: \_\_\_\_\_  
Lucius M. Merritt, Jr., Chairman

(Seal)

ATTEST:

\_\_\_\_\_  
\_\_\_\_\_, Secretary

COMMONWEALTH OF VIRIGNIA,  
COUNTY OF MONTGOMERY, to-wit:

The foregoing instrument was acknowledged before me in my jurisdiction aforesaid this \_\_\_\_\_ day of July, 2009, by Lucius M. Merritt, Jr., Chairman of the Blacksburg-Virginia Polytechnic Institute Sanitation Authority, who is personally known to me or whose identity was proven to me by satisfactory evidence of identity and who personally appeared before me.

\_\_\_\_\_  
NOTARY PUBLIC  
NOTARY REGISTRATION #: \_\_\_\_\_

My commission expires: \_\_\_\_\_

COMMONWEALTH OF VIRIGNIA,  
COUNTY OF MONTGOMERY, to-wit:

The foregoing instrument was acknowledged before me in my jurisdiction aforesaid this \_\_\_\_\_ day of July, 2009, by \_\_\_\_\_, Secretary of the Blacksburg-Virginia Polytechnic Institute Sanitation Authority, who is personally known to me or whose identity was proven to me by satisfactory evidence of identity and who personally appeared before me.

\_\_\_\_\_  
NOTARY PUBLIC  
NOTARY REGISTRATION #: \_\_\_\_\_

My commission expires: \_\_\_\_\_

**RESOLUTION TO AFFIRM THE TRANSFER OF PROPERTY  
TO THE VIRGINIA TECH FOUNDATION, INC.**

**WHEREAS**, on November 12, 2007, the Board of Visitors of Virginia Polytechnic Institute and State University (University) approved a resolution (2007 Resolution) to transfer approximately 95 acres to the Virginia Tech Foundation, Inc. (Foundation) in order to allow the expansion of the Virginia Tech Corporate Research Center (CRC), subject to the receipt of required Commonwealth of Virginia approvals; and

**WHEREAS**, House Bill 978, passed by the General Assembly and approved by the Governor on March 3, 2008 as Chapter 223 of the 2008 Acts of the Assembly, approved the transfer of approximately 95 acres to the Foundation for the purpose of development of the CRC Phase II on "such terms and conditions as the Board of Visitors deems appropriate"; and

**WHEREAS**, the University and the Foundation entered into that certain Memorandum of Understanding dated May 18, 2009 (MOU), a copy of which is attached hereto as Exhibit A, providing for, among other things, the transfer by the University to the Foundation of approximately 97.4 acres of land with improvements (Property) without receipt of monetary consideration, yet in consideration for the continued success the CRC brings to the University and such other consideration stated in the MOU; and

**WHEREAS**, pursuant to the Foundation's Amended and Restated Articles of Incorporation and the Affiliation Agreement, dated July 1, 2008, between the University and the Foundation, the Property shall remain indirectly owned by the University, and upon written request of the Board of Visitors, the Foundation shall convey any or all of its remaining interest in the Property back to the University; and

**WHEREAS**, pursuant to the MOU, the Foundation shall not sell any or all of the Property to a third party without providing sixty (60) days prior written notice to the University; and

**WHEREAS**, that certain Deed dated June 19, 2009 (Deed), has been drawn for the University to transfer to the Foundation the Property as more particularly described on that certain plat entitled "Plat of Property to be Transferred to Virginia Tech Foundation, Inc. By Virginia Polytechnic Institute & State University, Town of Blacksburg, Prices Fork Magisterial District, Montgomery County, Virginia," dated June 4, 2009, prepared by Altizer, Hodges, & Varney, Inc. (Plat) and attached to the Deed, copies of such plat and Deed being attached hereto as Exhibit B;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors hereby (i) ratifies and affirms the 2007 Resolution; (ii) ratifies and affirms the transfer of the Property to the Foundation, subject to and upon the terms recited herein, including, without limitation, the transfer by the University to the Foundation of the Property without receipt of monetary consideration, yet in consideration for the continued success the CRC brings to the University and such other consideration stated in the MOU; (iii) approves the MOU, the Deed and the Plat; (iv) authorizes, approves, ratifies and confirms any

and all actions by the officers of the University, whether heretofore or hereafter taken or done, with respect to, and in contemplation of, the purposes contemplated by this resolution; and (v) authorizes the Vice President for Finance and Chief Financial Officer or the Vice President for Administrative Services, upon receipt of required Commonwealth of Virginia approvals, to execute the Deed and any other documents necessary to transfer the Property to the Foundation in accordance with the applicable sections of the Code of Virginia (1950), as amended.

**RECOMMENDATION:**

That the above resolution affirming the transfer of the Property to the Foundation be approved.

August 31, 2009

**Memorandum of Understanding**  
**Between**  
**Virginia Polytechnic Institute & State University**  
**and**  
**Virginia Tech Foundation, Inc.**

This Memorandum of Understanding is dated this 18<sup>th</sup> day of May, 2009 ("Effective Date") by and between Virginia Polytechnic Institute and State University (the "University") a state agency and institution of the Commonwealth of Virginia, located in Blacksburg, Virginia, and the Virginia Tech Foundation, Inc. ("Foundation"), a 501(c)(3) nonprofit non-stock corporation established to support the University, also of Blacksburg, Virginia ("Foundation").

**Introduction:**

The Foundation established the Corporate Research Center ("CRC") in 1985 to promote relationships between corporate and government research and the University and to serve as a source of economic development in the New River Valley and surrounding areas. Since its inception, the CRC has grown to 140 tenants in 24 buildings, covering 850,000 square feet on 120 acres of land, and has reached the maximum potential of the current site.

**Purpose:**

In order to continue the success of the CRC and the Foundation's mission to support the University, a Phase II of the CRC is planned that will occupy approximately 97 acres of University owned land adjacent to the existing CRC. The Virginia Tech Board of Visitors passed a resolution authorizing the transfer of the land on November 12, 2007. In March, 2008, the General Assembly approved a legislative request of the University to convey to the Foundation land adjacent to the CRC, on "such terms and conditions as the Board of Visitors deems appropriate".

- I. Pursuant to House Bill 978, passed by the General Assembly and approved by the Governor on March 3, 2008 as Chapter 223 of the 2008 Acts of the Assembly, and with approval of the Virginia Tech Board of Visitors, the University shall transfer to the Foundation land adjacent the CRC for the purpose of development of the CRC Phase II.
- II. Accordingly, the parties agree to the following:
  - A. The land to be transferred under this MOU, is recognized as a part of Parcel ID 070853, as shown on Map Number 316-1-37, and a part of Parcel ID 070905, as shown on Map Number 256-A-1, and as more specifically identified on a plat entitled "Plat of Property to Be Transferred to the Virginia

Tech Foundation, Inc. By Virginia Polytechnic Institute & State University" by Altizer, Hodges, and Varney, Inc dated July 25, 2008, Revised April 3, 2009, project number 2008011 attached hereto as Attachment A. The land, located in Montgomery County, within the limits of the Town of Blacksburg, VA, constitutes approximately 97.4 acres bordered by Tech Center Drive to the east and U.S. Route 460 to the southwest ("Phase II Land"). In consideration of the continued success the CRC brings to the University and its related missions and for no other consideration except as provided herein, the University will deed the Phase II Land to the Foundation no later than June 1, 2009, or as soon thereafter as practicable.

- B.** The CRC plans to develop the property in a phased manner as outlined in Attachment B. After the CRC Phase II Land has been deeded to the Foundation and after the 2009 growing season, but in no event later than December 1, 2009, the Foundation will proceed with installing infrastructure related to the development of the CRC Phase II Land including roadways, utilities, curb, guttering, etc. During the University's continued use of the Phase II Land, the portion of the roadway servicing proposed buildings 13, 15, 16 and 17 will stop at the entrance of proposed buildings 15 and 16. The Foundation agrees to allow the University to continue using the Phase II Land, excluding the land inside the proposed roadway and Tech Center Drive, for agriculture purposes as long as it does not interfere with the CRC's operation of the property. Any remaining improvements on the Phase II Land will convey and shall become the property of the Foundation. The Foundation agrees to allow the University to continue to use the improvements for agriculture purposes until the CRC is ready to develop the land where the improvements are situated. The University and the CRC will meet semi-annually to review the CRC's planned development of the Phase II Land to determine the impact the phased development will have on the University's continued use of the property and to allow sufficient time for the University to plan accordingly. Notwithstanding anything to the contrary in the foregoing, this subsection II.B will terminate and/or expire upon the University's College of Agriculture and Life Sciences ending its use of the Phase II Land.
- C.** The University will remain responsible to remediate and/or remove any hazardous materials created or installed by the University or its agents on the Phase II Land in compliance with all applicable laws or regulations .
- D.** Public access to the Phase II Land will be provided from Tech Center Drive, with maintenance, including any future realignment, provided by the University.
- E.** Development of the Phase II Land will be restricted to the stated objectives of the CRC as set forth on Attachment C, but such objectives may be amended by the Parties from time to time.

- F. This MOU will remain in place until mutually terminated by the Foundation and the University.
  - G. The University will grant the Phase II Land in fee simple to the Foundation, however pursuant to the Foundation's Articles of Incorporation and the Affiliation Agreement, the Phase II Land remains indirectly owned by the University, and upon written request of the Virginia Tech Board of Visitors, the Foundation shall convey any or all of its remaining interest in the Phase II Land back to the University.
  - H. The Foundation will not sell any or all of the Phase II Land to a third party without providing sixty (60) days prior written notice to the University. The Foundation may enter into building space leases, ground leases, licenses, and easements with third parties without notice to the University; however, encumbrances for debt, deeds of trust, liens, and other encumbrances running with the land shall require prior notice to the University. The Foundation may transfer any or all of the Phase II Land to any other wholly-owned or related university-related organization(s) without notice to the University provided that the requirement for notice of sale to third parties by the wholly-owned or related university-related organization(s) will continue.
- III. This MOU constitutes the entire understanding between the University and the Foundation with respect to the transfer of this property and supersedes any and all prior understandings and agreements, oral or written, relating to this land transfer.
  - IV. Further notice, statements, instructions, or direction required or permitted by this MOU shall be addressed to:

**A. The University:**

Office of the Vice President for Finance and CFO  
Virginia Tech  
210 Burruss Hall (0174)  
Blacksburg, VA 24061

with a copy to:

Director of Real Estate Management  
Virginia Tech  
201 Church Street (0163)  
Blacksburg, VA 24061

**B. The Foundation:**

Office of the Chief Operating Officer and Secretary-Treasurer  
Virginia Tech Foundation  
902 Prices Fork Road (0142)  
Suite 4000  
Blacksburg, VA 24060

In agreement with the above mentioned terms and conditions of the transfer,  
each party offers its signature this 18<sup>th</sup> day of May, 2009.

Date 5/18/09

M. Dwight Shelton, Jr.  
Vice President for Finance and Chief Financial Officer  
Virginia Polytechnic Institute and State University

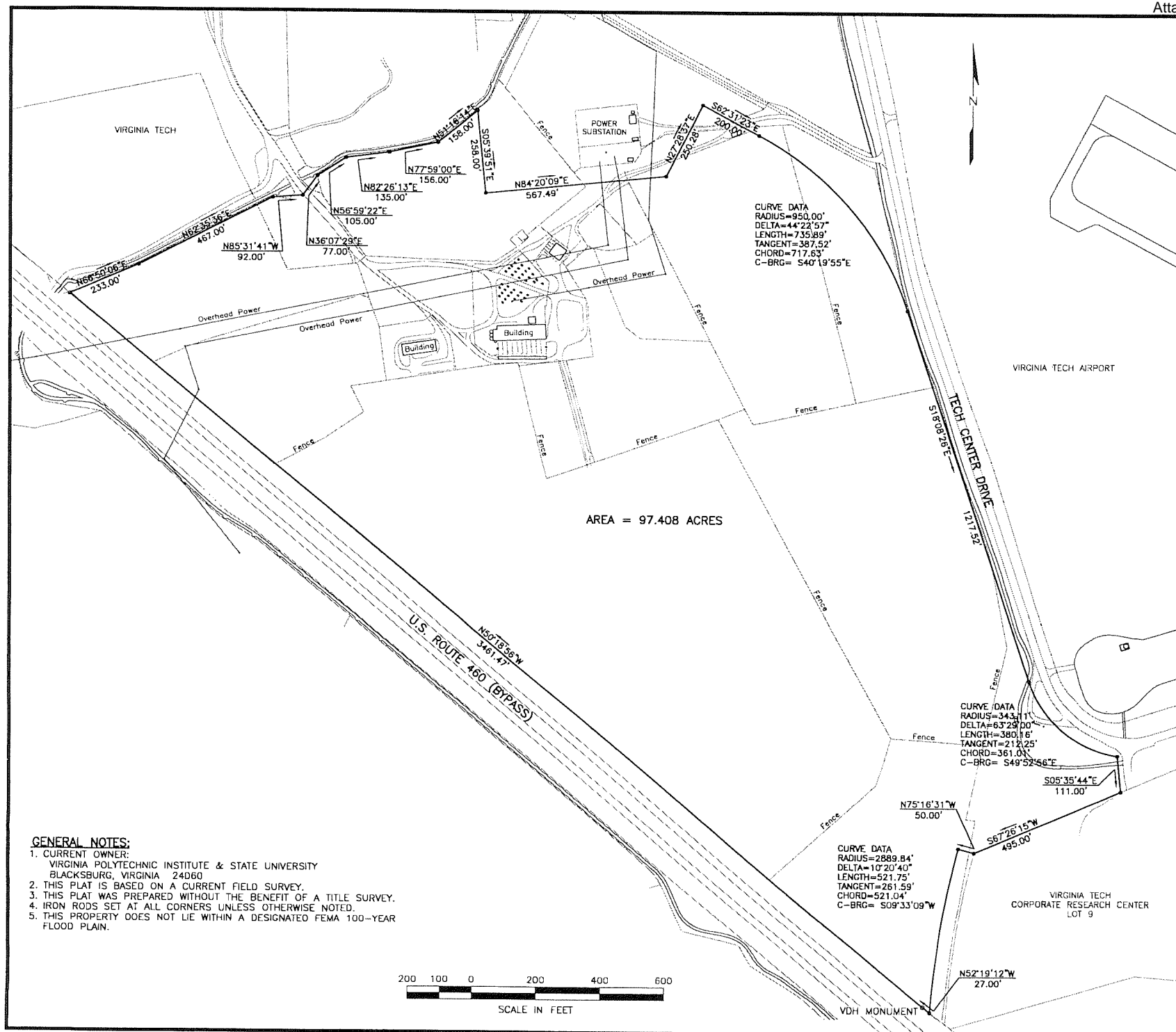
Date 5/20/09

Raymond D. Smoot, Jr.  
Chief Operating Officer and Secretary-Treasurer  
Virginia Tech Foundation, Inc.



Attachment A

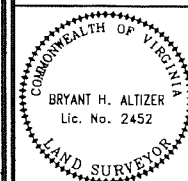
Copy of Survey Plat



**Altizer, Hodges, & Varney, Inc.**  
 Consulting Engineers & Surveyors  
 20 Midway Plaza Drive, Suite 200  
 Christiansburg, Virginia 24073  
 Phone: 540-382-9410, Fax: 540-382-9492  
 Email: ahv@ahv-inc.com Web: www.ahv-inc.com



DATE : 25 JUL 2008  
 SCALE : AS SHOWN  
 DESIGNED :  
 DRAWN : BHA  
 CHECKED : CCH  
 REVISED : 03 APR 2009



PLAT OF PROPERTY TO BE TRANSFERRED TO  
 VIRGINIA TECH FOUNDATION, INC. BY VIRGINIA  
 POLYTECHNIC INSTITUTE & STATE UNIVERSITY  
 TOWN OF BLACKSBURG  
 PRICES FORK MAGISTERIAL DISTRICT  
 MONTGOMERY COUNTY, VIRGINIA

AHV PROJECT NUMBER  
 2008011

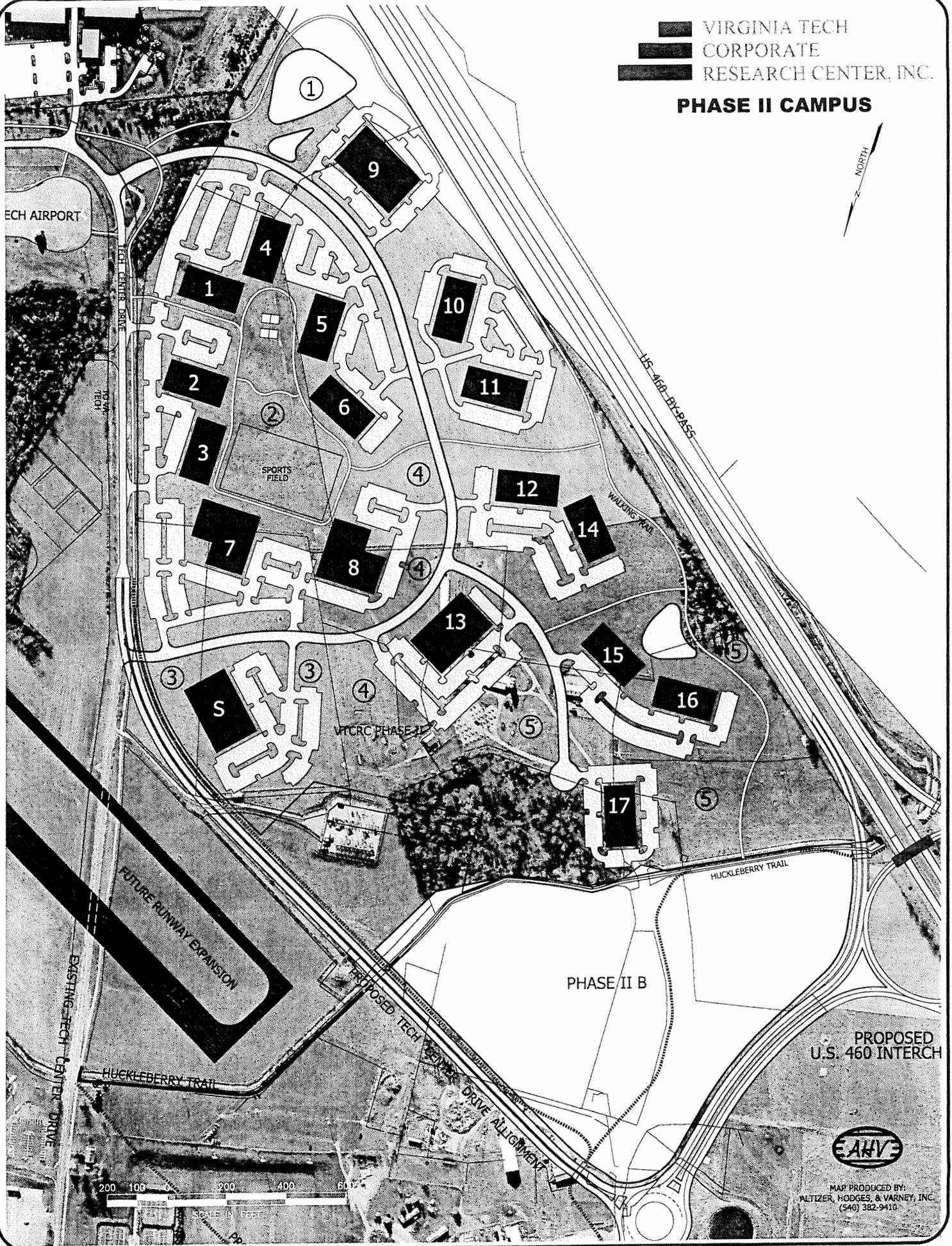
SHEET NUMBER  
 1 OF 1

## Attachment B

### CRC Phase II Development Plan

**VIRGINIA TECH  
CORPORATE  
RESEARCH CENTER, INC.**

**PHASE II CAMPUS**



MAP PRODUCED BY:  
ALTIZER, HODGES, & VARNEY, INC.  
(540) 382-9410

## Attachment C

The CRC was established in 1985 with the following objectives:

- Enhance the quality, stature and reputation of Virginia Tech by increasing corporate and government research relationships with Tech through tenancy at the CRC.
- Provide facilities and support to the university and Virginia Tech Intellectual Properties, Inc., to help bring faculty research to commercial reality and transfer technology to the private sector.
- Create and maintain attractive sites, buildings and physical environs for laboratories, offices and other uses in basic and applied research, quality assessment, prototyping, and testing.
- Provide research-related employment opportunities for Virginia Tech undergraduate, graduate, cooperative students, faculty, staff, and spouses.
- Contribute to employment and economic growth in the region and the Commonwealth through the expansion of the park, development of local infrastructure to support the park, support of the Business/Technology Center, and support of university outreach initiatives with non-CRC companies and communities.
- Assist with university research programs and initiatives that facilitate economic development activities throughout the university by matching the needs of CRC businesses, facilities, and programs with the research and professional capabilities of Virginia Tech thereby increasing the level of industry-sponsored research at Virginia Tech.
- To be a profitable subsidiary of the Virginia Tech Foundation ([www.vtf.vt.edu](http://www.vtf.vt.edu)), capable of returning income to the Foundation on an annual basis.
- Assist the university with its teaching mission by identifying opportunities for classes to use the CRC and its companies for classroom projects, special studies, internships, cooperative education experiences, and on-site instruction.

These objectives may be amended from time to time as the CRC, the Foundation and the University may decide.

**EXHIBIT B**

Prepared by: Virginia Polytechnic Institute and State University  
201 Church Street (0163 )  
Blacksburg, VA 24061

Part of Parcel ID 070853, Tax Map No. 316-1-37  
Part of Parcel ID 070905, Tax Map No. 256-A-1

**This Deed is exempt from recordation taxes pursuant to Sections 58.1-811(A)(3) and 58.1-811(C)(4) of the Code of Virginia (1950), as amended, and from the payment of Clerk's fees pursuant to Sections 17.1-266 and 17.1-279D of the Code of Virginia (1950), as amended.**

**DEED**

THIS DEED is made and entered into this 19<sup>th</sup> day of June, 2009, by and between VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY, a state agency and institution of the Commonwealth of Virginia, as Grantor, and the VIRGINIA TECH FOUNDATION, INC., a 501(c)(3) nonprofit non-stock corporation established to support the Grantor, as Grantee, whose address is 902 Prices Fork Road, Suite 4000, Blacksburg, Virginia 24061, with approval of the Governor pursuant to § 2.2-1150 of the Code of Virginia (1950), as amended.

**WITNESSETH:**

That for and in consideration of the sum of One Dollar (\$1.00) and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Grantor does hereby grant and convey, with Special Warranty of Title, to the Grantee herein, the following described property (the "Property"):

All that certain tract or parcel of real estate, together with the improvements thereon and appurtenances thereunto belong, lying and situate in the Town of Blacksburg, Prices Fork Magisterial District of Montgomery County, Virginia, aggregating 97.408 acres on the west side of Tech Center Drive and the northeast side of U. S. Route 460 (Bypass), as shown on a plat entitled "Plat of Property to be Transferred to Virginia Tech Foundation, Inc. by Virginia

Polytechnic Institute & State University” dated June 4, 2009, Project 2008011, by Altizer, Hodges & Varney, Inc. – Consulting Engineers & Surveyors, attached hereto as Exhibit “A” and to be recorded contemporaneously herewith in the Office of the Clerk of the Circuit Court of Montgomery County, Virginia.

Being a part of the same Property acquired by Grantor (formerly known as Virginia Agricultural and Mechanical College and Polytechnic Institute) from B. Preston Boulware and Janie B. Lamb, et vir, by deed dated October 14, 1940 and recorded in the Circuit Court of Montgomery County, Virginia in Deed Book 118, Page 61; and being a part of the same Property acquired by Grantor (formerly known as Virginia Agricultural and Mechanical College and Polytechnic Institute) from Mary C. Driscoll, et al, by deed dated March 10, 1944 and recorded in the Circuit Court of Montgomery County, Virginia in Deed Book 132, Page 215; and being a part of the same Property acquired by Grantor (formerly known as Virginia Polytechnic Institute) from B. Preston Boulware and Janie Boulware Lamb, et vir, by deed dated December 20, 1946 and recorded in the Circuit Court of Montgomery County, Virginia in Deed Book 145, Page 409; and being a part of the same Property acquired by Grantor (formerly known as Virginia Polytechnic Institute) from Henry Heth and Mary Ann Heth, by deed dated July 31, 1954 and recorded in the Circuit Court of Montgomery County, Virginia in Deed Book 188, Page 346; and being a part of the same Property acquired by Grantor (formerly known as Virginia Polytechnic Institute) from Norfolk and Western Railway Company, by deed dated January 12, 1967 and recorded in the Circuit Court of Montgomery County, Virginia in Deed Book 274, Page 180.

This conveyance is made subject to any and all covenants, conditions, restrictions, easements and agreements as are of record, if any, insofar as they are lawfully applicable to the Property. This transfer has been sanctioned under the Virginia legislative authorization of the 2008 Acts of Assembly, Chapter 223.

Grantor reserves the right to access all existing roadways.

WITNESS the following signature and seal:

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

\_\_\_\_\_  
Sherwood G. Wilson  
Vice President for Administrative Services

STATE OF VIRGINIA  
COUNTY OF MONTGOMERY

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2009, by Sherwood G. Wilson, as Vice President for Administrative Services of Virginia Polytechnic Institute and State University.

\_\_\_\_\_  
NOTARY PUBLIC

My Commission expires:\_\_\_\_\_

Registration Number:\_\_\_\_\_

OFFICE OF THE ATTORNEY GENERAL  
Approved as to Form:

By: \_\_\_\_\_  
Kay Heidbreder  
Special Assistant Attorney General

RECOMMEND APPROVAL:  
DEPARTMENT OF GENERAL SERVICES  
and its Division of Engineering and Buildings

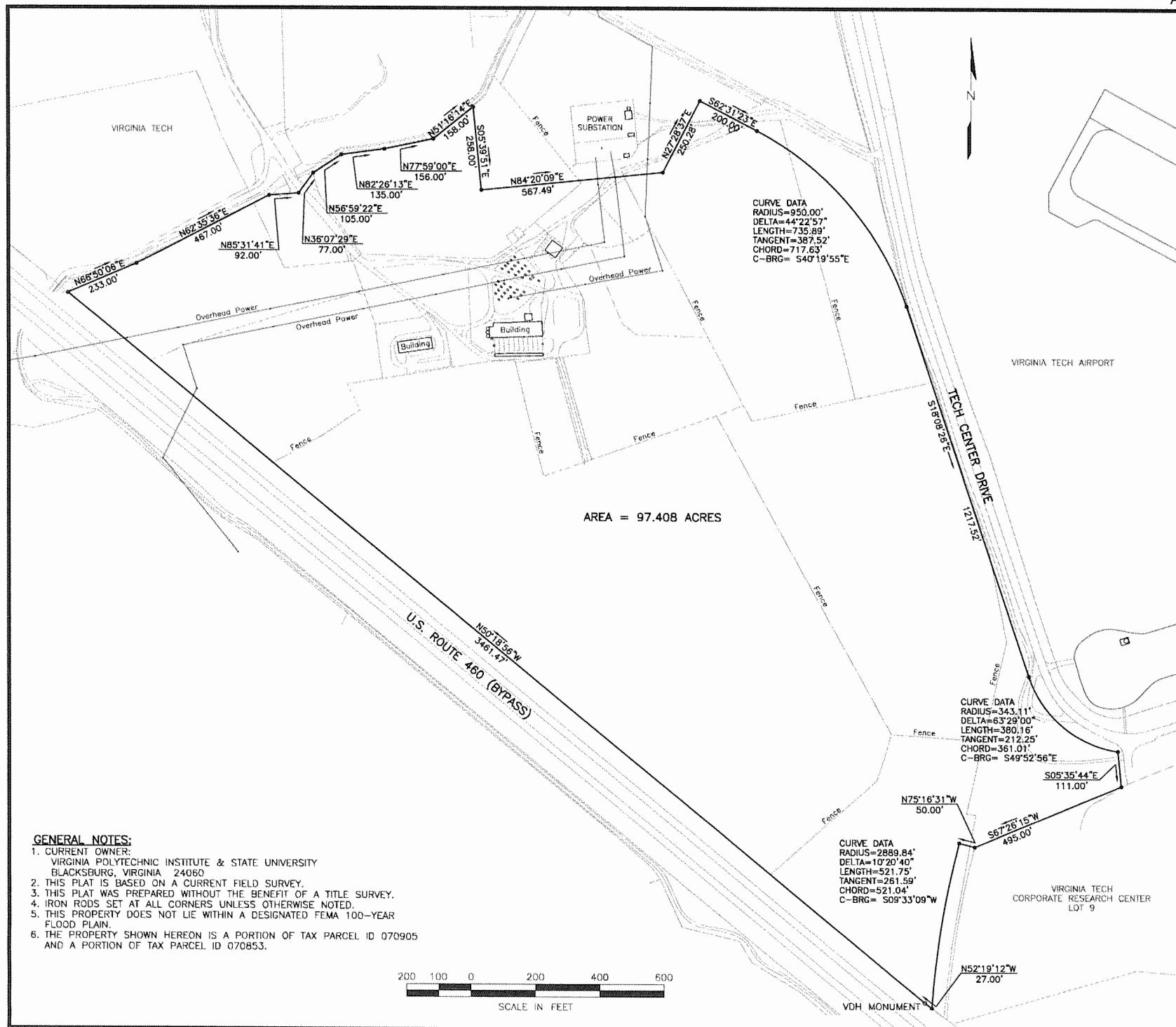
By: \_\_\_\_\_  
Richard F. Sliwoski, Director

**APPROVAL BY THE GOVERNOR:**

Pursuant to Chapter 223 of the 2008 Virginia Acts of Assembly authorizing conveyance of the subject property, and § 2.2-1150 of the Code of Virginia (1950), as amended, and as the official designee of the Governor of Virginia, as authorized and designated by Executive Order No. 88 (01), dated December 21, 2001, I hereby approve this Deed and the execution of this instrument for, on behalf of, and in the stead of the Governor of Virginia.

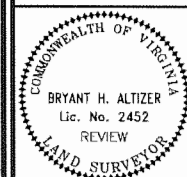
\_\_\_\_\_  
Secretary of Administration

\_\_\_\_\_  
Date



**Altizer, Hodges, & Varney, Inc.**  
 Consulting Engineers & Surveyors  
 20 Midway Plaza Drive, Suite 200  
 Christiansburg, Virginia 24073  
 Phone: 540-382-9410 Fax: 540-382-9492  
 Email: ahv@ahv-inc.com Web: www.ahv-inc.com

DATE : 04 JUN 2009  
 SCALE : AS SHOWN  
 DESIGNED :  
 DRAWN : BHA  
 CHECKED : CCH  
 REVISED :



PLAT OF PROPERTY TO BE TRANSFERRED TO  
 VIRGINIA TECH FOUNDATION, INC. BY VIRGINIA  
 POLYTECHNIC INSTITUTE & STATE UNIVERSITY

TOWN OF BLACKSBURG  
 PRICES FORK MAGISTERIAL DISTRICT  
 MONTGOMERY COUNTY, VIRGINIA

AHV PROJECT NUMBER  
 2008011

SHEET NUMBER  
 1 OF 1

## **Committee Minutes**

### **FINANCE AND AUDIT COMMITTEE**

**Duck Pond Conference Room, Skelton Conference Center**

**August 31, 2009**

#### **Finance Closed Session**

**Board Members Present:** Mr. Michael Anzilotti, Ms. Beverley Dalton, Mr. George Nolen

**VPI & SU Staff:** Ms. Kay Heidbreder, Ms. Sharon Kurek, Mr. M. Dwight Shelton, Jr., Dr. Charles Steger, Dr. Lisa Wilkes

1. **Motion for Closed Session**
- \* 2. **Ratification of Personnel Changes Report:** The Committee met in Closed Session to review and take action on the quarterly personnel changes report.
- \* 3. **Approval of Non-Contractual Bonuses for Athletic Events:** The Committee met in Closed Session to review and take action on bonuses for athletic events.

#### **Finance Open Session**

**Board Members Present:** Mr. Michael Anzilotti, Ms. Beverley Dalton, Mr. George Nolen

**VPI & SU Staff:** Ms. Samantha Baker, Mr. Erv Blythe, Mr. Mel Bowles, Mr. Allen Campbell, Mr. Al Cooper, Mr. John Cusimano, Mr. Corey Earles, Ms. Debbie Fulton, Mr. Tim Hodge, Ms. Sharon Kurek, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Lisa Royal, Mr. M. Dwight Shelton, Jr., Dr. Raymond Smoot, Jr., Mr. Jeb Stewart, Ms. Melinda West, Dr. Lisa Wilkes

1. **Motion to Reconvene in Open Session**
2. **Approval of Items Discussed in Closed Session:** The Committee reviewed and took the following actions on items discussed in closed session: ratified the Personnel Changes Report and approved the non-contractual bonuses for athletic events.

3. **Opening Remarks and Approval of Minutes of the June 1, 2009 Meeting:** The Committee reviewed and approved the minutes of the June 1, 2009 meeting.
4. **Update on Higher Education Restructuring:** The Committee received an update on Higher Education restructuring activities and accomplishments during the university's third year of implementation. A major focus of the 2008-09 fiscal year was to renegotiate a Management Agreement for the university. Legislation was approved amending and reenacting the current Management Agreement through June 30, 2012, provided the Governor provides written notification that the Management Agreement needs to be renegotiated or revised by November 15, 2011. An overview of the university's plan for 2009-10 was also provided. The Committee will receive an update on the Performance Measures for the 2008-09 fiscal year at the November Board meeting.
5. **Status of Reduction in State General Fund Support for 2009-10:** The Committee received a status report on the Virginia economy and the university's planning efforts to develop potential responses to actions taken by the State to balance its budget. In June 2009, the Administration announced that state revenues would be approximately \$300 million short of the official forecast approved in February. The Administration produced a revised revenue forecast in mid-August. The revised fiscal year 2010 forecast will bring the Commonwealth's projected revenues down by nearly \$1.2 billion. When taken together with the nearly \$300 million shortfall in 2009, this reforecast will necessitate action to close a revenue gap of approximately \$1.5 billion for the remainder of the fiscal year. These reductions are projected to be ongoing, and as a result the State will need to adjust ongoing revenue and/or expenditure budgets to balance the budget for the 2009-10 fiscal year as well as the upcoming 2010-12 biennial budget.

The Administration asked Virginia Tech to prepare plans for 5 percent, 10 percent, and 15 percent General Fund reduction scenarios for both agencies, which would result in total General Fund reductions of \$10.4 million, \$20.9 million, and \$31.3 million, respectively. The Administration is expected to announce the level of reductions necessary within the next several weeks.

Since October 2007, the university has experienced a cumulative General Fund reduction of \$42 million in operating support; the next round of reductions will increase this amount. In 2009-10, the university received \$17.3 million in federal funds from the Recovery Act (stimulus funds) to help offset the reductions on a temporary basis. Additional one-time federal support in 2010-11 is subject to action of the state. General Funds comprise approximately 20 percent of the university budget.

- \* 6. **Resolution to Affirm the Transfer of Property to the Virginia Tech Foundation, Inc.:** The Committee reviewed for approval a resolution to affirm the transfer of ownership of approximately 97.4 acres to the Virginia Tech Foundation, Inc. without receipt of monetary consideration in order to allow the expansion of the Virginia Tech Corporate Research Center (CRC). The Secretary of

Administration of the Commonwealth has requested this affirmation of intent. The Committee requested that an annual update on potential real estate transactions involving the university and the Virginia Tech Foundation, Inc. be provided at November meetings.

The Committee recommended the Resolution to Affirm the Transfer of Property to the Virginia Tech Foundation, Inc. to the full Board for approval.

- \* 7. **Approval of Year-to-Date Financial Performance Report (July 1, 2008 – June 30, 2009):** The Committee reviewed for approval the Year-to-Date Financial Performance Report for July 1, 2008 – June 30, 2009. For the fourth quarter, budget adjustments were made to reflect revisions to projected revenues and expenditures. During the fourth quarter, while the university increased the tuition budget by \$11.3 million, the actual tuition and fee revenue was slightly lower than the revised budget. Revenues for the Intercollegiate Athletics System are lower than projected due to timing of revenues from concession and conference football championship travel contracts. For the quarter ending June 30, 2009, \$49.6 million had been expended for Educational and General and 2002 General Obligation Bond capital projects. Capital outlay expenditures for the year ending June 30, 2009 totaled \$98.2 million.

The Committee recommended the Year-to-Date Financial Performance Report to the full Board for approval.

- \* 8. **Resolution on Expanded Investment Authority:** The Committee reviewed for approval a resolution on the investment and management of local funds and nongeneral fund reserves and balances in accordance with the provisions of the Uniform Prudent Management of Institutional Funds Act. During the 2009 General Assembly session, the university obtained legislative approval that expands its ability to invest local and nongeneral fund balances in the same spectrum of investments allowed for gifts and other private funds. Given this expanded authority, the university desires to aggregate a small portion of its local and nongeneral fund balances (approximately \$5 million) to enhance its investment returns and maximize diversification. The resolution authorizes the Vice President for Finance and Chief Financial Officer to enter into an agency agreement with the Virginia Tech Foundation, Inc. to invest local funds and nongeneral fund reserves and balances of the university from time to time as determined appropriate and permitted by law and in accordance with applicable Foundation investment policies.

The Committee recommended the Resolution on Expanded Investment Authority to the full Board for approval.

- \* 9. **Approval of 9(c) Debt Financing Resolutions:** The Committee reviewed for approval two resolutions authorizing the issuance of bonds through the Treasury Board on behalf of the university. The first resolution is for a 1,200 space parking structure located on the existing Prices Fork commuter lot to accommodate an

increase in parking demand in the north zone of campus as a result of new construction projects including the Surge Building, ICTAS-I, and the Engineering Signature Building. The financing amount authorized under this resolution is \$26.0 million. The second resolution is for the major construction expenses to renovate the East and West wings of Ambler Johnston Hall. The financing amount authorized under this resolution is \$62.12 million.

The resolutions identify the Vice President for Finance and Chief Financial Officer and the University Treasurer as each being authorized to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the bonds.

The Committee recommended the 9(c) Debt Financing Resolutions to the full Board for approval.

- \* 10. **Approval of 9(d) Debt Financing Resolution:** The Committee reviewed for approval a financing resolution through the State's 9(d) Virginia College Building Authority pooled bond program, totaling \$50.8 million, to finance the following five projects: adding new recreation, counseling and clinical space to McComas Hall; constructing a new basketball practice facility; upgrading the campus heat plant; constructing a new scientific research laboratory building; and repairing McComas Hall exterior wall structure.

The proposed resolution identifies the Vice President for Finance and Chief Financial Officer, and the University Treasurer, as authorized officers to execute and deliver all certificates and instruments and to take all such further actions as may be considered necessary or desirable in connection with the sale and issuance of the Bonds.

The Committee recommended the 9(d) Debt Financing Resolution to the full Board for approval.

### **Audit Closed Session**

**Board Members Present:** Mr. Michael Anzilotti, Ms. Beverley Dalton, Mr. George Nolen

**VPI & SU Staff:** Ms. Kay Heidbreder, Ms. Sharon Kurek, Mr. M. Dwight Shelton, Jr., Dr. Charles Steger, Dr. Lisa Wilkes

1. **Update on Fraud, Waste, and Abuse Cases:** The Committee met in Closed Session to receive an update on the outstanding fraud, waste, and abuse cases.
2. **Discussion with the Director of Internal Audit:** The Committee met in Closed Session with the Director of Internal Audit to discuss audits of specific departments and units where individual employees were identified.

### **Audit Open Session**

**Board Members Present:** Mr. Michael Anzilotti, Ms. Beverley Dalton, Mr. George Nolen

**VPI & SU Staff:** Ms. Samantha Baker, Mr. Erv Blythe, Mr. Mel Bowles, Mr. Allen Campbell, Mr. Al Cooper, Mr. John Cusimano, Mr. Corey Earles, Ms. Debbie Fulton, Mr. Tim Hodge, Ms. Sharon Kurek, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Lisa Royal, Mr. M. Dwight Shelton, Jr., Dr. Raymond Smoot, Jr., Mr. Jeb Stewart, Ms. Melinda West, Dr. Lisa Wilkes

1. **Approval of Minutes of the June 1, 2009 Meeting:** The Committee reviewed and approved the minutes of the June 1, 2009 meeting.
2. **Review and Acceptance of University's Update of Responses to all Previously Issued Internal Audit Reports:** The Committee reviewed the university's update of responses to all previously issued internal audit reports. At the June meeting, the university reported that as of March 31, 2009, two high or medium risk audit comments remained outstanding. An additional seven high or medium risk audit comments have been issued since then for a total of nine comments. As of June 30, 2009, the university has addressed all nine comments, leaving no comments still in progress.

The Committee accepted the report.

3. **Presentation, Discussion, and Acceptance of Internal Audit Department's Quarterly Report and Annual Status Report for the Fiscal Year Ended June 30, 2009:** The Committee reviewed the Internal Audit Department's Status Report as of June 30, 2009. In addition to conducting scheduled audits, the audit department participated in annual audit activities; fraud, waste, and abuse audits; and professional development activities.

The Committee accepted the report.

4. **Review and Acceptance of 2010 Audit Plan:** The Committee reviewed the suggested audits for the development of the audit plan for fiscal year 2010. Internal Audit conducted the annual risk assessment after reviewing financial data and seeking input from senior management. Approximately 7,300 hours annually will be devoted to risk-based audits and compliance reviews, and 1,000 hours are allotted for advisory services. Audits not completed in the fiscal year scheduled will be carried forward to the next fiscal year.

The Committee accepted the report.

5. **Review and Acceptance of the following Internal Audit Reports/Memos Issued:** The Committee reviewed and accepted the following Internal Audit reports:

- a. **Communication Network Services:** The audit indicated that management has designed and implemented controls that are often effective at reducing the department's exposure to business risks, but improvements are recommended to achieve a fully effective system of internal controls. Internal Audit found that CNS has very effective project management procedures in place. No recommendations were made in the areas of accounts receivable and payable, telecommunication services, training and licensing, CNS servers and network management. In areas of COOP and physical security, recommendations were issued to management where opportunities for improvement were noted.
- b. **Enterprise Systems:** The audit indicated that management has designed and implemented controls that are often effective at reducing the department's exposure to business risks, but one improvement is needed to achieve a fully effective system of internal controls. Internal Audit found that Enterprise Systems effectively protects sensitive data by using software scanning and encryption tools. Additionally, software development teams effectively adhere to IT project management procedures. A recommendation was issued to management where an opportunity for increasing the use of automated tools to improve the management of service requests was noted.
- c. **NCAA Compliance - Recruiting:** The audit indicated that management has designed and implemented controls that are often effective at reducing the department's exposure to business risks, but improvements are recommended to achieve a fully effective system of internal controls. The compliance program is enhancing their monitoring of recruiting activities with the implementation of a web-based software system in several areas of the Athletics Department. Audit recommendations were issued to management where opportunities for further improvements were noted in the areas of recruiting, certification of compliance, and awards and benefits to student athletes.
- d. **The Inn at Virginia Tech:** The audit indicated that management has designed and implemented controls that are often effective at reducing the department's exposure to business risks, but improvements are recommended to achieve a full effective system of internal controls. Internal Audit found that controls are in place to ensure all funds are deposited and all charges are appropriately billed. No recommendations were made in the areas of funds handling, inventory, and

account billings. In the areas of health and safety and key control, recommendations were issued to management where opportunities for improvement were noted.

- e. Human Resources: The audit indicated that management has designed and implemented controls that are often effective at reducing the department's exposure to business risks, but improvements are recommended to achieve a fully effective system of internal controls. Internal Audit's review found that Human Resources proactively protects sensitive data hosted on workstations by using software scanning and encryption tools. No recommendations were made in the areas of termination, retirement, compensation management, and security of sensitive data. In the areas of hiring and background checks, recommendations were issued to management where opportunities for improvement were noted.
6. **Review of Auditor of Public Accounts Statewide Reviews and Special Reports:** In addition to the annual audits of the university's financial statements and its Intercollegiate Athletics program, the Auditor of Public Accounts (APA) has included Virginia Tech along with other agencies in recent program reviews designed to assess controls on a statewide basis. The Committee reviewed a report which provided an analysis of the APA's statewide audit activities to date and the university's planned approach to manage and report on these audit activities.
7. **Discussion of the Current Status of the June 30, 2009 Audit of the University's Financial Statements:** The Committee received a report on the current status of the audit of the university's financial statements for 2008-09.

There being no further business, the meeting adjourned at 11:18 a.m.

## **Update to Responses to Open Internal Audit Comments**

### **FINANCE AND AUDIT COMMITTEE**

**June 30, 2009**

As part of the internal audit process, university management participates in the opening and closing conferences and receives copies of all Internal Audit final reports. The audited units are responsible for implementing action plans by the agreed upon implementation dates, and management is responsible for on-going oversight and monitoring of progress to ensure solutions are implemented without unnecessary delays. Management supports units as necessary when assistance is needed to complete an action plan. As units progress toward completion of an action plan, Internal Audit performs a follow up visit within two weeks after the target implementation date. Internal Audit is responsible for conducting independent follow up testing to verify mitigation of the risks identified in the recommendation and formally close the recommendation.

As part of management's oversight and monitoring responsibility, this report is provided to update the Audit Committee on the status of outstanding recommendations. Management reviews and assesses recommendations with university-wide implications and shares the recommendations with responsible administrative departments for process improvements, additions or clarification of university policy, and inclusion in training programs and campus communications.

The report presented at the June 1, 2009 meeting covered internal audit reports reviewed and accepted through the prior board meeting, and included two open medium priority recommendations. Activity for the quarter ended June 30, 2009 resulted in the following:

Open recommendations as of April 1, 2009	2
Add: Medium and High priority recommendations issued	7
Subtract: Recommendations addressed	<u>9</u>
Remaining Open recommendations as of June 30, 2009	<u>0</u>

**Internal Audit Department Quarterly Report and Annual Status Report  
for the Fiscal Year Ended June 30, 2009**

**FINANCE AND AUDIT COMMITTEE**

**June 30, 2009**

**Section I. ANNUAL UPDATE**

**Mission Statement – Scope of Work**

The mission of Virginia Tech Internal Audit department is to provide independent, objective assurance and advisory services designed to add value and improve the University's operations. Additionally, we help University departments accomplish their objectives by bringing a systematic, disciplined approach to the identification of opportunities for improvement in the areas of risk management, internal control, efficiency, policy and procedure.

Internal audit coverage encompasses reviews of all University operations and activities to appraise:

- the accuracy, reliability, and timeliness of significant financial, managerial, and operating information and the adequacy of the internal controls employed over the compilation and reporting of such information;
- compliance with policies, procedures, standards, laws, and regulations;
- whether risks are appropriately identified and managed;
- measures taken to safeguard assets, including tests of existence and ownership;
- the adequacy, propriety, and cost-effectiveness of accounting, financial, and other controls throughout the University, as well as compliance therewith;
- measures taken to foster continuous improvement in control processes;
- whether University resources are being acquired, managed, and protected in an economical, efficient, and effective manner; and
- the achievement of programs, plans and objectives.

Internal Audit reports functionally to the Finance and Audit Committee of the Board of Visitors, and administratively to the University's Chief Financial Officer.

**Executive Summary – State of Control Environment**

We believe the Internal Audit program continues to be a significant element of the University's overall control structure and a positive influence on the control environment. During FY 2009, Internal Audit examined and tested the operations and systems of internal control within a number of University departments to assist management and the Board of Visitors in the discharge of their fiduciary responsibilities.

As a result of the audit, advisory services and investigation work performed during FY 2009, we did not identify any deficiencies that we would consider to represent material control weaknesses. The scope of our work was not limited in any way by management or other, nor were there any instances where we considered our independence or our objectivity to have been impaired. We have found management and others with whom we worked during FY 2009 to be conscientious, cognizant and accepting of their responsibility for internal control, open and cooperative, and supportive of our efforts. Management has generally accepted our findings and responded by developing action plans that address the issues raised in our reports.

These statements are made with the understanding that no system of control provides absolute assurance that controls are functioning effectively nor are they meant to imply that fraud and other irregularities do not exist or, if they do exist, are certain to be detected. Decisions as to the level of risk that is tolerable and should be accepted by the institution are the responsibility of management. That said, based on the audit, advisory services and investigation work performed during FY 2009, we did not identify any areas where management decided to accept a level of risk that we believed to be unacceptable.

Although we did not identify material control weaknesses, our audit efforts identified that the University is faced with the challenge of maintaining adequate security and control over data in our decentralized environment. Additionally, we noticed several issues in the health and safety arena that surfaced multiple times, including a lack of updated emergency action plans, unfulfilled training requirements, and missing background checks for required positions. These observations were evidenced by the multiple recommendations in workstation and network security and health and safety issues.

### **Summary Observations – Audit Program**

Audits were performed according to the FY 2009 annual audit plan approved by the Finance and Audit Committee of the Board of Visitors on August 25, 2008 and conducted in an objective manner at a level consistent with the resources of the Internal Audit Department. At June 30, 2009, field work was substantially complete or underway for all 23 audit projects on the FY 2009 audit plan. Additionally, four projects were completed from the prior fiscal year. During the year, one planned audit (Cooperative Extension) was postponed to the FY 2010 audit plan.

As in past years, although field work was substantially complete or underway, the reports for one risk based audit (Facilities - Renovations) was not issued before the cutoff for submission of Board of Visitors meeting materials. This report will be discussed in detail at the November 2009 Finance and Audit Committee meeting.

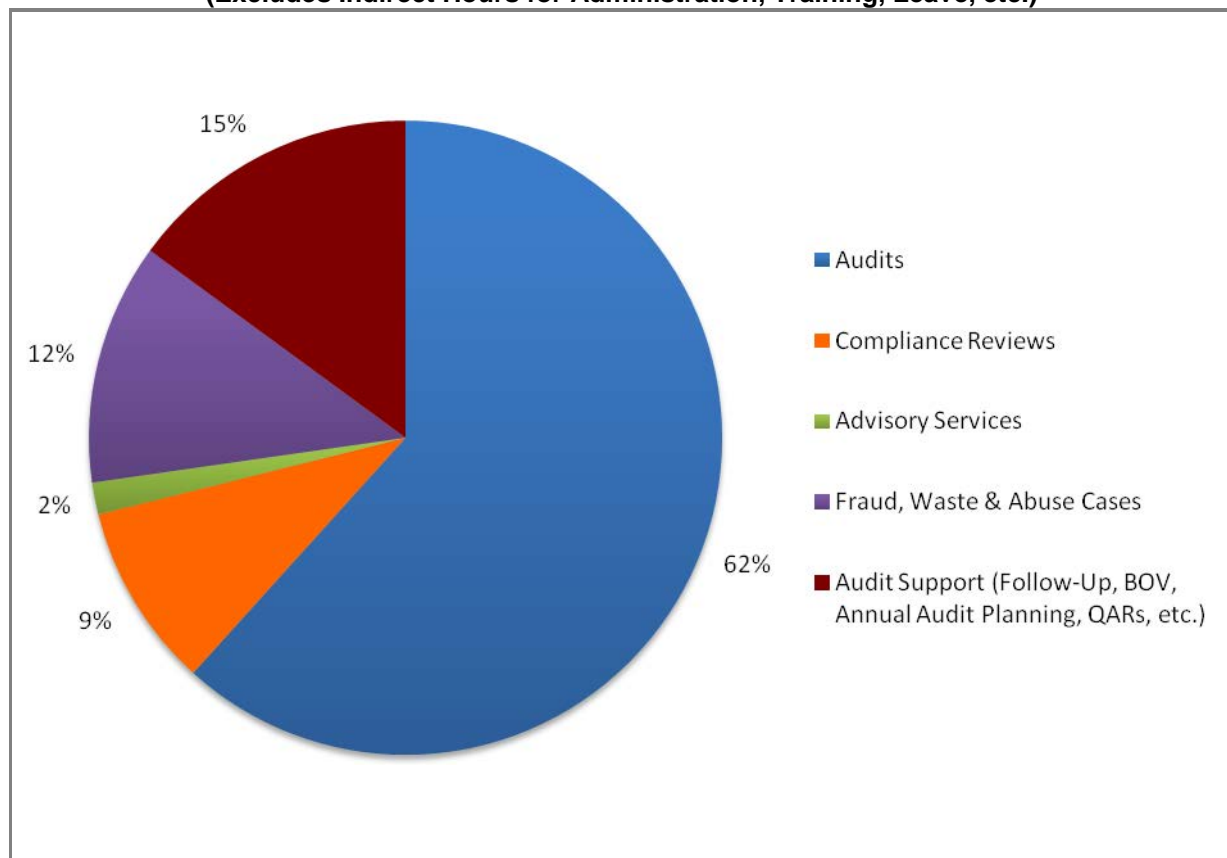
For FY 2009, Internal Audit completed 96% of its audit plan as depicted on the next page. The relatively high completion rate resulted from a fully staffed office placing a high priority on completing the audit plan.

### FY 2009 Completion of Audit Plan

<b>Audits</b>	
Total # of <b>Audits</b> Planned	23
Total # of Supplemental & Unplanned Carry forward	4
Total # of Planned <b>Audits</b> Canceled and/or Deferred	1
Total <b>Audits</b> in Plan as Amended	26
Total <b>Audits</b> Completed	25
<b>Audits</b> - Percentage Complete	96%
Note: Includes Compliance Reviews	

The chart below displays the distribution of direct audit hours by category. The indirect hours for administration, training, and leave (approximately 33% of total effort) is not included in the chart below. Planned audit projects accounted for the majority of direct audit effort at 62% of the remaining hours available.

### FY 2009 Distribution of Direct Audit Hours (Excludes Indirect Hours for Administration, Training, Leave, etc.)



The chart below displays the status of the FY 2009 audit plan. 21 audit projects on the FY 2009 audit plan have been completed and the remaining one is substantially completed.

### FY 2009 Audit Plan Status

<b>Audit Project</b>	<b>Risk Ranking</b>	<b>Projected BOV Mtg</b>	<b>Report Issue Date</b>
828 Scholarships and Financial Aid	High	March 2009	12/19/2008
830 Office of Sponsored Programs - Finance Team	High	March 2009	12/19/2008
836 Bursar - Accounts Receivable and Loans	High	March 2009	12/19/2008
835 Controller - General Accounting	High	March 2009	2/9/2009
840 Facilities - Utilities	Medium	March 2009	12/22/2008
843 Payment Card Industry Compliance	Medium	March 2009	3/2/2009
841 University Relations including Licensing and Trademarks	Medium	March 2009	2/25/2009
834 University Police	High	June 2009	5/4/2009
837 Institute for Critical Technologies and Applied Science (ICTAS)	High	June 2009	5/4/2009
833 College of Engineering	High	June 2009	5/4/2009
831 Communications Network Services	High	August 2009	8/5/2009
842 Information Technology - Enterprise Systems	Medium	August 2009	8/5/2009
829 NCAA Compliance - Recruiting	High	August 2009	8/7/2009
839 Human Resources	Medium	August 2009	8/7/2009
779 Facilities - Renovations	Medium	November 2009	
832 Surplus Property Compliance	Medium	August 2009	8/10/2009
838 Cooperative Extension	Medium	Postponed to FY 2010	
844 Inn at Virginia Tech	Medium	August 2009	8/7/2009
<b>Compliance Review</b>		<b>Projected BOV Mtg</b>	<b>Report Issue Date</b>
791 College of Natural Resources (CNR)		March 2009	2/9/2009
847 Vice President for Information Technology		June 2009	4/30/2009
845 College of Agriculture and Life Sciences (CALS)		August 2009	8/10/2009
846 Vice President for Equity and Inclusion		August 2009	8/10/2009
703 Vice President for Student Affairs		August 2009	8/10/2009

Additionally, Internal Audit responded to management's requests for advisory services and consultative guidance including the following topics: Inn's payroll process review; surplus property procedures review; state vehicle commuting policies and procedures; cell phone policy review for CALS and the University Controller; conflict of interest discussions with Human Resources and Legal Counsel; and memorandum of agreement between the Foundation and Virginia Tech on awarding and administering privately-funded scholarships and other awards held by the Foundation.

### **Management Corrective Actions (MCAs)**

Internal Audit conducts follow-up on management's implementation of agreed upon improvements for dozens of previously issued audit recommendations. Each audit recommendation and its associated MCA is given a rating of high, medium or low risk by the auditors and management. This judgment is made in a local context, and items identified as high do not necessarily convey material deficiencies or risks beyond the operating environment in which found. A primary objective of this classification is to drive a greater sense of urgency in completing the corrective action and completion of audit follow-up.

Of the 57 MCAs generated during audits issued in FY 2009, we categorized 18 as high risk (32%). High risk MCAs would include those that are systemic or have a broad impact, have contributed to a significant investigation finding, are reportable conditions under our professional literature, create health or safety concerns, involve senior officials, create exposures to fines, penalties or refunds, or are otherwise judged as significant control issues.

Beginning # of MCAs	4
MCAs added	57
MCAs closed	<u>48</u>
Current open inventory of MCAs	13

Note: The open inventory above includes 12 open MCAs from the reports presented to the Finance and Audit Committee at this August meeting. The remaining open MCA is low risk, has been outstanding over 120 days, and is on track for completion.

## Recurring Audit Issues

The same or similar issues noted below were identified in two or more of this year's audit reports. The data below will be shared with managers in the appropriate administrative departments so that they can establish education and/or monitoring programs which reduce the recurrence of these issues in future years. Overall, audit noted approximately the same number of recurring issues as compared to recent years.

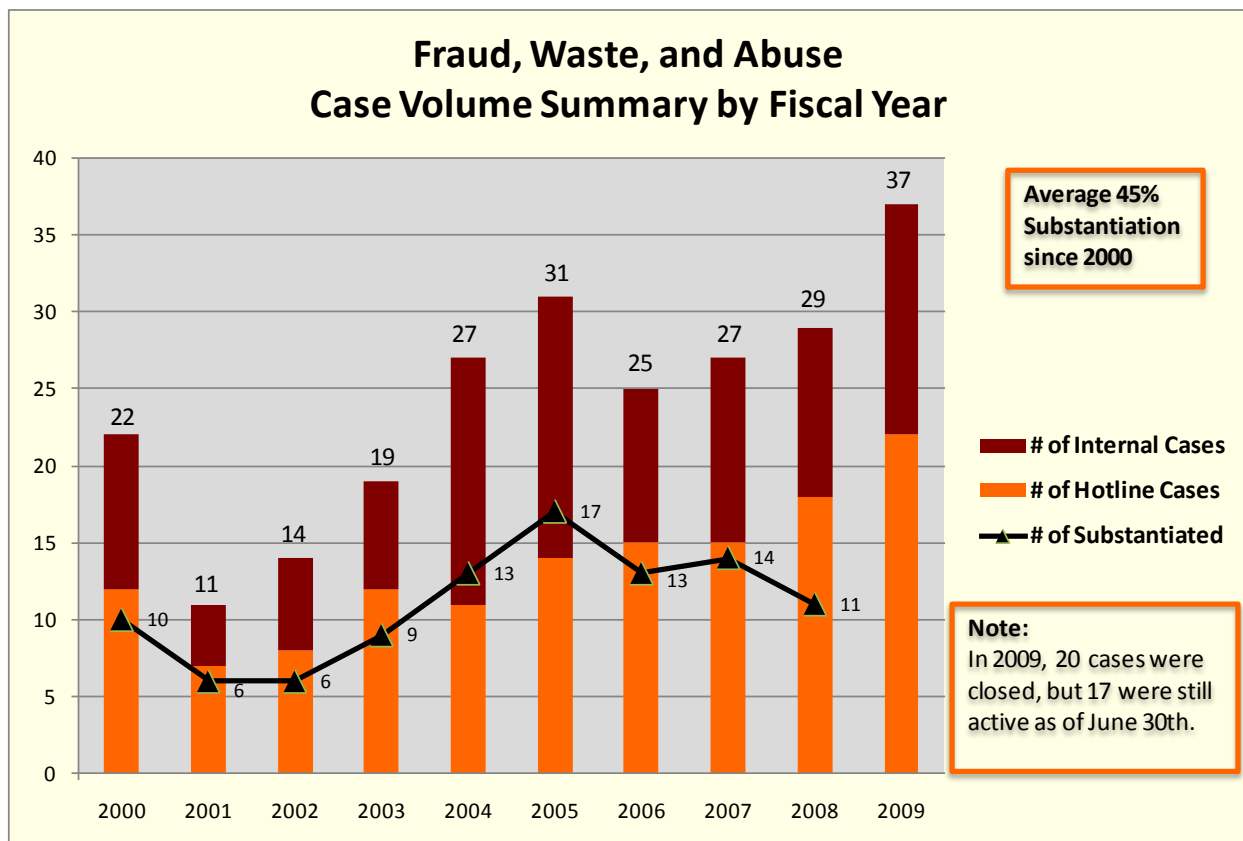
<b>Audit Recommendation</b>	<b>Occurrences</b>	<b>Audits</b>
Workstation and Network Security	5	Facilities Services: Utilities Division University Relations including Licensing and Trademarks University Police Human Resources CALS including Extension Offices
Physical Security - Access Controls	3	Communications Network Services (Equipment Rooms and Switch Centers) Inn at Virginia Tech
Health and Safety - Emergency Action Plans	3	College of Natural Resources CALS including Extension Offices Facilities Services: Utilities Division
Health and Safety - Training	3	CALS including Extension Offices Facilities Services: Utilities Division Institute for Critical Technologies and Applied Science (ICTAS)
Health and Safety - Background Checks	2	Human Resources Inn at Virginia Tech

## Fraud Waste & Abuse (FWA)

Internal Audit continued to conduct reviews of all Governor's Hotline and internal reports of alleged fraud, waste, and abuse during FY 2009. Internal Audit received 37 cases during the year; 20 cases were closed as of June 30, 2009. For the 20 cases completed, none of the allegations were substantiated for the 12 hotline reported cases; however, five of the eight (62%) internally reported allegations were substantiated. While approximately 65% of internally reported FWA allegations have been substantiated, only 29% of hotline FWA allegations have historically been substantiated.

The number of cases reported to the State Hotline or directly to Internal Audit was relatively stable for the last five years after rising from a low of 11 cases reviewed in 2001. However, there was an increase in cases during FY 2009 which is normal during these economic times.

Presented below are the number of fraud, waste and abuse reviews performed for State Hotline and internal complaints for fiscal years 2000 through 2009, and the number of substantiated cases.



## Staffing / Resources

The Internal Audit department is comprised of 12 authorized FTE – a Director, an Associate Director, nine auditors (two of whom are IT specialists), and an administrative coordinator. Additionally, Internal Audit has two graduate assistant allocations. We have also hired two part-time wage employees (Senior Fraud Audit Specialist and Administrative Assistant). We are actively searching for an administrative coordinator, and once filled we will no longer need the services for the part-time Administrative Assistant. One auditor position is held vacant due to the previous allocation of funding. One graduate assistant position will also be held vacant as the funding is utilized for other expenditures. At this time, the resources available should be sufficient to provide management with the audit, advisory services, and investigative capabilities required.

## Results of Surveys for Evaluating Internal Audit Services

Each audit and compliance review client department head is e-mailed a link to an online survey requesting their assistance in evaluating the quality of audit services provided by the Internal Audit Department. Feedback from the surveys is used to enhance the overall quality of university audits. All 16 survey responses received for the year from the following audits are summarized on the following pages.

### Survey Ratings

Rating Scale	5	4	3	2	1	Average Rating
Survey Statement	Excellent	Very Good	Good	Fair	Poor	(Scale 1 - 5)
The team discussed the preliminary audit objectives, scope & timing of the audit in a clear manner and your input was requested.	9	6		1		4.4
The disruption of daily activities was minimized as much as possible during the audit.	7	8	1			4.4
Communication of audit results and status to you and/or members of your staff during the audit was timely and adequate.	10	6				4.6
The audit team demonstrated technical proficiency.	7	7	2			4.3

<b>Rating Scale</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Average Rating (Scale 1 - 5)</b>
<b>Survey Statement</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	
The audit team developed sufficient knowledge of the area(s) being reviewed during the engagement.	3	12	1			4.1
The audit team was courteous, professional and approached the audit in a positive, proactive manner.	15	1				4.9
The audit team's conclusions and opinions were logical.	8	8				4.5
The audit report was clearly written and well organized and the tone was acceptable.	9	7				4.6
Overall, the audit provided "value added" results.	7	8	1			4.4
Rate the overall value provided by the audit.	6	10				4.4
<b>Cumulative Average</b>						<b>4.5</b>

### Survey Comments Received

"We really enjoyed working with Gannon on the Finance Audit. He was very informative throughout the entire audit process, and it was never hard getting a hold of him when we had a question, or two, to ask - whether through email or by phone. I thought both the opening and closing conferences were conducted very professionally, and were equally informative as well. Overall, very pleased with the entire audit. Thank you."

"Our staff found the auditors very considerate of internal deadlines when making requests for information. The auditors are very competent and were able to understand our processes quickly."

"We appreciate the open manner by which your staff approached the audit. We were updated regularly on the status of the audit and were given many opportunities to provide input and feedback. As this was the first audit on PCI compliance, I think it was a learning opportunity for all involved."

"Next time we would appreciate being informed of all possible comments prior to seeing them in a draft report. Although the comments were resolved for the most part, we were surprised at some conclusions reached and documented in an early draft report. It would have been easier on both offices to have been asked to look over the findings as fieldwork was on-going to ensure that the auditors had all the relevant information. Overall, Internal Audit does a good job and handles themselves in a professional manner."

"I was surprised by the scope of the audit. The audit was scheduled to be for Licensing and Trademarks, an auxiliary that operates separately from the department. It was not communicated to us prior to commencing the audit that some portions of University Relations would also be subject to review. While I have always welcomed audit's insights and we had no concern about the inspection, we might have been able to assist the audit team more had we known that the parent organization was to be subject to the review."

"The audit was well run and coordinated."

"Great effort and results for a rapidly changing, highly technical set of issues."

"This was a good audit with minimal disruption to our operations. The audit staff was well trained and conducted their tests in a professional manner. Their findings/recommendations were helpful to our on-going operations."

**Survey Conclusion:**

Overall customer ratings were very favorable as most categories fell between Excellent and Very Good. The following audit clients responded to the survey:

- Office of Sponsored Programs
- Bursar - Accounts Receivable and Loans
- Controller's Office - General Accounting
- College of Natural Resources
- University Relations
- Scholarships and Financial Aid
- Vice President for Information Technology
- Facilities Services- Utilities
- College of Engineering
- Information Technology – Payment Card Industry Compliance
- University Police

We have reemphasized the importance of continuous communication on the status of the audit with management. Attaining a cumulative average score of 4.5 on a 5 point scale exceeded our goal of 4.0 on all surveys.

## **Section II. QUARTERLY UPDATE**

### **Continuing Professional Education:**

Department personnel were able to participate in several quality training events during the past three months, including the following:

- All audit staff attended a two day seminar on “Enterprise Risk Management with Value Added Business Controls”. This seminar was part of a quality on-campus, cost-effective training program developed by the Vice President for Finance’s area.
- Four auditors attended a two hour on-campus presentation on “Ethics” presented by the University Controller.
- All audit staff attended a two hour on-campus presentation on “University Finance” presented by the Vice President for Finance and Chief Financial Officer.
- Three auditors attended a two and a half day conference presented by the College and University Auditors of Virginia.
- Two auditors viewed a one hour webinar on “Ethics: Lessons Learned from the Trenches”.
- Our Fraud Audit Specialist attended the two day “2009 Williamsburg Fraud Examiners Conference”.
- Our Audit Director completed a three day “Commonwealth Management Institute” course.
- Two of our Certified Fraud Examiners attended a one day “Auditing for Internal Fraud” seminar.

Each staff member is on target to complete its annual 40 hours of continuing education requirements.

### **Periodic Audit Activities**

Internal Audit verified and observed year-end inventory counts, particularly animal inventories, for the financial statements.

### **Compliance Review – Removal of Data from Surplus Computers:**

Internal Audit completed the annual review of the university’s process for disposal of surplus computers and other electronic media. The objective of the review was to determine whether the Surplus Property Office complies with:

- Information Technology policy and procedures for the removal of university data from hard drives and other electronic media; and
- Internal procedures for ensuring that desks, file cabinets, and folders do not contain sensitive information prior to sale.

The review covered the Surplus Property's preparation for the surplus property sale held on August 1, 2009. Internal audit concluded the following:

- Hard drives sold with surplus computers are adequately overwritten to remove all university data.
- Operating systems installed after overwriting the hard drives complied with relevant licensing agreements.
- Hard drives designated for disposal are adequately destroyed.
- Desks, file cabinets and folders are adequately inspected for sensitive information prior to the sale.
- The Surplus Property Office is properly safeguarded.

Although our review indicated that the Surplus Property Office was in compliance with the current policy and procedures for removing data from surplus computers, we recommended the following improvements:

- Modify the written procedures to include the process for removing data from or physically destroying all electronic devices such as digital cameras, PDA's, cell phones, and other specialized memory devices.
- Seek assurance that the software product used by the Surplus Property Office to remove data from Windows computers is effective and meets commonly accepted industry standards for that purpose.

### **Compliance Review Activities:**

Internal Audit completed the remaining three of the five planned compliance review activities for the FY 2009 audit plan. The objective of our compliance reviews is to contribute to the improvement of risk management and the control systems within selected senior management areas by evaluating compliance with university policies and procedures.

### ***College of Agriculture and Life Sciences***

The team completed a review of compliance with general administrative policies in all areas reporting to the College of Agriculture and Life Sciences (CALS) for the period January 1, 2008 to March 31, 2009. Off Campus Agency 229 Cooperative Extension and Agricultural Experiment Station Division was excluded from this review since an audit for this area is planned in FY 2010. The overall assessment levels of compliance are summarized below.

### **Overall Assessment**

<b>Administrative Area</b>	<b>Rating</b>
Fiscal Responsibility	Improvements are recommended
Employee Compensation and Leave	Effective
Expenditures (Purchase Cards)	Effective
Fixed Asset Management	Effective
Funds Handling	Effective
University Key Controls	Effective

**Fiscal Responsibility** – Our review noted that 4 of 54 snapshot by organization report certification pages (last page of the snapshot) sampled were not complete. Two were not dated by the Department Head or the preparer; however, the reconciliations were performed timely per the report generation date. Two additional reports could not be located on file. After this issue was brought to the department's attention, the reports were subsequently provided; however, they were not performed timely. Finally, one of the 54 Snapshots by Organization reports sampled was not on file and Internal Audit could not find any Transaction Detail reports or Snapshot by Organization reports for the entire audit period.

### ***Vice President for Equity and Inclusion***

The team completed a review of compliance with general administrative policies in all areas reporting to the Vice President for Equity and Inclusion (VPOEI) for the period April 1, 2008 through March 31, 2009. The overall assessment levels of compliance are summarized below.

### **Overall Assessment**

<b>Administrative Area</b>	<b>Rating</b>
Fiscal Responsibility	Effective
Employee Compensation and Leave	Improvements are recommended
Expenditures (Purchase Cards)	Improvements are recommended
Fixed Asset Management	Effective
Funds Handling	Effective
University Key Controls	Effective
Emergency Management Planning	Effective

**Employee Compensation and Leave** – All wage employees were reviewed by Internal Audit. One of four (25%) wage employees within the VPOEI reviewed did not have a time card for either of the two periods tested by Internal Audit. Our review of two pay periods sampled within the VPOEI indicated that nine out of 36 (25%) Leave Reports sampled were not on file. Internal Audit noted that all (100%) non exempt employees lacked Leave and Hours Worked Reports. Of the 27 Leave Reports located by audit, five of 27 (18%) were submitted late (one was a day late, two were over two weeks late, and two were over three months late). One of 27 (4%) Leave Reports reviewed had corrections that were not supported by adequate documentation. Management implemented procedures during the audit to aid in ensuring compliance with the University Leave Policy.

**Expenditures (Purchase Cards)** – Our review of the activity for all four cardholders within the VPOEI determined that management has designed and implemented expenditure controls that adequately reduced the departments' exposure to business risks; however, some improvements are recommended to ensure controls are fully and consistently effective. Internal Audit noted that four of 14 (28%) MasterCard statements could not be located.

### ***Vice President for Student Affairs***

The team completed a review of compliance with general administrative policies in all areas reporting to the Vice President for Student Affairs for the period April 1, 2008 through March 31, 2009. The overall assessment levels of compliance are summarized below.

#### **Overall Assessment**

<b>Administrative Area</b>	<b>Rating</b>
Fiscal Responsibility	Effective
Employee Compensation and Leave	Improvements are recommended
Expenditures (Purchase Cards)	Improvements are recommended
Funds Handling	Effective
University Key Controls	Effective
Emergency Management Planning	Improvements are recommended

#### ***Employee Compensation and Leave –***

1. We reviewed 200 wage employees from a population of approximately 4,400 for the Vice President for Student Affairs. Our review noted 53 of 200 wage employees sampled did not have a completed time card or time record on file. Incomplete time records were not signed by the employee (28), supervisor (13), or both (11), and one that was unaccounted.
2. We reviewed 113 Wage Reconciliation summaries (Banner form PZRTES) in the Wage Payroll sample. Eight of the 113 pay period Wage Reconciliation summaries were not on file or not completed.
3. We reviewed ten adjunct faculty appointments (P14 hires) from a population of 60 for the Vice President for Student Affairs. Our review noted eight of ten P14 appointments did not have a Letter of Offer on file, or the Letter of Offer was not complete. Of the eight exceptions, five did not have a Letter of Offer, one did not have a Selective Service Agreement notice, two did not have a Proof of Citizenship notice, and one did not have a Selective Service Agreement notice or Proof of Citizenship notice. Additionally, for one classified employee sampled, request for P14 payment was not approved in advance by Human Resources.

***Expenditures (Purchase Cards)*** – We reviewed 15 cardholders from a population of 93 from the Vice President for Student Affairs. Our review noted the original receipts were not on file for nine of the 45 statements selected in the sample. A total of 24 receipts for approximately \$6,500 were missing from cardholders. Additionally, we found a bus trip purchase that was split into four separate transactions.

***Emergency Management Planning*** – Emergency Action Plans (EAPs) for Schiffert Health Center, Cook Counseling Services Auxiliary and Dining Services were not on file. There were other documents provided for Schiffert Health Center and Cook Counseling Services Auxiliary that included similar information to the EAP, but there were parts from the EAP that were missing in these documents.

## Internal Audit – Audit Plan for Fiscal 2010

### FINANCE AND AUDIT COMMITTEE

August 6, 2009

#### Proposed Audit Plan – FY 2010

Internal Audit presents the following plan to the Finance and Audit Committee for approval. Note that the Cooperative Extension audit that was originally planned to begin in FY 2009 has been added to the FY 2010 plan. Internal Audit is not necessarily expecting to be able to fully complete its ambitious plan for the year. Last year's plan and the one below are intentionally ambitious to strive for continuing productivity gains. Internal Audit expects to substantially complete 16 audits and 5 compliance reviews from the FY 2009 plan by this August board meeting.

#### PROPOSED AUDIT PLAN FOR FY 2010 RISK BASED AUDITS

ENTITIES	LAST AUDIT	RISK	HOURS
Athletic Department - Operations *	2005	High	350
Chemistry Department	2003	High	300
Construction Project Management Process	2005	High	400
Cooperative Extension	2007	High	350
Departmental Scholarships/Foundation	various	High	300
Electronic Sensitive Data	various	High	400
Information Technology Security Office	2006	High	300
Network Infrastructure Systems Support	various	High	400
Office of Sponsored Programs - Pre-Award *	2005	High	300
Scholarships and Financial Aid *	2009	High	300
Virginia Bioinformatics Institute	2005	High	400
Dining Services	2005	Medium	350
Environmental Health & Safety	2006	Medium	300
Emergency Preparedness - Action Plans	various	Medium	300
Investments & Debt Management	2003	Medium	150
Learning Technologies	2004	Medium	300
Leave Accounting	2000	Medium	250
Macromolecules & Interfaces Institute	N/A	Medium	200
Secure Enterprise Technology Initiatives	N/A	Medium	250
Surplus Property Compliance	2009	Medium	100
University Unions and Student Activities	2003	Medium	300
Total Hours Needed			<u><u>6,300</u></u>

Total Audits Planned 21

\* Entity receives an annual audit on different components of their operation.

## ADVISORY SERVICES REVIEWS

Conflict of Interests	300
Institute for Advanced Learning & Research	250
Unallocated - Management Request	450
<b>Total Hours Needed</b>	<b><u>1,000</u></b>

## Proposed Compliance Review Plan – FY 2010

Audit's objective in building the compliance review plan is to ensure all Senior Management areas get at least one visit from Internal Audit every five years for tests of compliance with major University business policies. To complement this process and provide an even broader-based view of compliance with less predictability, periodic unannounced reviews of compliance with key selected policies and procedures will be conducted on University-wide samples. Summary results will be reported to the Finance and Audit Committee in Internal Audit's quarterly reports.

PROPOSED FIVE-YEAR COMPLIANCE REVIEW PLAN FOR FY 2010 THROUGH FY 2014						
Audit Entity (Senior Management Areas)	Last Review	Hours of Effort				
		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Athletics	2007				250	
College of Agriculture and Life Sciences	2009					250
College of Architecture and Urban Studies	2007			200		
College of Business	2005	200				
College of Engineering	2008			250		
College of Liberal Arts and Human Sciences	2008					200
College of Natural Resources	2009				200	
College of Science	2005	200				
College of Veterinary Medicine	2008				250	
Office of the President	2004			150		
Office of the Provost	2006		200			
University Libraries	2006		200			
University Treasurer	2006				200	
Vice President and Dean for Graduate School	2008				150	
Vice President and Dean for Undergraduate Education	*	200				
Vice President for National Capital Region	*		150			
Vice President for Administrative Services	2004	250				
Vice President for Alumni Relations	2005	150				
Vice President for Development and University Relations	2006		200			
Vice President for Equity and Inclusion	2009					150
Vice President for Finance and Chief Financial Officer	2007			200		
Vice President for Information Technology	2009					200
Vice President for Outreach and International Affairs	2006		200			
Vice President for Research	2007			200		
Vice President for Student Affairs	2009					250
<b>Total Budgeted Hours</b>		<b>1000</b>	<b>950</b>	<b>1000</b>	<b>1050</b>	<b>1050</b>
<b>Number of Reviews</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
* New Senior Management Units as of 2008						

NOTE: Compliance reviews include all departments reporting to the respective senior management area.



TO: Finance and Audit Committee of the Board of Visitors

FROM: Sharon M. Kurek, Director *dmk*

DATE: August 5, 2009

SUBJECT: Final Report – Audit No. 831, Communication Network Services

Internal Audit has completed an audit of Communication Network Services (CNS) in conformity with the fiscal year 2009 audit plan. The objective of this review was to contribute to the improvement of risk management and the control systems by identifying CNS's exposures to risks and evaluating the controls designed by management to mitigate those risks. Our review included controls within Network Infrastructure and Services (NI&S) in cases where they overlapped with CNS controls.

## **BACKGROUND**

CNS is the telecommunications auxiliary that supports the instructional, research, and outreach missions of the university by providing voice, data, and video services. CNS is managed by the Associate Vice President (AVP) for NI&S, who reports to the Vice President for Information Technology and Chief Information Officer.

CNS operates and continuously upgrades wide-area, high-performance computing and communication systems to ensure university access to ubiquitous high-speed, national and international, research networks and facilities. Virginia Tech's campus network is a state-of-the-art, high quality communications infrastructure, critical to the instruction, research, and outreach missions of Virginia Tech.

## **RISK EXPOSURE**

Internal Audit periodically performs a detailed risk assessment of the university's auditable entities using factors such as the amount of cash inflows, operating expenditures, research activities, management of sensitive information, level of external regulation, etc. The goal of the risk assessment is to prioritize those entities within the university that should receive audit attention. CNS was determined to be a high risk entity due to the amount of auxiliary revenues and expenditures, and the information technology (IT) infrastructure that CNS supports.

## **SCOPE**

In conducting the audit, we performed a risk assessment of CNS to evaluate the adequacy and effectiveness of the processes in place and to identify areas of high risk. Additionally, the AVP for NI&S asked Internal Audit to examine several additional internal processes at the opening conference for this audit, including NI&S controls where they overlapped with CNS controls. Overlapping controls included IT project management, Continuity of Operations Plan (COOP) and inventory. Based on our risk assessment and the processes we were requested to examine, our audit work focused on accounts receivable and payable, inventory, telecommunication services, training and licensing, key control, voice systems, CNS servers, network management, project management, and COOP. The audit covered the period July 1, 2007 to December 31, 2008.

## **OVERALL ASSESSMENT**

Our review indicates that management has designed and implemented controls that are often effective at reducing the department's exposure to many of the business risks it faces, but improvements are recommended to achieve a fully effective system of internal controls. We found that the Virginia Tech Network Operations Center (VTOC) effectively monitors the status of the network infrastructure and critical servers 24 hours per day. We also found that CNS has very effective project management procedures in place. No recommendations were made in the areas of accounts receivable and payable, telecommunication services, training and licensing, CNS servers and network management. In areas of COOP and physical security, recommendations were issued to management where opportunities for improvement were noted. See the attached appendices for our recommendations and management's action plans.

## **MANAGEMENT**

Judy L. Lilly, Associate Vice President for Network Infrastructure and Services  
Patricia L. Rodgers, Director of Business Technologies  
Roy R. Smith, Jr., Director of Operations  
Richard G. Hach, Associate Director of Network Administration  
John F. Pollard, Director of Engineering Operations  
Morgan W. Allen, Director of Systems Development and Administration  
Barry Linkous, Director of Switch Engineering and Facilities Management  
Rob Sprague, VTOC Supervisor  
Jeff Kidd, Public Relations Manager  
Dan Joyce, Jr., Human Resources Analyst  
Jerry T. Surface, Warehouse Manager

## **AUDITORS**

Sharon M. Kurek, Director  
Mel Bowles, Jr., Associate Director  
Paul Toffenetti, Audit Manager  
Divya Amin, Audit Manager  
Mike Emero, Auditor-In-Charge  
Gannon Davis, Staff Auditor

We appreciate the cooperation and assistance provided by management and their staff during our audit.

Cc: Auditor of Public Accounts  
Earving L. Blythe  
Robert R. Broyden  
Judy L. Lilly  
Kenneth E. Miller  
Michael J. Mulhare  
Randy Pelt, Jr.  
John F. Pollard  
Patricia L. Rodgers  
M. Dwight Shelton, Jr.  
Charles W. Steger  
Jeb E. B. Stewart  
Sherwood G. Wilson

TO: Finance and Audit Committee of the Board of Visitors

FROM: Sharon M. Kurek, Director *dmk*

DATE: August 5, 2009

SUBJECT: Final Report – Audit No. 842, Enterprise Systems

Internal Audit has completed an audit of Enterprise Systems in conformity with the fiscal year 2009 audit plan. The objective of this review was to contribute to the improvement of risk management and the control systems by identifying Enterprise Systems' exposures to risks and evaluating the controls designed by management to mitigate those risks.

**BACKGROUND**

Enterprise Systems develops and supports university mission-critical information technology systems with the following objectives:

- Implementing applications from an enterprise-wide view to address availability, scalability, security, integration, and software standards;
- Managing a portfolio of enterprise priorities and projects to insure alignment with strategic needs;
- Continually developing and enhancing information systems to insure long-term viability of enterprise software investments;
- Collaborating with university faculty, staff and students to facilitate process transformation; and
- Insuring that information is accessible while safeguarding against loss, abuse, and corruption.

The Enterprise Systems' organization contains these areas of responsibility.

Application Information Systems (AIS) serves as the central resource responsible for acquisition, development, and maintenance of the university's core administrative systems. To provide these services AIS is divided into teams for Advancement, Human Resources, Student Systems, and Finance.

Information Warehousing and Access (IWA) is responsible for the design, development, and implementation of the Virginia Tech Enterprise Data Warehouse. The data warehouse currently contains financial, human resource, and student data. IWA services also include the development of dashboards, parameter driven reports, and training programs for ad-hoc query access.

Database and Application Administration (DBAA) provides the necessary controls, oversight, performance monitoring, and 24x7 on-call responses for application administration, database administration, web hosting, and filebox services.

Integration & Portal Services (IPS) provides information technology support in the areas of portal administration, integration processes, the Banner General Person module and processes, web user interfaces, and Enterprise Directory interfaces.

Document Management Systems (DMS) provides enterprise technology services for document management, web content management, wiki services, and workflow, as well as software development and support for the Office of Information Technology Acquisitions.

### **RISK EXPOSURE**

Internal Audit periodically performs a detailed risk assessment of the university's auditable entities using factors such as the amount of cash inflows, operating expenditures, research activities, management of sensitive information, level of external regulation, etc. The goal of the risk assessment is to prioritize those entities within the university that should receive audit attention. Enterprise Systems was determined to be a medium risk entity due to its role in supporting enterprise IT systems.

### **SCOPE**

In conducting the audit, we performed a risk assessment of Enterprise Systems to evaluate the adequacy and effectiveness of the processes in place and to identify areas of high risk. Based on our risk assessment and the processes we were requested to examine, our audit work focused on the following items:

- IT project management,
- Service requests,
- Software design, development, testing and configuration management,
- Managing sensitive information, and
- Continuity of operations plans (COOPs).

The audit covered the period July 1, 2007 to December 31, 2008.

### **OVERALL ASSESSMENT**

Our review indicates that management has designed and implemented controls that are often effective at reducing the department's exposure to many of the business risks it faces, but one improvement is recommended to achieve a fully effective system of internal controls. We found that Enterprise Systems effectively protects sensitive data by using software scanning and encryption tools. Additionally, software development teams effectively adhere to IT project management procedures. No recommendations were offered in the areas of IT project management, managing sensitive information, COOPs, and software design, development, testing and configuration management. A recommendation was issued to management where an opportunity for increasing the use of automated tools to improve the management of service requests was noted. See the attached appendix for our recommendation and management's action plan.

### **MANAGEMENT**

Deborah M. Fulton, Associate Vice President for Enterprise Systems

Mike Naff, Director of Application Information Systems

Randal R. Crockett, Student & Financial Aid Project Leader

Lee Anne Hoppe, Human Resource Information System Project Leader

Jay Smith III, Finance Project Leader

Janet T. Linkous, Alumni Development and Advancement Project Leader

Betsy Blythe, Director of Information Warehousing and Access

Bill Dooley, Manager of Database and Application Administration  
Kenneth T. McCrery, Manager of Integration and Portal Services  
Mark W. Hoppe, Manager of Document Management Systems

**AUDITORS**

Sharon M. Kurek, Director  
Mel Bowles, Jr., Associate Director  
Paul Toffenetti, IT Audit Manager  
Mike Emero, Auditor-In-Charge  
Cliff Grunstra, Graduate Assistant

We appreciate the cooperation and assistance provided by management and their staff during our audit.

cc: Auditor of Public Accounts  
Betsy Blythe  
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Randal R. Crockett  
Bill Dooley  
Deborah M. Fulton  
Lee Anne Hoppe  
Mark W. Hoppe  
Janet T. Linkous  
Kenneth T. McCrery  
Kenneth E. Miller  
Mike Naff  
Randy Pelt, Jr.  
M. Dwight Shelton, Jr.  
Jay Smith, III  
Charles W. Steger  
Jeb E. B. Stewart

TO: Finance and Audit Committee of the Board of Visitors

FROM: Sharon M. Kurek, Director *dmk*

DATE: August 7, 2009

SUBJECT: Final Report – Audit No. 829, NCAA Compliance – Recruiting

Internal Audit has completed the third phase of our four-year cycle of the NCAA compliance program and business operations of the Athletics Department in conformity with the fiscal year 2009 audit plan. The objective of this review was to contribute to the improvement of risk management and the control systems by identifying the Athletics Department's exposures to risks and evaluating the controls designed by management to mitigate those risks.

### **BACKGROUND**

Virginia Tech has been competing in varsity sports for more than 100 years. The athletics program was established on September 26, 1891. Currently, Virginia Tech sponsors 21 varsity sports at the NCAA Division I level. There are 11 men's sports and 10 women's sports. The Athletics Department Compliance Office monitors over five hundred student-athletes each academic year. Virginia Tech became a full member of the Atlantic Coast Conference for the 2004-05 season, after competing in the Big East Conference since the 2000-01 season.

### **RISK EXPOSURE**

Internal Audit periodically performs a detailed risk assessment of all of the university's auditable entities using factors such as the amount of cash inflows, operating expenditures, research activities, management of sensitive information, level of external regulation, etc. The goal of the risk assessment is to prioritize those entities within the university that should receive audit attention. The Athletics Department was determined to be a high risk entity due to the NCAA regulation requirements and the increased potential for publicity.

### **SCOPE**

In conducting this audit, we performed a risk assessment of the areas within the department's compliance program scheduled for the third phase of our review cycle. This assessment allowed us to evaluate the adequacy and effectiveness of the processes in place and to identify areas of high risk. Our audit work focused on recruiting, awards and benefits to student-athletes, certification of compliance, institutional control and football attendance monitoring procedures. The audit period covered was the 2007-2008 academic year.

### **OVERALL ASSESSMENT**

Our review indicates that management has designed and implemented controls that are effective at reducing the department's exposure to many of the business risks it faces, but improvements are recommended to achieve a fully effective system of internal controls. With the implementation of a web-based software system in several areas of the Athletics Department, the compliance program is enhancing their monitoring of recruiting activities. Audit recommendations were issued to management where opportunities for further improvements were noted in the areas of recruiting, certification of compliance, and awards and benefits to

student-athletes. See the attached appendices for our recommendations and management's action plans.

### **MANAGEMENT**

James C. Weaver, Director of Athletics  
Sharon L. McCloskey, Senior Associate Director of Athletics  
Jon W. Jaudon, Associate Director of Athletics, Administration  
Timothy S. Parker, Senior Assistant Director of Athletics, Compliance  
Bert E. Locklin, Director of Compliance

### **AUDITORS**

Sharon M. Kurek, Director  
Mel Bowles, Jr., Associate Director  
Andrea Abiyounes, Audit Manager  
Aparna Yellapantula, Staff Auditor

We appreciate the cooperation and assistance provided by management and their staff during our audit.

cc: Auditor of Public Accounts  
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Natalie A. Hart  
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Larry N. Killough  
Bert E. Locklin  
Sharon L. McCloskey  
Kenneth E. Miller  
Timothy S. Parker  
M. Dwight Shelton, Jr.  
Charles W. Steger  
James C. Weaver



TO: Finance and Audit Committee of the Board of Visitors

FROM: Sharon M. Kurek, Director *dmk*

DATE: August 7, 2009

SUBJECT: Final Report – Audit No. 844, The Inn at Virginia Tech

Internal Audit has completed an audit of The Inn at Virginia Tech (the Inn) in conformity with the fiscal year 2009 audit plan. The objective of this review was to contribute to the improvement of risk management and the control systems by identifying the Inn's exposures to risks and evaluating the controls designed by management to mitigate those risks.

## **BACKGROUND**

The Inn opened on July 10, 2005. The facility provides an environment for conferences and business meetings where the exchange of information and ideas come to life. A world class hotel and conference center with 147 elegant guest rooms and suites boasting 23,705 square feet of advanced technology that can be utilized in the spacious ballroom which divides into six individual rooms, reception foyer, and breakout rooms for events and conferences. There is also a full service restaurant and lounge as well as the offering of room service. The Inn sits on 25 lush acres surrounded by a breathtaking view of the Alleghany Mountains. Organizationally, the Inn reports to Outreach and International Affairs. For fiscal year 2009, the Inn generated \$9.2 million in revenues. The executive management team does assist the Department of Hospitality and Tourism Management through lodging and restaurant classroom instruction providing students a valuable resource. The goal of the Inn is to be the venue of choice for overnight accommodations, meetings, and special events while providing exceptional service to each guest and maximizing revenue and controlling expenses.

## **RISK EXPOSURE**

Internal Audit periodically performs a detailed risk assessment of the university's auditable entities using factors such as the amount of cash inflows, operating expenditures, research activities, management of sensitive information, level of external regulation, etc. The goal of the risk assessment is to prioritize those entities within the university that should receive audit attention. The Inn was determined to be a medium risk entity due to the sales volume for their lodging, restaurant operations, and conference services.

## **SCOPE**

In conducting the audit, we performed a risk assessment of the Inn to evaluate the adequacy and effectiveness of the processes in place and to identify areas of high risk. Based on our risk assessment, our audit work focused on funds handling, key control, inventory, health and safety, and account billings. The audit covered the period of January 1, 2008 to March 31, 2009.

## **OVERALL ASSESSMENT**

Our review indicates that management has designed and implemented controls that are often effective at reducing the department's exposure to many of the business risks it faces, but improvements are recommended to achieve a fully effective system of internal controls. We

found the Inn has effective processes for funds received and account billing. Controls are in place to ensure all funds are deposited and all charges are appropriately billed.

No recommendations were made in the areas of funds handling, inventory, and account billings. In the areas of health and safety and key control, recommendations were issued to management where opportunities for improvement were noted. See the attached appendices for our recommendations and management's actions plans.

### **MANAGEMENT**

Jane H. Swan, Director, Finance and Administration, Outreach and International Affairs  
Gary Crizer, Hotel Manager  
Drema Foster, Hotel Controller

### **AUDITORS**

Sharon M. Kurek, Director  
Mel Bowles, Jr., Associate Director  
Andrea Abiyounes, Audit Manager  
Lisa Brown, Auditor-In-Charge

We appreciate the cooperation and assistance provided by management and their staff during our audit.

cc: Auditor of Public Accounts  
Robert R. Broyden  
Gary Crizer  
John E. Dooley  
Drema Foster  
Hal Irvin  
Mark G. McNamee  
Kenneth E. Miller  
M. Dwight Shelton, Jr.  
Charles W. Steger  
Jane H. Swan  
Gary Walton  
Sherwood G. Wilson



TO: Finance and Audit Committee of the Board of Visitors

FROM: Sharon M. Kurek, Director *dmk*

DATE: August 7, 2009

SUBJECT: Final Report – Audit No. 839, Human Resources

Internal Audit has completed an audit of Human Resources (HR) in conformity with the fiscal year 2009 audit plan. The objective of this review was to contribute to the improvement of risk management and the control systems by identifying HR's exposures to risks and evaluating the controls designed by management to mitigate those risks.

### **BACKGROUND**

Human Resources is responsible for maintaining approximately 7,800 university salary employee's personnel information. HR provides competitive compensation based on market data, enhances current programs, and establishes new programs to recruit, retain, and develop the best faculty and staff. It enters, calculates, and makes all retirement deductions from employee paychecks. Third party vendors and processing for retirement services are coordinated through HR. It provides assistance to departments in posting open positions and filling vacant positions throughout the university.

### **RISK EXPOSURE**

Internal Audit periodically performs a detailed risk assessment of the university's auditable entities using factors such as the amount of cash inflows, operating expenditures, research activities, management of sensitive information, level of external regulation, etc. The goal of the risk assessment is to prioritize those entities within the university that should receive audit attention. HR was determined to be a medium risk entity since it handles confidential and sensitive employee information, processes a high volume of transactions, and is highly regulated.

### **SCOPE**

In conducting the audit, we performed a risk assessment of HR to evaluate the adequacy and effectiveness of the processes in place and to identify areas of high risk. Based on our risk assessment, our audit work focused on hiring, termination, background checks on new employees, retirement, compensation management, and security of sensitive data. The audit covered the period of July 1, 2007- March 31, 2009.

### **OVERALL ASSESSMENT**

Our review indicates that management has designed and implemented controls that are often effective at reducing the department's exposure to many of the business risks it faces, but improvements are recommended to achieve a fully effective system of internal controls. Our review indicated that HR's monitoring and oversight efforts of the following areas were effective: physical records were adequately safeguarded; in-band adjustments were accurately categorized and properly approved; system access for terminated employees was removed

timely; and benefit deduction amounts were appropriate. Additionally, HR proactively protects sensitive data hosted on workstations by using software scanning and encryption tools.

No recommendations were issued in the areas of termination, retirement, compensation management, and security of sensitive data. In the areas of hiring and background checks, recommendations were issued to management where opportunities for improvement were noted. See the attached appendices for our recommendations and management's actions plans.

### **MANAGEMENT**

Hal Irvin, Associate Vice President for Human Resources  
Carolyn Y. Bishop, Human Resources Business Operations Coordinator  
Richard D. Charles, Director of Services & Employee Records  
Curtis L. Mabry, Staffing & Recruiting Manager  
Douglas D. Martin, Director of Benefits Program  
Kirk Wehner, Compensation Manager

### **AUDITORS**

Sharon M. Kurek, Director  
Mel Bowles, Jr., Associate Director  
Divya Amin, Audit Manager  
Paul Toffenetti, IT Audit Manager  
Gannon Davis, Auditor-In-Charge

We appreciate the cooperation and assistance provided by management and their staff during our audit.

cc: Auditor of Public Accounts  
Carolyn Y. Bishop  
Robert R. Broyden  
Richard D. Charles  
Hal Irvin  
Curtis L. Mabry  
Douglas D. Martin  
Mark G. McNamee  
Kenneth E. Miller  
M. Dwight Shelton, Jr.  
Charles W. Steger  
Kirk Wehner  
Sherwood G. Wilson

# **Auditor of Public Accounts Statewide Reviews and Special Reports**

## **FINANCE AND AUDIT COMMITTEE**

**August 31, 2009**

### **Background**

In addition to the annual audits of the University's financial statements and its Intercollegiate Athletics program, the Auditor of Public Accounts (APA) has included Virginia Tech along with other agencies in recent program reviews designed to assess controls on a statewide basis. The APA has shifted its audit approach to include these special reviews as a part of their annual audit plan. Due to the breadth of programs and the dollar volume of activities at Virginia Tech, it seems likely that the University will often be one of the agencies selected for review; this will increase the number of opportunities for the auditors to provide internal control recommendations specific to the institution.

The following report provides an analysis of the APA's statewide audit activities consistent with the University's planned approach to manage and report on these audit activities.

### **Recent Audit Activity**

Since our last report, the APA has issued three state-wide audit reports that reference or impact Virginia Tech; these APA reports are summarized below. The prior report to the Finance and Audit Committee on the APA's statewide reviews and special reports was reviewed with the Committee in March 2009.

#### Accounts Receivable Review, May 2009

The APA objectives for this interim review of the Collection of Commonwealth Accounts Receivable were to: determine the role of the agencies involved in the receivables process; determine the various classes of receivables as of June 30, 2008, held by state agencies; determine current collection processes; evaluate the current receivable reporting method; and recommend improvements for the reporting of the Commonwealth's receivables. The final report, due to be issued by December 1, 2009 will address the following objectives: determine best practices agencies should follow for managing and collecting their receivables including extending credit, billing and collection, appropriate reporting, and determining the collectability of each receivable class; and make recommendations for the improvement of the management and reporting of the Commonwealth's receivables.

The interim report identifies that, of the agencies reviewed (which included Virginia Tech), most amounts due and collected by the Commonwealth are part of agencies' and institutions' normal operations and will not provide the General Fund of Commonwealth substantial resources. Based on the results of the review, the APA recommends that the State Comptroller improve accounts receivable analysis and reporting for state agencies to ensure information is informative and useful for users. (The APA included no recommendations specific to Virginia Tech in this review.)

#### Information Technology Project Management for Tier III Higher Education Institutions and Independent Agencies, April 2009

This APA audit reviewed the adequacy of information technology (IT) project management policies and procedures for Tier III higher education institutions and independent agencies. Overall, the APA found that Virginia Tech has developed adequate IT project management policies and procedures, and is properly following its policies and procedures on current projects.

Virginia Tech's policies require the creation of a project management plan, which includes the required high-level project management documents, such as those outlined in the IT industry's best practices contained in A Guide to the Project Management Body of Knowledge, Third Edition (PMBOK). The audit noted that only two of these policy documents continue to require additional development, the Performance and Change Management Plans. The report also stated that Virginia Tech was currently working on expanding these two documents to incorporate the necessary detail that will make the documents in line with industry best practices.

#### Review of One Card Programs at Virginia's State-Supported Universities, June 2009

The APA surveyed all fourteen, four-year, Virginia state-supported colleges and universities regarding services provided through their One Card programs (Hokie Passport for Virginia Tech). The purpose of this review was to: determine the type of One Card programs used at state-supported institutions; evaluate the appropriateness of the internal accounting and security controls; review the basis for financial reporting, including any potential liabilities; and determine if there are any similarities of operation.

The APA review concluded that Virginia's state-supported colleges and universities implemented their One Card programs over time and, therefore, they noted that the functionality and features of the One Card differs significantly between universities and that universities experience different implementation and administrative costs depending on various aspects of their One Card programs. Additionally, they found that the: controls over One Card issuance are generally adequate to ensure that only appropriate individuals are issued One Cards; universities have proper accounting controls to ensure they process only authorized One Card transactions; universities could enhance their data security by ensuring their policies and procedures are similar to those required by Payment Card Industry Data Security Standards since One Card usage is similar to credit cards; and universities are properly reporting One Card

balances in the annual financial statements. (The APA included no recommendations specific to Virginia Tech in this review.)

### **University Responses to Audit Requests and Audit Comments**

The University continues to provide information related to several statewide audit activities and anticipates that additional requests will be received in the future based on various discussions with representatives from the Auditor of Public Accounts. These requests and audit efforts will be coordinated through the offices reporting to the Vice President for Finance and Chief Financial Officer to ensure that the University provides the requested support to the APA, that all recommendations are reviewed, and that University responses are appropriate and timely. Further, as these audit reports are issued, the University will submit an analysis of the report and its impact on Virginia Tech to the Finance and Audit Committee, in a manner similar to this report.

## **Update on Higher Education Restructuring Activities**

### **FINANCE AND AUDIT COMMITTEE**

**August 10, 2009**

#### **Background**

The 2005 General Assembly enacted the Restructured Higher Education Financial and Administrative Operations Act of 2005 (Restructuring Act). This Act provided restructuring benefits and responsibilities for all Virginia institutions of higher education. For Virginia Tech, the Act also provided the opportunity to apply for additional “Level 3” authority and responsibilities. In November 2005, the Board of Visitors approved a resolution adopting Virginia Tech’s Management Agreement and related operational policies and performance measures, in accordance with the Restructuring Act and as approved by the Governor’s Office. The 2006 General Assembly converted the Management Agreement into a Section One Bill, which was subsequently passed by the General Assembly and signed by the Governor. The University of Virginia and the College of William and Mary were also granted Level 3 status in 2006.

With the approval of the Management Agreement legislation, effective July 1, 2006, the university was granted the authority to operate as a Covered Institution in accordance with its Management Agreement and operational policies for a period of four years. The Management Agreement provides the university greater autonomy in the areas of capital outlay, leasing, procurement, information technology, finance, and human resources. Accountability is an important part of the Restructuring Act, and all institutions of higher education have a common set of performance measures to achieve. Further, Management Agreement institutions have additional performance measures created through the application for Covered Institution status.

Many aspects of the Management Agreement and related operational policies were implemented as of July 1, 2006. However, for specific elements of some policies implementation efforts continued during the 2008-09 fiscal year. With the approval of two restructuring resolutions by the Board of Visitors in August 2008, Human Resources moved ahead with implementation of the campus HR restructuring plan. To execute this ongoing implementation effort, the university maintains a committee of leaders from the various policy areas and the administration to establish implementation goals and monitor progress.

A major focus of the 2008-09 fiscal year was to renegotiate a Management Agreement for the university. Legislation was approved amending and reenacting the current Management Agreement through June 30, 2012, provided the Governor provides written notification that the Management Agreement needs to be renegotiated or revised by November 15, 2011. Otherwise, the Management

Agreement shall continue in effect until June 30, 2015. Effective July 1, 2008 Virginia Commonwealth University became the state's fourth Level 3 institution.

In addition, the four Management Agreement institutions continued a joint workgroup team, represented by a Vice President from each institution, to coordinate implementation strategies where possible and to pursue consistent solutions to outstanding issues with the Commonwealth. This approach has proven to be both efficient and very successful; Virginia Tech has benefited from several improvements made during the past three years and continues to evaluate changes for the future.

The following narrative provides a brief overview of a few of the university's restructuring activities and accomplishments during the third year of implementation by functional area.

### **Capital Outlay**

The university's system for carrying out its capital outlay process is now governed by policies adopted by the Board of Visitors. Under this new authority, Board of Visitors' approval of nongeneral funded capital projects, on a when needed basis, has reduced the amount of time required for the capital project pre-appropriation process. The university equates the number of days saved as a program enhancement resulting in overall cost savings to the project and in added confidence of the project cost estimate due to more assurance of the interest rate estimates and the reduced inflation.

In lieu of a state review process, the university now does an "on-board" review with the Bureau of Capital Outlay Management (BCOM) at the Schematic Design Phase. While the Board of Visitors continues to approve project schematic designs, the university has eliminated the formal Schematic Design and Design Development BCOM reviews and in doing so has reduced the total design time by one to two months per project.

The university handles enforcement of the administrative requirements set forth in the Construction and Professional Services Manual, which creates a more efficient administration of capital project processes and scheduling. In the third year of Restructuring, the management benefits of restructuring currently impact over 27 active capital projects, including 14 nongeneral fund capital authorizations approved by the Board of Visitors.

Additionally, the Restructuring Act and the Management Agreement grant the authority to the university to designate its own building official and create its own building code review unit. At the June 20, 2008 meeting, the Board of Visitors passed a resolution authorizing the university to designate a University Building Official and create a building code review unit. The Board also amended its Bylaws to reflect that when serving in the capacity of the University Building Official, the university employee will report organizationally to the Board through the Buildings and Grounds Committee. Plans are underway to implement the building code review unit at the university.

Further, the Restructuring Act and the Management Agreement grant the Board of Visitors authority to approve the disposition of any building. Since July 1, 2008, the Board of Visitors has approved the demolition of nine structures.

### **Leases and Easements of Real Property**

The Management Agreement provides for the acquisition of easements and management of leases by public institutions of higher education. Using the delegated authority approved by the Board of Visitors at its March 26, 2007 meeting, the university acquired one easement for communication network services. The Management Agreement also provides for the conveyance of easements by public institutions of higher education. Since July 1, 2008, the Board of Visitors has approved six resolutions concerning easements. The Restructuring Act also made permanent the delegated authority to enter into operating and income leases, and the Management Agreement provided authority to enter into capital leases.

### **Procurement**

The provisions of the Management Agreement related to procurement were fully implemented during the 2006-07 fiscal year. During 2008-09, as part of the negotiations that were conducted to extend the Management Agreement until 2012, agreement was reached for new performance measures for the procurement function and one modification to the Rules document that will further streamline the procurement process. The Director of Materials Management lent assistance to other universities seeking to obtain Level II authority.

A rebate was received from the state for P-card transactions for \$98,674. A credit of \$56,890 was provided for eVA transaction fees paid for sole source procurements enacted during the prior fiscal year.

The HokieMart electronic business system continued to develop. A new module to manage contracts was installed. This module provides visibility of existing term contracts (432) to system users and facilitates increased usage. It also depicts the value of price reductions for selected suppliers. A project was started to conduct electronic invoicing. At year-end, there were two major suppliers participating in the electronic invoicing process and plans in place for expansion.

At year-end, the HokieMart contained 20 active “punch out” supplier catalogs, with 4 in the development pipeline. There were 12 active hosted, private pricing supplier catalogs. Finally, there were 98 internal university service organizations enabled to receive electronic orders through the system.

### **Information Technology**

Under the Management Agreement in the area of Information Technology, the university received autonomy in the following areas: strategic planning; expenditure reporting and budgeting; project management; infrastructure, architecture, and ongoing operations; and security. Implementation of the Information Technology management agreement has proven to be effective.

Virginia Tech has complied with the requirements in the Information Technology Management Agreement and has made available, to the Commonwealth Chief Information Officer, the Information Technology strategic plan, fiscal year IT expense reports, project management standards, and security standards and guidelines. The Board of Visitors has approved the overarching information technology policies in the areas of strategic planning; Infrastructure, architecture and ongoing operations; project management; and security. The development of new standards and guidelines, which provide specific operating details, is constantly considered. Current standards and guidelines are reviewed periodically to ensure their effectiveness.

Security is continually evaluated and strengthened as the environment changes. This includes the addition of new tools, refined training, and improved security process and procedures. New policies and standards have been implemented that will continue to improve awareness, enhance the handling procedures and ultimately increase the safeguarding of sensitive information.

The project management methodology for information technology initiatives has matured. Like any good process, the project management team is constantly looking to incorporate improvements. The April 2009 "Information Technology Project Management for Tier III Higher Education Institutions and Independent Agencies" report stated "Virginia Tech, Commonwealth University, the University of Virginia, the Virginia Retirement System, and the State Corporation Commission have developed adequate IT project management policies and procedures, and are properly following their policies and procedures on current projects."

The expanded Information Technology autonomy has allowed the university's information technology units to operate in a more efficient, prompt manner to meet the needs of the university, especially with regard to research and instructional activities.

## **Finance and Accounting**

The Management Agreement replaced the prior delegated finance and accounting pilot programs in place for several years. This allowed the university to maintain its current operating environment and to set the stage for more significant improvements during the remaining years of the agreement.

In July 2007, the university successfully implemented new processes related to cash and investment processes. All nongeneral fund cash balances, including auxiliary system funds, were transferred to the three companies hired to perform investment management and custodial services, and procedures were finalized for the drawdown of General Fund appropriations and the ongoing transfers of nongeneral funds collected by the university. All such funds and the interest earnings thereon were retained and invested by the university, except for interest earnings on General Funds, which were escrowed quarterly with the State Treasurer as required under the management agreement. Since the university met the performance standards of the Restructuring Act, these earnings escrowed for fiscal year 2008 were returned to

the university in July 2008. Although the university interest earnings declined in fiscal year 2008-09 due to falling interest rates and a deteriorating economy, the university continued to manage its investments successfully during the year.

The university also took advantage of the additional authority to issue various forms of debt by implementing the short-term commercial paper program to fund capital outlay expenditures until permanent financing is issued. This program was approved by the Board in March 2008, and the university began accessing such funding in June 2008. During fiscal year 2008-09, the university fully implemented this program: 10 capital projects received temporary funding up to \$23.4 million during the year, and the program continued to function effectively, even during the worst part of the credit restrictions during the fall of 2009.

The university also made progress on implementing its own processes to eliminate its dependence on state processes. First, the university implemented an electronic (EDI) vendor payment process for major vendors. Vendor enrollment for EDI has been slower than anticipated, but efforts to attract additional vendors continue. Further, significant efficiencies have been realized in accounts payable through the implementation of the Banner and SciQuest systems' new capability for the processing of electronic invoices from vendors.

A subcommittee of the covered institutions completed a review of existing state accounting procedures related to accounts payable and travel reimbursements and developed proposed alternatives to streamline processes. These materials were reviewed and discussed with the State Comptroller. The revised procedures were implemented effective July 1, 2009 and should result in more cost-effective operations for departmental units throughout the campus.

During fiscal year 2008-09 a subcommittee from the four (including Virginia Commonwealth University) covered institutions met with state officials from the General Assembly staff, the Department of Planning and Budget, and the Comptroller's Office to address reporting needs specified under the management agreements. Although the universities had previously offered to send such reports, the state agencies had delayed providing feedback as to the nature and format of the information needed. The subcommittee was able to successfully negotiate a solution resulting in the submission of a monthly data file of expenditure data in a format consistent with the state accounting system (CARS).

## **Human Resources**

In 2007-2008, employees at all levels throughout the organization were heavily involved in helping the university to determine the shape of the new Human Resources system, working through design teams to make recommendations to the Steering Committee and an Employee Advisory Committee. These recommendations were used to develop the two HR restructuring resolutions approved by the BOV in August 2008.

The Administrative Professional (A/P) Faculty restructuring resolution set the stage for eligible classified positions in pay bands 5-7 to convert to A/P faculty status.

Open enrollment for this option started on October 1, 2008 and ended on December 31, 2008. Sixty classified staff members converted to A/P faculty status, out of 330 eligible to convert. Fifty-five university staff members (staff hired after July 1, 2006 in pay bands 5-7 positions deemed appropriate for A/P faculty status) automatically converted in January 2009.

Only 12 classified staff members converted to university staff during the open enrollment period, out of 2,909 classified staff members eligible to convert. The Human Resources Policies for University Staff under Higher Education Restructuring Resolution made this conversion possible and outlined the policies for university staff. The major policy difference between university and classified staff is the new performance management policy for university staff which allows differentiation in pay increases based on individual performance. With no pay increases scheduled this year, very few classified employees perceived any advantages to converting to university staff. Classified staff members will be provided an opportunity to convert in the spring of 2010.

### **Performance Measures**

Education-related, financial, and administrative management measures are the basis on which the State Council of Higher Education of Virginia (SCHEV) annually assesses and certifies institutional performance related to Level 1 restructuring benefits and requirements. The education related performance measures are developed in conjunction with SCHEV, and these measures are key components of the six-year academic plans reviewed with the Board of Visitors on a biennial basis. The finance and administrative measures are included in the Appropriations Act.

In June 2009, SCHEV resolved that the university had satisfactorily met the performance standards of the Higher Education Restructuring Act and Appropriation Act for 2008-09 and certified Virginia Tech's eligibility to receive the resulting financial benefits for that year. This approval included all of the administrative and financial measures, including the prior Management Standards, which have been in place for many years.

Through the 2009 fiscal year, the Level 3 universities also have institutional performance measures created through the application for Covered Institution status. The university established a process to track compliance with these additional measures and believes it continues to comply with each of the measures. As of the 2010 fiscal year, these Level 3 measures are included directly into the Appropriation Act measures.

During 2008-09, the university continued to work closely with the University of Virginia and the College of William and Mary, as well as Virginia Commonwealth University, to ensure that all four Level 3 schools address these institutional performance measures requirements in a consistent manner. Management will provide a report to the Finance and Audit Committee at its next meeting detailing the university's performance for each of these measures for the 2008-09 fiscal year.

## **Plans for 2009-10**

The increased autonomies conferred by the Management Agreement continue to benefit the university. While the university is now three years into the Management Agreement operating period, implementation work and related activities to fully exercise the restructuring authorities continue. The highest priority activities for 2009-10 are described below.

Human Resources Implementation. A major focus of the upcoming year will be to develop and implement an on-line performance management system. The new performance management system will use four levels of performance ratings for university staff (model performance, strong performance, developing performance, and unacceptable performance).

Finance and Accounting. The university continues to explore areas in which its restructuring flexibility regarding financial management can be maximized. The Management Agreement provides the university the opportunity to modify existing accounting policies and procedures to establish a more efficient, tailored accounting environment. During fiscal year 2009-10, the university will continue to work on the redesign of the vendor debt set-off process to enable the university to correspond directly with the Department of Taxation, eliminating the need to send these transactions through the state's accounting system in the future. Reviews of other components of the financial and business operating practices, such as reducing administrative requirements related to using the state purchase cards and travel cards, may occur during 2009-10.

Capital Outlay. As described in this report, the Vice President for Administrative Services is in the process of establishing the building official and code review functions for Virginia Tech. This work should result in a significantly modified capital planning and construction process.

## **Status of Reduction in State General Fund Support for 2009-10**

### **FINANCE AND AUDIT COMMITTEE**

**August 10, 2009**

#### **Virginia Economic Outlook**

Economic uncertainty in all sectors continued to adversely impact state revenue collections during April and May 2009, subsequent to the approval of the state 2009-2010 budget on April 8th. In June 2009, the Administration announced that state revenues would be approximately \$300 million short of the official forecast approved in February, forcing the use of unspent balances and \$109 million in unallocated federal stimulus funds to cover the shortfall. The Administration attributed the decline to weak collections in retail sales taxes and income taxes, as well as a significant increase in income tax refunds. The Governor directed that a reforecast of revenues be completed because economic indicators and revenue data suggest that the Commonwealth will not achieve its 2009-10 revenue projections. The Administration is expected to produce a revised revenue forecast in August to allow time for any necessary budget adjustments. These reductions are projected to be ongoing, and as a result the State will need to adjust ongoing revenue and/or expenditure budgets to balance the budget.

#### **State Budget Reduction Plans**

Consistent with the revised revenue forecast on June 30, 2009, the Governor asked Virginia Tech to prepare plans for 5 percent, 10 percent, and 15 percent General Fund reduction scenarios for both agencies, which would result in total General Fund reductions of \$10.4 million, \$20.9 million, and \$31.3 million, respectively. The Governor requested that agencies plan for these reductions during the three year period of 2009-10, 2010-11, and 2011-12. Further, the Governor established some operating restrictions in the submission of plans such as a prohibition against furloughs and compensation reductions. To respond to the State's request for a turnaround of the budget reduction plans in just over three weeks, the university completed a high-level assessment of the impact and reduction strategies needed to address the budget reduction targets. The university submitted the required plans to the State on July 22, 2009. The university is actively working with state officials to communicate the significant impacts of reductions on Virginia Tech. The Governor is expected to announce the level of reductions necessary after reviewing the August revenue reforecast.

It is important to remember that the extent of the state revenue decline is not yet known. The 5, 10, and 15 percent budget reduction plans allow the state to develop options for matching agency budget reductions to the level needed to meet the final state revenue estimate. This approach provides a range of strategies for each agency up to the maximum reduction amount (15 percent) that the Governor may exercise under executive authority.

Any budget reductions assigned to Virginia Tech are expected to be based on the non-mandatory expenditure component of its General Fund appropriations. Attachment A displays the current reduction basis by General Fund component and reduction scenario, consistent with the June 30, 2009 request. The outcome of this process will be additional reductions on top of the prior four rounds of budget reductions, which are summarized on Attachment B. The cumulative reduction since 2007 is \$42.1 million, or 16.1 percent of the total General Fund appropriation that Virginia Tech received as of July 1, 2007.

### **University Planning Efforts**

While the university has not been informed of the specific reduction amount, it is likely that reductions to address the state shortfall will be required for 2009-10 and thereafter. In response, the university is in the process of developing strategies to address any potential reduction over a multi-year period. This planning approach will position the university to engage the campus in a more detailed discussion once actual reductions are known.

To internally plan for reductions, the university is considering a two-stage process; this approach is consistent with the prior reductions. First, the university is exploring one-time strategies for the current fiscal year (2009-10). These strategies will be designed to manage as much as possible centrally to protect the academic programs. However, a one-time mid-year cash reversion to cover a portion of the reductions remains a possibility at the higher reduction levels. This approach cushions the immediate impact of the reductions for the operating units. It also provides the deans and vice presidents more time to plan for ongoing budget reductions in an orderly and logical manner and to enact reductions that allow their units to continue to focus on the university's strategic plan. Finally, it also allows the university to be able to address the budget reductions while continuing to monitor the actions of the Administration and the General Assembly in addressing the revenue shortfall. The university intends to provide maximum flexibility to the campus in managing reductions.

The second stage of the process focuses on developing strategies to align the university's base budgets in 2010-11 and 2011-12 with any ongoing reduction announced by the Governor. The university will prepare a plan that identifies expenditure reductions and revenue enhancements that can be achieved on an ongoing basis beginning July 1, 2010, looking at all programs of the university while working to minimize the impact on the quality and program excellence of our academic enterprise. Given the stress of campus budgets from multiple rounds of state budget reductions and the mitigation of tuition rates, the university is actively talking with state officials about revenue enhancement strategies. Unfortunately, the ability to pursue self-generated revenues continues to be a challenge for agency 229. Because of the significant adverse impact of any new reduction on top of the prior losses of General Fund support, the university will be forced to consider a variety of measures, including administrative efficiencies, program consolidation, program elimination, enrollment management, pricing, and resource enhancement, as well as selective and differential reductions.

Once the magnitude and timing of any additional state budget reductions are known, the university will work toward an appropriate budget strategy to address any resulting shortfall in the timeframe necessary.

### **Ongoing Monitoring**

Within the uncertain economic environment, the university continues to monitor several critical issues that have potential implications for the university's budget. Three major issues are as follows:

- The Virginia economy and its ability to achieve the Commonwealth's soon to be released revised revenue forecast.
- The State's interpretation of the proper use of federal stimulus funds and their application to General Fund reductions in 2009-10 as well as the 2010-12 biennium.
- The continuation of the Board of Visitors' authority to establish tuition and fee rates, in accordance with the provisions of the Restructuring Act and the University's Management Agreement.

## July 2009 General Fund Reduction Targets

## VIRGINIA TECH

August 10, 2009

	Base General Funds			Potential General Fund Reduction <sup>(b)</sup>		
	Total	(less) Mandatory	Discretionary <sup>(a)</sup>	5% Scenario	10% Scenario	15% Scenario
<b>UNIVERSITY DIVISION (AGENCY 208)</b>						
Educational & General	\$152,503,177	\$(10,581,362)	\$141,921,815	\$ (7,096,091)	\$ (14,192,182)	\$ (21,288,272)
Commonwealth Research Initiative	2,388,544	-	2,388,544	(119,427)	(238,854)	(358,282)
Unique Military Activities	1,334,350	-	1,334,350	(66,718)	(133,435)	(200,153)
Student Financial Assistance	17,661,198	(17,661,198)	-	-	-	-
	173,887,269	(28,242,560)	145,644,709	(7,282,235)	(14,564,471)	(21,846,706)
<b>CE/AES DIVISION (AGENCY 229)</b>						
Educational & General	64,622,416	(1,371,368)	63,251,048	(3,162,552)	(6,325,105)	(9,487,657)
<b>Total</b>	<u>\$238,509,685</u>	<u>\$(29,613,928)</u>	<u>\$208,895,757</u>	<u>\$ (10,444,788)</u>	<u>\$ (20,889,576)</u>	<u>\$ (31,334,364)</u>

## Footnotes:

(a) The discretionary total for each program activity reflects the amount that the Commonwealth views as being subject to reduction in General Fund support (after the exemption of mandatory costs).

(b) The General Fund reduction amounts reflect the reduction percentage applied to the discretionary General Fund amount.

**General Fund Reduction Summary by Round (1-4)***Prior to July 2009 Reductions***VIRGINIA TECH****August 10, 2009****Round 1 (Oct 2007)**

	<b><u>2007-08</u></b>	<b><u>2008-09</u></b>	<b><u>2009-10</u></b>
UNIVERSITY DIVISION (AGENCY 208)	-\$10,152,243	-\$10,152,243	-\$10,152,243
COOP EXTENSION/AGRIC EXP STATION (AGENCY 229)	-2,437,555	-2,437,555	-2,437,555
COMMONWEALTH RESEARCH INITIATIVE	-547,750	0	0
UNIQUE MILITARY ACTIVITIES	-70,485	0	0
EMINENT SCHOLARS	0	0	0
MAINTENANCE RESERVE PROGRAM	-432,249	0	0
<b>Total GF Reduction</b>	<b><u>-\$13,640,282</u></b>	<b><u>-\$12,589,798</u></b>	<b><u>-\$12,589,798</u></b>

**Round 2 (Feb 2008) -- Higher Education was exempted from this round.**

UNIVERSITY DIVISION (AGENCY 208)	\$0	\$0	\$0
COOP EXTENSION/AGRIC EXP STATION (AGENCY 229)	0	0	0
COMMONWEALTH RESEARCH INITIATIVE	0	0	0
UNIQUE MILITARY ACTIVITIES	0	0	0
EMINENT SCHOLARS	0	0	0
MAINTENANCE RESERVE PROGRAM	0	0	0
<b>Total GF Reduction</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>

**Round 3 (Oct 2008)**

UNIVERSITY DIVISION (AGENCY 208)	\$0	-\$8,654,238	-\$8,654,238
COOP EXTENSION/AGRIC EXP STATION (AGENCY 229)	0	-2,307,994	-2,307,994
COMMONWEALTH RESEARCH INITIATIVE	0	-156,094	-156,094
UNIQUE MILITARY ACTIVITIES	0	-78,491	-78,491
EMINENT SCHOLARS	0	0	0
MAINTENANCE RESERVE PROGRAM	0	0	0
<b>Total GF Reduction</b>	<b><u>\$0</u></b>	<b><u>-\$11,196,817</u></b>	<b><u>-\$11,196,817</u></b>

**Round 4 (Dec 2008)**

UNIVERSITY DIVISION (AGENCY 208)	\$0	\$0	-\$17,594,110
COOP EXTENSION/AGRIC EXP STATION (AGENCY 229)	0	0	-74,478
COMMONWEALTH RESEARCH INITIATIVE	0	0	-312,187
UNIQUE MILITARY ACTIVITIES	0	0	-156,983
EMINENT SCHOLARS	0	0	-193,780
MAINTENANCE RESERVE PROGRAM	0	0	0
<b>Total GF Reduction</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>-\$18,331,538</u></b>

**Cumulative Reduction, Rounds 1-4**

<b><u>-\$13,640,282</u></b>	<b><u>-\$23,786,615</u></b>	<b><u>-\$42,118,153</u></b>
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## **Financial Performance Report - Operating and Capital**

### **FINANCE AND AUDIT COMMITTEE**

**July 1, 2008 to June 30, 2009**

The Financial Performance Report of income and expenditures is prepared from two sources: actual accounting data as recorded at Virginia Tech and the annual budgets which are also recorded in the university accounting system. The actual accounting data reflect the modified accrual basis of accounting, which recognizes revenues when received rather than when earned and the expenditures when obligated rather than when paid. The Original Budget was approved by the Board of Visitors at the June meeting. The Adjusted Budget reflects adjustments to incorporate actual experience or changes made during the fiscal year. These changes are presented for review and approval by the Finance and Audit Committee and the Board of Visitors through this report. Where adjustments impact appropriations at the state level, the University coordinates with the Department of Planning and Budget to ensure appropriations are reflected accurately.

The July to June 2008-09 budget (year-to-date) is prepared from historical data which reflects trends in expenditures from previous years as well as known changes in timing. Differences between the actual income and expenditures and the year-to-date budget may occur for a variety of reasons, such as an accelerated or delayed flow of documents through the accounting system, a change in spending patterns at the college level, or increases in revenues for a particular area.

Quarterly budget estimates are prepared to provide an intermediate measure of income and expenditures. Actual revenues and expenditures may vary from the budget estimates. The projected year-end budgets are, however, the final measure of budgetary performance.

## OPERATING BUDGET

1. While the University increased the tuition budget by \$11.3 million during the year, actual Tuition and Fee revenue was slightly lower than the revised budget.
2. Although the University reduced the budget for All Other Income by \$4.1M during the year, final revenue exceeded projections due to stronger than revised projection levels for the Equine Medical Center, Veterinary Teaching Hospital and Continuing Education programs.
3. While the Commonwealth requires that revenue and expenses be balanced for Educational and General Programs, year-end variances are possible for continuing education programs.
4. The budget for federal revenue is established to match projected allotments from the federal government. All expenses in federal programs are covered by drawdowns of federal revenue up to allotted amounts. Federal revenue in the Cooperative Extension/Agricultural Experiment Station Division was less than the projected budget due to the timing of receipt of federal drawdowns and lower than anticipated federal expenditures.
5. While the Commonwealth requires that revenue and expenses be balanced for Educational and General Programs, variances in Federal funds are possible due to the timing difference between drawdowns and expenses. In 2008-09 Federal Fund expenditures exceeded revenues due to the timing of drawdowns for expenditures incurred late in 2008-09.
6. Quarterly and projected annual variances are explained in the Auxiliary Enterprises section of this report.
7. Historical patterns have been used to develop a measure of the revenue and expenditure activity for Sponsored Programs. Actual revenues and expenses may vary from the budget estimates because projects are initiated and concluded on an individual basis without regard to fiscal year. Total sponsored expenditures are less than projected, but are ahead of 2007-08 activity levels.
8. Revenues and Expenses were below projections due to lower than expected Federal Work Study activity. Surplus Property expenditures were less than originally projected.
9. The General Fund revenue budget has been increased by \$221,000 for a transfer from Student Financial Assistance to the Educational and General program for assistantships in the Multicultural Academic Opportunities Program, by \$32,699 for VIVA libraries distribution costs, and decreased by \$1,165,304 to match the actual central appropriations transfer for fringe benefits and the deferral of faculty and staff raises. The budget has also been reduced by \$8,654,238 for the General Fund reduction assigned to the E&G component of the University Division by the Governor on October 9, 2008. The corresponding expenditure budgets have been adjusted accordingly.
10. The annual budget for Tuition and Fees has been decreased \$10,188 to finalize estimates for the Virginia/Maryland Regional College of Veterinary Medicine regional capitation agreement and increased by \$11,306,963 for strong fall enrollments and spring retention. The corresponding expenditure budgets have been adjusted accordingly.
11. The All Other Income budget for the University Division has been decreased by \$2,822,192 for fewer Continuing Education programs than originally estimated, by \$25,000 for revenues collected from the Virginia Racing Commission, by \$800,000 for decreased activity at the Equine Medical Center, and by \$500,000 for decreased activity at the Veterinary Teaching Hospital.
12. The General Fund revenue budget in the Cooperative Extension/Agricultural Experiment Station Division has been decreased by \$695,739 to match the actual central appropriations transfer for fringe benefits and the deferral of faculty and staff raises. The budget has also been decreased by \$2,307,994 for the General Fund reduction assigned to the Cooperative Extension/Agricultural Experiment Station Division by the Governor on October 9, 2008. The corresponding expenditure budgets have been adjusted accordingly.
13. The annual budget for Federal Appropriations in the Cooperative Extension/Agricultural Experiment Station Division has been increased by \$4,284,589 to carryover unexpended federal funds. The corresponding expenditure budgets have been adjusted accordingly.
14. All Other Income in the Cooperative Extension/Agricultural Experiment Station Division has been increased by \$95,000 for milk sales.
15. The Sponsored Programs budget has been decreased for the General Fund reduction for the Commonwealth Research Initiative assigned by the Governor on October 9, 2008.
16. The projected year-end revenue and expense budgets for Student Financial Assistance were reduced by \$221,000 for the transfer from Student Financial Assistance to the Educational and General program for assistantships in the Multicultural Academic Opportunities Program, increased by \$32,923 for Virginia Military Survivors and Dependent Program, by \$306,503 for the Commonwealth Scholarship Assistance Program, by \$2,000 for the 2-Year College Transfer Grant, and by \$6,446 for carryover of unexpended balances as of June 30, 2008.
17. The projected annual budgets in All Other Programs were adjusted to reflect increases for activities that were initiated prior to June 30, 2008 but incomplete at fiscal year end, technical adjustments, and a Unique Military Activities General Fund appropriation reduction of \$78,491.

**OPERATING BUDGET**  
**2008-09**

Dollars in Thousands

	July 1, 2008 to June 30, 2009			Annual Budget for 2008-09		
	Actual	Budget	Change	Original	Adjusted	Change
<b>Educational and General Programs</b>						
<b><u>University Division</u></b>						
<u>Revenues</u>						
- General Fund	\$168,926	\$168,926	\$0	\$178,492	\$168,927	\$-9,565 (9)
- Tuition and Fees	280,442	280,978	-536 (1)	269,681	280,978	11,297 (10)
- All Other Income	30,627	29,819	808 (2)	33,967	29,820	-4,147 (11)
Total Revenues	\$479,995	\$479,723	\$272	\$482,140	\$479,725	\$-2,415
<u>Expenses</u>						
- Academic Programs	\$-298,137	\$-298,454	\$317	\$-299,012	\$-298,455	\$557 (9,10,11)
- Support Programs	-181,155	-181,269	114	-183,128	-181,270	1,858 (9,10,11)
Total Expenses	\$-479,292	\$-479,723	\$431	\$-482,140	\$-479,725	\$2,415
NET	\$703	\$0	\$703 (3)	\$0	\$0	\$0
<b><u>CE/AES Division</u></b>						
<u>Revenues</u>						
- General Fund	\$64,129	\$64,129	\$0	\$67,133	\$64,129	\$-3,004 (12)
- Federal Appropriation	15,620	18,199	-2,579 (4)	13,915	18,199	4,284 (13)
- All Other Income	822	946	-124	851	946	95 (14)
Total Revenues	\$80,571	\$83,274	\$-2,703	\$81,899	\$83,274	\$1,375
<u>Expenses</u>						
- Academic Programs	\$-72,873	\$-74,506	\$1,633 (4)	\$-74,258	\$-74,506	\$-248 (12,13,14)
- Support Programs	-8,211	-8,768	557	-7,641	-8,768	-1,127 (12,13,14)
Total Expenses	\$-81,084	\$-83,274	\$2,190	\$-81,899	\$-83,274	\$-1,375
NET	\$-513	\$0	\$-513 (5)	\$0	\$0	\$0
<b>Auxiliary Enterprises</b>						
Revenues	\$214,645	\$214,746	\$-101 (6)	\$204,637	\$214,746	\$10,109 (6)
Expenses	-202,462	-211,873	9,411 (6)	-193,748	-211,873	-18,125 (6)
Reserve Drawdown (Deposit)	-12,183	-2,873	-9,310 (6)	-10,889	-2,873	8,016 (6)
NET	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sponsored Programs</b>						
Revenues	\$228,823	\$231,520	\$-2,697 (7)	\$231,675	\$231,519	\$-156 (15)
Expenses	-210,633	-231,520	20,887 (7)	-231,675	-231,519	156 (15)
Reserve Drawdown (Deposit)	-18,190	0	-18,190	0	0	0
NET	\$0	\$0	\$0	\$0	\$0	\$0
<b>Student Financial Assistance</b>						
Revenues	\$17,271	\$17,271	\$0	\$17,151	\$17,271	\$120 (16)
Expenses	-17,278	-17,278	0	-17,151	-17,278	-127 (16)
Reserve Drawdown (Deposit)	7	7	0	0	7	7 (16)
NET	\$0	\$0	\$0	\$0	\$0	\$0
<b>All Other Programs *</b>						
Revenues	\$5,353	\$5,570	\$-217 (8)	\$6,088	\$5,570	\$-518 (17)
Expenses	-4,821	-5,935	1,114 (8)	-6,088	-5,935	153 (17)
Reserve Drawdown (Deposit)	-532	365	-897	0	365	365 (17)
NET	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total University</b>						
Revenues	\$1,026,658	\$1,032,104	\$-5,446	\$1,023,590	\$1,032,105	\$8,515
Expenses	-995,570	-1,029,603	34,033	-1,012,701	-1,029,604	-16,903
Reserve Drawdown (Deposit)	-30,898	-2,501	-28,397	-10,889	-2,501	8,388
NET	\$190	\$0	\$190	\$0	\$0	\$0

\* All Other Programs include federal work study, alumni affairs, surplus property, and unique military activities.

## AUXILIARY ENTERPRISE BUDGET

1. Revenues in Residence and Dining Halls exceed projections due to higher than anticipated dorm occupancy, continued growth in off-campus meal plan sales, dining dollar receipts, and one-time revenue. Expenditures in Residence and Dining Halls are lower than projected because of the timing of one-time projects.
2. Expenses in the Parking and Transportation auxiliary are lower than projected due to timing of the payment for the non-operating portion of Blacksburg Transit contract with the town of Blacksburg.
3. Expenditures in Telecommunication Services are lower than projected due to timing of one-time equipment purchases.
4. Student fee revenues in the University Services System are higher than projected due to higher enrollments than budgeted. Expenditures for the University Services System are lower than projected overall due to staff turnover and vacancy, including new counseling staff positions added at Cook Counseling Center, and the timing of operating and equipment replacement expenses.
5. Revenues for the Intercollegiate Athletics System are lower than projected due to timing of revenues from concession and conference football championship travel contracts. Expenses are lower than projected due to salary savings, lower than expected operating expense, and the timing of one-time projects.
6. Revenues and expenses for the Electric Service auxiliary are lower than projected due to lower than anticipated electrical consumption. Expenses are also lower than projected due to salary savings, the timing of one-time projects, and lower than anticipated cost of purchased electricity.
7. Revenues for Other Enterprise Functions were higher than projected due to higher than projected royalties from the sale of Virginia Tech merchandise in the Licensing and Trademark auxiliary. Expenses for Other Enterprise Functions are lower than projected due to the timing of the purchase of student software, and the timing of capital projects and direct assistance transfers.
8. The projected annual budget was adjusted for outstanding 2007-08 commitments and projects that were initiated but not completed before June 30, 2008.
9. The projected annual revenue, expense and reserve budgets for Residence and Dining Halls were adjusted for higher than projected fall and spring occupancy in the residence halls, increased dining sales, increased operating expenses related to dining activity, the expansion of dining hall service hours on weekends to accommodate demand, and one-time project and equipment replacement expenses.
10. The projected annual expense and reserve budgets for Parking and Transportation were adjusted to accommodate planned repairs and parking lot maintenance.
11. The projected annual revenue budget for Telecommunications was adjusted for higher than projected student fees, project payments, and Ethernet connections. The annual expense budget was adjusted for one-time equipment purchases associated with the campus infrastructure upgrade and the payment of remaining use fees for the National Lambda Rail by member universities.
12. The projected annual revenue, expense and reserve budgets for the University Services System were adjusted for changes in funding and management oversight of the Rescue Squad, Cook Counseling Center to accommodate a federal grant, planning expenses for the performing arts center project, savings in the McComas pool pak replacement, and a campus land use study.
13. The projected annual revenue budget for Intercollegiate Athletics was adjusted to accommodate increased revenue from the NCAA Opportunity Fund, the ISP Sports multimedia contract, licensing revenue, ACC allocation, private fund raising, men's basketball season tickets, football conference championship, the Orange Bowl, and a neutral site football game, partially offset by lower than projected interest earnings, conference basketball tournament ticket sales, football ticket allocations, and timing of private gift revenues for one-time projects. Annual expense and reserve budgets were adjusted to accommodate personnel actions, operating adjustments, equipment purchases, program needs, facility maintenance, technology improvements, the ACC football conference championship, Orange Bowl, and one-time projects (Softball Seating/Press Box, Batting Facility, and Soccer/Lacrosse Press Box).
14. The projected revenue budget for the Electric Service auxiliary was adjusted to accommodate increased electricity sales rates and contract work. The projected expense budget was adjusted to accommodate increased purchased electricity costs, operating expense, and contract work.
15. The projected annual revenue, expense, and reserve budgets for the Inn at Virginia Tech were adjusted for the decline in business volume and the upgrade of the scheduling system and server.
16. The projected annual revenue, expense, and reserve budgets for Other Enterprise Functions were adjusted to accommodate increased scholarships in Licensing and Trademarks, increased sales of student software, student orientation enrollment, and Hokie Camp.

**UNIVERSITY DIVISION  
AUXILIARY ENTERPRISES**

Dollars in Thousands

	July 1, 2008 to June 30, 2009			Annual Budget for 2008-09		
	Actual	Budget	Change	Original	Adjusted	Change
<b>Residence and Dining Halls</b>						
Revenues	\$73,466	\$73,062	\$404 (1)	\$69,520	\$73,062	\$3,542 (9)
Expenses	-67,945	-69,548	1,603 (1)	-64,754	-69,548	-4,794 (8, 9)
Reserve Drawdown (Deposit)	-5,521	-3,514	-2,007	-4,766	-3,514	1,252 (8, 9)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Parking and Transportation</b>						
Revenues	\$6,194	\$6,202	\$-8	\$6,202	\$6,202	\$0
Expenses	-6,022	-6,522	500 (2)	-5,726	-6,522	-796 (8, 10)
Reserve Drawdown (Deposit)	-172	320	-492	-476	320	796 (8, 10)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Telecommunications Services</b>						
Revenues	\$18,062	\$18,120	\$-58	\$17,190	\$18,120	\$930 (11)
Expenses	-18,140	-18,600	460 (3)	-17,463	-18,600	-1,137 (8, 11)
Reserve Drawdown (Deposit)	78	480	-402	273	480	207 (8, 11)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>University Services System</b>						
Revenues	\$27,057	\$26,579	\$478 (4)	\$26,468	\$26,579	\$110 (12)
Expenses	-25,272	-25,620	348 (4)	-23,832	-25,620	-1,788 (8, 12)
Reserve Drawdown (Deposit)	-1,785	-959	-826	-2,636	-959	1,678 (8, 12)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Intercollegiate Athletics</b>						
Revenues	\$46,881	\$47,372	\$-491 (5)	\$44,284	\$47,372	\$3,088 (13)
Expenses	-45,078	-47,737	2,659 (5)	-42,297	-47,737	-5,440 (8, 13)
Reserve Drawdown (Deposit)	-1,803	365	-2,168	-1,987	365	2,352 (8, 13)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Electric Service</b>						
Revenues	\$26,715	\$27,658	\$-943 (6)	\$24,490	\$27,658	\$3,168 (14)
Expenses	-26,041	-28,461	2,420 (6)	-24,258	-28,461	-4,203 (8, 14)
Reserve Drawdown (Deposit)	-674	803	-1,477	-232	803	1,035 (8, 14)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Inn at Virginia Tech/Skelton Conf. Center</b>						
Revenues	\$9,311	\$9,186	\$125	\$10,191	\$9,186	\$-1,005 (15)
Expenses	-9,297	-9,333	36	-10,088	-9,333	755 (8, 15)
Reserve Drawdown (Deposit)	-14	147	-161	-103	147	250 (8, 15)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Enterprise Functions</b>						
Revenues	\$6,959	\$6,567	\$392 (7)	\$6,291	\$6,567	\$276 (16)
Expenses	-4,667	-6,052	1,385 (7)	-5,330	-6,052	-722 (8, 16)
Reserve Drawdown (Deposit)	-2,292	-515	-1,777	-961	-515	446 (8, 16)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL AUXILIARIES</b>						
Revenues	\$214,645	\$214,746	\$-101	\$204,637	\$214,746	\$10,109
Expenses	-202,462	-211,873	9,411	-193,748	-211,873	-18,125
Reserve Drawdown (Deposit)	-12,183	-2,873	-9,310	-10,889	-2,873	8,016
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

**Educational and General Projects**

1. The project total budget reflects the appropriation available for fiscal year 2009. The annual budget is the target amount needed to meet or exceed the state's 85 percent biennial performance requirement. Fiscal year 2009 expense activity did not reach the annual budget target and the University is developing a plan to ensure the 85 percent performance measure is obtained.
2. Blanket Authorizations allow unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This project includes a \$3.5 million authorization to initiate planning for a Sciences Research and Academic Building to expedite the project and a \$1 million authorization to initiate planning for the relocation of the agriculture programs.
3. This project addresses the improvement of campus heating infrastructure needed to accommodate current and future campus buildings. The project will be accomplished in multiple phases with a total cost of \$28.75 million. Phases for the steam distribution upgrades, boiler upgrades, and plant upgrades are complete. The \$6.2 million phase for the life science steam line and the emergency generator are underway.
4. This Critical Technologies Research Laboratory building project is envisioned to construct a 42,000 gross square foot state-of-the-art research facility that will support multidisciplinary research. The project is under construction with a completion date of December 2010. The annual budget was adjusted in the first quarter to reflect a delay in expenditures during the re-design.
5. This project is envisioned to construct a 16,300 gross square foot high containment research laboratory facility for the study of infectious diseases. Working drawings are underway. The project's schedule is being adjusted to accommodate a NIH grant submission to support construction costs, which delays the design phase a few months.
6. The purpose of this project is to construct a 48,000 gross square foot building along the campus perimeter to house various administrative and academic support functions in a central location. The project is on hold.
7. This project includes a new Visitors and Undergraduate Admissions Center at the Prices Fork entrance to the university near the new Alumni Center. Working drawings are underway with construction bids expected by October 2009. Year-to-date expenses exceeded the annual budget because expenses expected in fiscal year 2010 were invoiced in fiscal year 2009. Resources were sufficient to cover the accelerated cash outflow and the project remains within budget.
8. This project will construct a 7,500 gross square foot building to provide a central location for the management, storage, and eventual disposal of hazardous materials that are products of the academic program. Working drawings are underway with bids due July 29, 2009.
9. The project includes construction of the originally designed classroom addition at the Hampton Roads Center, which was removed from the 2003 Hampton Roads project due to cost constraints. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009. Construction is complete, and the project was closed as of June 30, 2009.
10. This project encompasses planning of a 63,000 gross square foot facility on the north side of campus to house dining and instructional space. The project is in the preliminary design phase. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009.
11. This project comprises planning of a 50,000 square foot addition to the VBI facility to provide office, meeting, and conference space for VBI faculty, research, and support personnel. Working drawings are complete and construction is pending the outcome of external funding and associated program space requirements. Year-to-date expenses exceeded the annual budget because expenses expected in fiscal year 2010 were invoiced in fiscal year 2009. Resources were sufficient to cover the accelerated cash outflow and the project remains within budget.
12. This project is for planning of a 35,000 gross square foot facility to house the public safety programs of the police department, rescue squad, and emergency management. The original purpose of the planning project was to expedite the project schedule in the event the state funded the university's 2008 General Assembly request. The state did not fund the project; thus, the planning is on hold and the project may be closed at the end of the fiscal year.
13. This project encompasses planning of a multipurpose laboratory building for agricultural research conducted by the Southern Piedmont Agricultural Research and Extension Center (SPAREC). The sources of funding include a grant from the Tobacco Indemnification and Community Revitalization Commission and partial matching from proceeds derived from timber sales. The planning work is complete and a request for the construction phase depends on the college securing sufficient grant and/or private donations to fully fund the project. This planning project may be closed at the end of the fiscal year. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009.
14. This project includes construction of an approximately 155,000 square foot medical school and research laboratory building to be built in the Riverside Center in Roanoke on land owned by Carilion. The project is being implemented under a Public-Private Education Facilities and Infrastructure Act ("PPEA") agreement with a target completion date of August 2010. The annual budget was adjusted in the first quarter to reflect revised cash outflows from the private partner for fiscal year 2009. Annual expenses are below the revised budget because the timing of invoices is slower than originally projected from the private partner.
15. This project authorization includes a 92,300 gross square foot scientific laboratory facility to support interdisciplinary instruction and research. The building envisions state-of-the-art undergraduate class laboratories, research laboratories, and graduate student space. The project is on hold pending the outcome of external funding sources. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009. Current planning activities for this project are being conducted under the Blanket Authorization with \$411,731 in expenditures as of June 30, 2009.
16. This project will plan the first phase of the renovation of Davidson Hall, which is envisioned to raze and fully replace the unrecoverable center and north section of the building. The project is in the preliminary design phase.
17. This project will plan a central chiller plant facility in the southwest section of campus as part of a strategy to increase the efficiency of campus cooling systems and to serve new buildings coming on line in the area. Pre-planning and programming are underway. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2009.
18. This project will plan the construction of a laboratory building to provide expanded, modern research space to meet the needs of animal and plant science research by the Agricultural Experiment Station in the College of Agriculture and Life Sciences. The project is in the preliminary design phase.
19. This project is for pre-planning and programming services in preparation for the construction of a classroom and laboratory facility for undergraduate and research programs in the College of Engineering. The project is in the schematic design phase.
20. In accordance with the University Master Plan, this project authorizes the purchase of a 0.1125 acre parcel of property from the Virginia Tech Foundation for a total cost of approximately \$120,000. The property is located at the corner of Old Turner and Stanger Streets. The transaction is complete and the project was closed as of June 30, 2009.

**CAPITAL OUTLAY PROJECTS  
AUTHORIZED AS OF June 30, 2009**

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET					
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES
Educational and General Projects									
Maintenance Reserve	7,605	7,605	3,854	8,221	0	0	0	8,221	3,854 (1)
Blanket Authorizations	0	500	412	0	0	4,643	0	4,643	517 (2)
Upgrade Campus Heating Plant	10,000	10,000	5,948	17,250	0	2,750	11,500	31,500	16,817 (3)
Institute for Critical Technology and Applied Science II	6,000	1,700	1,096	13,519	0	0	17,500	31,019	2,460 (4)
Infectious Disease Research Facility	1,000	1,000	353	3,137	0	6,163	0	9,300	452 (5)
Administrative Services Building	400	0	0	0	0	0	12,000	12,000	0 (6)
Visitors and Undergraduate Admissions Center	600	600	629	0	0	3,400	7,100	10,500	629 (7)
Materials Management Facility	500	500	346	3,500	0	0	0	3,500	382 (8)
Hampton Roads Extension Center Classroom	300	458	456	500	0	0	0	500	498 (9)
Planning: Academic and Student Affairs Building	1,500	1,000	595	0	0	0	2,720	2,720	885 (10)
Planning: VBI Addition Facility	1,700	1,700	1,754	0	0	0	2,400	2,400	2,002 (11)
Planning: Public Safety Building	0	0	0	0	0	1,600	0	1,600	0 (12)
Planning: Southern Piedmont AREC Laboratory	187	269	247	0	0	375	0	375	352 (13)
VT-Carilion School of Medicine and Research Institute	35,000	17,000	7,269	59,000	0	0	0	59,000	7,269 (14)
Sciences Building Laboratory I	1,500	0	0	28,758	0	0	16,800	45,558	0 (15)
Planning: Renovate Davidson Hall	850	850	725	1,506	0	0	0	1,506	725 (16)
Planning: Chiller Plant, Phase I	250	480	216	480	0	0	0	480	216 (17)
Planning: Human & Agricultural Biosciences Bldg. I	800	800	648	2,040	0	0	0	2,040	648 (18)
Pre-Planning: Signature Engineering Building	250	250	164	250	0	0	0	250	164 (19)
Stanger Street Property Acquisition	0	120	120	0	0	120	0	120	120 (20)
TOTAL	68,442	44,832	24,833	138,161	0	19,051	70,020	227,232	37,991
2002 General Obligation Bond Program									
Life Sciences I	2,304	2,983	1,838	4,987	26,263	0	8,750	40,000	38,855 (21)
Bishop-Favrao Hall	337	522	385	1,048	2,500	6,048	0	9,596	9,161 (22)
Classroom Improvements, Phase I	1,259	1,492	1,093	2,740	4,530	0	0	7,270	6,871 (23)
Cowgill Hall HVAC and Power	2,261	3,019	2,344	3,825	7,500	0	0	11,325	9,793 (24)
Litton-Reaves Hall Exterior Repairs	404	616	615	1,630	2,500	0	0	4,130	4,129 (25)
Henderson Hall	8,000	10,000	10,519	7,333	6,542	4,683	0	18,558	12,768 (26)
Performing Arts Center	1,000	1,000	1,687	0	0	5,000	58,000	63,000	1,687 (27)
Agnew Hall Renovation	786	940	913	0	1,863	113	0	1,976	1,949 (28)
Inst. for Critical Technology and Applied Science, Ph I	6,409	6,132	5,362	9,994	13,996	6,989	17,000	47,979	45,220 (29)
TOTAL	22,759	26,704	24,757	31,557	65,694	22,833	83,750	203,834	130,434

**CAPITAL OUTLAY BUDGET (Continued)****2002 General Obligation Bond Program**

21. The project is complete and will be closed when final payments for pending equipment purchases are processed. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009.
22. The project is complete and was closed as of June 30, 2009. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009.
23. The project is complete and was closed as of June 30, 2009. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009.
24. The project is complete and will be closed when final payments are processed, with an expected total cost of \$10,468,000. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009.
25. The project is complete and was closed as of June 30, 2009. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009.
26. This project will renovate Henderson Hall and construct an experimental theater to house art programs. Construction is nearly complete, with occupancy expected by fall 2009. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009.
27. This project is envisioned to construct a state-of-the-art performance theatre and creative arts laboratory. Schematic design is nearly complete. Year-to-date expenses exceeded the annual budget because expenses expected in fiscal year 2010 were invoiced in fiscal year 2009. Resources were sufficient to cover the accelerated cash outflow and the project remains in budget.
28. The project is complete and has been closed as of June 30, 2009. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009.
29. This project will build a state-of-the-art, multidisciplinary research laboratory. The project is complete and will be closed when final payments are processed, with an expected total cost of \$45,990,000. The annual budget was decreased because expenses expected in fiscal year 2009 were invoiced in fiscal year 2008.

**Auxiliary Enterprises Projects**

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise Budgeting Process. The annual budget reflects the finalized budget amount for fiscal year 2009.
2. This authorization includes two active sub-projects: 1) construction of a parking lot on lower portion of Chicken Hill with an estimated total cost of \$1,600,000, and 2) the pre-planning for the parking structure project with a cost of \$356,000. The pre-planning for the parking structure sub-project is complete and will be closed when final payments are processed. The Lower Chicken Hill sub-project is complete and was closed as of June 30, 2009. The project's total cost was \$1,521,443 and the remaining \$78,557 was used to make an early debt service payment. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009. The authorization balance may be used to complete future improvements and repair projects for the parking system. The next envisioned project is the construction of a parking lot on the upper portion of Chicken Hill starting spring 2010.
3. The project is complete and will be closed when final payments have been processed, with an expected total cost of \$54.02 million. The annual budget was adjusted in the third quarter to reflect payment of legal expenses for the project.
4. This project includes a new residence hall of approximately 256 beds, along with office space for residential services and judicial affairs. Construction is complete, with occupancy expected for fall semester 2009. Year-to-date expenses exceeded the annual budget because expenses expected in fiscal year 2010 were invoiced in fiscal year 2009. Resources were sufficient to cover the accelerated cash outflow and the project remains within budget.
5. This project includes design and renovation of East and West Ambler Johnston Hall, which is in the first phase on construction, with occupancy expected by summer 2011.
6. This project includes 25,000 gross square feet (GSF) of new construction and 2,000 GSF of renovation to address the growing demand for increased student recreational areas. A GMP is expected by the end of July, with occupancy expected by winter 2010.
7. The purpose of this project is to build a new, 120,000 gross square foot field house to increase the availability of indoor training time for football and other athletic programs. The project is on temporary hold to advance the Basketball Practice Facility and the Addition to the Jamerson Center.
8. This project includes planning and construction of a practice facility for the basketball program. Construction is underway with a completion date of fall 2009. The total project cost is expected to be \$21.1 million. Year-to-date expenses exceeded the annual budget because expenses expected in fiscal year 2010 were invoiced in fiscal year 2009. Resources were sufficient to cover the accelerated cash outflow and the project remains within budget.
9. This project envisioned a new residence hall of approximately 250 beds. Cost estimates exceed the project budget, and the project is on hold while the university explores potential alternatives. The annual budget was adjusted in the first quarter to reflect revised cash outflows for fiscal year 2009.
10. This first phase of a repair project to address moisture penetration and structural problems in the exterior walls of McComas Hall is complete. Authorization to address the remaining envelope repairs was granted at the November 2008 Board of Visitors meeting and this work is underway. The annual budget was adjusted in the third quarter to reflect revised cash flows for fiscal year 2009. Year-to-date expenses exceeded the annual budget because expenses expected in fiscal year 2010 were invoiced in fiscal year 2009. Resources were sufficient to cover the accelerated cash outflow and the project remains within budget.
11. This combined project includes the construction of the originally approved 1,200 space parking structure located on the Prices Fork parking lot and construction of a centralized north chiller plant located in the basement of the parking structure. The university received Board of Visitors approval for a \$30 million parking structure in June 2008 and Board of Visitors approval for a \$3.8 million north chiller plant in March 2009. The actual cost of the parking structure is \$26 million and the chiller plant remains at \$3.8 million; thus, the consolidated total project costs are expected to be about \$30 million. The annual budget was adjusted in the third quarter to reflect the delayed construction date that occurred while the north chiller plant is being designed for inclusion within the parking structure.
12. This project proposes to renovate the dining and food service areas in Owens Hall and to renovate and expand the kitchen and dining area in West End Market to improve the service of the dining centers. The project is in the preliminary design phase.
13. This project includes a 12,700 gross square foot facility, adjacent to English Baseball Field, to provide storage and indoor practice space for the baseball program. The university received Board of Visitors approval for this \$2.3 million project in August 2008. Construction is underway, with occupancy expected by fall 2009. The annual budget was adjusted in the third quarter to reflect revised cash outflows for fiscal year 2009.
14. This project envisions a 38,853 gross square foot facility adjacent to the Jamerson Center at the south east corner. The facility provides new locker rooms, a training room, and program space serving the Athletics program. The university received Board of Visitors approval for this \$18 million project in March 2009. The project is in the design phase, with a GMP contract for \$16.7 million.

## Capital Outlay Projects Authorized as of June 30, 2009 (Continued)

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET					
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES
Auxiliary Enterprises Projects									
Maintenance Reserve	5,099	5,071	4,077	0	0	8,442	0	8,442	4,077 (1)
Parking Auxiliary Projects	650	1,116	1,037	0	0	79	18,819	18,897	1,877 (2)
Expand Lane Stadium, West Side	253	2	2	0	0	4,962	54,740	59,702	53,297 (3)
New Residence Hall	16,000	16,000	18,230	0	0	953	30,047	31,000	25,810 (4)
Renovate Ambler Johnston Hall	6,010	6,010	4,348	0	0	0	75,000	75,000	5,842 (5)
Recreational, Counseling, Clinical Space	750	750	665	0	0	0	13,000	13,000	747 (6)
Indoor Athletic Training Facility	0	0	0	0	0	0	25,000	25,000	0 (7)
Basketball Practice Facility	15,000	15,000	15,403	0	0	11,700	9,400	21,100	16,580 (8)
New Residence Hall II	0	1	1	0	0	0	27,000	27,000	182 (9)
Repair McComas Hall Exterior Wall Structure	700	2,300	2,556	0	0	0	6,000	6,000	2,556 (10)
Parking Structure & North Chiller Plant	1,000	1,600	1,570	0	0	3,800	30,000	33,800	1,570 (11)
Renovate Owens & West End Market Food Courts	300	300	156	0	0	0	5,000	5,000	156 (12)
Indoor Batting Practice Facility	0	1,000	596	0	0	2,300	0	2,300	596 (13)
Addition to Jamerson Center	0	0	0	0	0	18,000	0	18,000	0 (14)
TOTAL	45,763	49,150	48,641	0	0	50,236	294,005	344,241	113,290
GRAND TOTAL	<u>\$ 136,964</u>	<u>\$ 120,686</u>	<u>\$ 98,231</u>	<u>\$ 169,718</u>	<u>\$ 65,694</u>	<u>\$ 92,120</u>	<u>\$ 447,775</u>	<u>\$ 775,308</u>	<u>\$ 281,715</u>

## RECOMMENDATION:

That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2008 through June 30, 2009 and the Capital Outlay report be accepted.

August 31, 2009

## **EXPANDED LOCAL AND NONGENERAL FUND INVESTMENT AUTHORITY**

The University has historically had the authority to invest its gifts and other private funds (such as the Pratt endowment) in a wide spectrum of investments including both equity and fixed-income securities. These gifts and private funds have traditionally been invested through the Virginia Tech Foundation, Inc. in its pooled endowment fund. The investment of other local and nongeneral funds, however, has been limited to primarily fixed-income and depository securities, as defined in the Investment of Public Funds Act.

During the 2009 General Assembly session, the University obtained legislative approval that expands its ability to invest local and nongeneral fund balances in the same spectrum of investments allowed for gifts and other private funds. Specifically, the legislation authorizes the University to invest and manage local funds and nongeneral fund reserves and balances in accordance with the provisions of the Uniform Prudent Management of Institutional Funds Act (§ 55-268.11 et seq.).

Given this expanded authority, the University desires to aggregate a small portion of its local and nongeneral fund balances (approximately \$5 million) to enhance its investment returns and maximize diversification. These funds will be transferred to the Virginia Tech Foundation, Inc. and managed through an agency agreement. The funds will be managed in accordance with all applicable laws and related Foundation investment policies.

The resolution authorized the Vice President for Finance and Chief Financial Officer to enter into an agency agreement with the Foundation to invest local funds and nongeneral fund reserves and balances of the University from time to time as determined appropriate and permitted by law and in accordance with applicable Foundation investment policies.

## **RESOLUTION ON EXPANDED LOCAL AND NONGENERAL FUND INVESTMENT AUTHORITY**

**WHEREAS**, the University has the authority to invest its gifts and other private funds (such as the Pratt endowment) in a wide spectrum of investments including both equity and fixed-income securities;

**WHEREAS**, the 2009 General Assembly legislation in sections § 23-122.1 and § 2.2-4343 expanded the authority of the board of visitors to invest and manage local funds and nongeneral fund reserves and balances held by the University in accordance with the provisions of the Uniform Prudent Management of Institutional Funds Act (§ 55-268.11 et seq.);

**WHEREAS**, the Virginia Tech Foundation, Inc., was established to receive, manage, and disburse private funds in support of the University and has been managing University and Foundation gifts and endowed funds since 1948; and

**WHEREAS**, the University desires to aggregate its resources in order to enhance its investment returns and maximize diversification in accordance with all applicable laws and related Foundation investment policies.

**NOW, THEREFORE, BE IT RESOLVED**, that the Vice President for Finance and Chief Financial Officer is authorized to enter into an agency agreement with the Virginia Tech Foundation, Inc. to invest local funds and nongeneral fund reserves and balances of the University from time to time as determined appropriate and permitted by law and in accordance with applicable Foundation investment policies. Monies transferred to the Foundation include, but are not limited to, working capital, operating reserves and capital reserves.

### **RECOMMENDATION:**

That the resolution authorizing the Vice President for Finance and Chief Financial Officer to enter into an agency agreement with the Virginia Tech Foundation, Inc. to invest local funds and nongeneral fund reserves and balances be approved.

August 31, 2009

## **APPROVAL OF 9(c) DEBT FINANCING RESOLUTIONS**

The following projects have been authorized to be financed pursuant to Section 9(c) of Article X of the Constitution of Virginia for up to \$95.0 million plus amounts needed to fund issuance costs, reserve funds, and other financing expenses. Of that amount, \$88.12 million will be authorized for debt financing through these two resolutions.

1. **Parking Structure and Central Chiller Plant (Project #17804):** **\$26,000,000**  
 The University Master Plan includes a 1,200 space parking structure located on the existing Prices Fork commuter lot to accommodate an increase in parking demand in the north zone of campus as a result of new construction projects including the Surge Building, ICTAS-I and the Engineering Signature Building. The parking project was originally authorized by the Board of Visitors on June 20, 2008, as a local, nongeneral fund project #L00013 and was recently authorized to be financed in the Commonwealth's 9(c) pooled bond program. The total \$30 million 9(c) debt authorization includes \$3.8 million for a central chiller plant component within the parking structure, which has subsequently been determined to be financed with cash. Project bids also came in slightly lower than anticipated. As a result, the financing amount authorized under this resolution is \$26.0 million. The proposed resolution pledges the net revenues of the Parking Auxiliary to the payment of debt service.
  
2. **Renovate Ambler Johnston Hall (Project #17557):** **\$62,120,000**  
 On June 4, 2007, the Board of Visitors authorized \$10.0 million of debt financing as the first phase of the Ambler Johnston Hall project (Capital Outlay Project #17294) for planning costs and initial construction expenses. The remaining \$65.0 million authorization (Capital Outlay Project #17557) is allocated to cover the major construction expenses to renovate the East and West wings of Ambler Johnston Hall. The full \$65 million, however, will not be used due to the receipt of lower than anticipated project bids. As a result, the financing amount authorized under this resolution is \$62.12 million. The proposed resolution pledges the net revenues of the Dormitory Auxiliary to the payment of debt service.

The proposed resolutions request the issuance of 9(c) bonds through the Treasury Board on behalf of the University. The resolutions identify (1) the Vice President for Finance and Chief Financial Officer, and (2) the University Treasurer as each being authorized to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the bonds.

## **RESOLUTION ON PARKING STRUCTURE 9(c) FINANCING**

**WHEREAS**, there have been passed by the General Assembly of Virginia and signed by the Governor acts entitled “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2009” (the “2009 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2008” (the “2008 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2007” (the “2007 Act”), and “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2006” (the “2006 Act” and, together with the 2007 Act, the 2008 Act and the 2009 Act, the “Acts”);

**WHEREAS**, pursuant to the Acts, the Treasury Board of the Commonwealth of Virginia (the “Treasury Board”) is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia (the “Commonwealth”) for the purpose of providing funds, together with other available funds, for paying the cost of acquiring, constructing, renovating, enlarging, improving and equipping certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds and other financing expenses, including capitalized interest for any such project (collectively, the “Financing Expenses”), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

**WHEREAS**, for Virginia Polytechnic Institute and State University (the “Institution”), such revenue-producing capital projects include the Parking Structure Capital Outlay Project Number 17804 (each individually, a “Project” and, collectively, the “Projects”); and

**WHEREAS**, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Acts for such revenue-producing capital projects, in one or more series.

### **NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY:**

**Section 1.** The Board of Visitors of the Institution (the “Board”) requests the Treasury Board to sell and issue bonds (the “Bonds”) or bond anticipation notes (“BANs”) in an aggregate principal amount not to exceed \$26,000,000 to finance all or a portion of the costs of each Project plus Financing Expenses (for each individual Project, the “Individual Project Bonds” or “Individual Project Notes” and, collectively, the “Individual Project Borrowing” and for all Projects, the “Project Bonds” or “Project Notes” and, collectively, the “Project Borrowings”). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds or BANs.

**Section 2.** With respect to each Project, the Board (a) covenants to fix, revise, charge and collect parking fees and other rates, fees and charges, for or in connection with the use, occupation and services of such Project and (b) pledges such rates, fees and charges remaining after payment of (i) the expenses of operating such Project and (ii) the

expenses related to all other activities funded by the parking fees ("Individual Project Net Revenues") to the payment of the principal of, premium, if any, and interest on the Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the "Required Payments"). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

**Section 3.** It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution, as shown on the Financial Feasibility Study provided to the Department of the Treasury, with respect to each Project, the anticipated Individual Project Net Revenues pledged herein will be sufficient to pay the Required Payments for such Project so long as the aggregate amount of net debt service on the Individual Project Borrowing for such Project actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study relating thereto.

**Section 4.** The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts. If Individual Project Net Revenues for any Project are insufficient to pay Required Payments for such Project during such period, the Institution shall provide evidence of a plan to generate Individual Project Net Revenues for such Project sufficient to make such Required Payments in the future.

**Section 5.** The Board covenants that so long as any of the Project Notes are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest payment date, an amount estimated by the State Treasurer to be due and payable on such date as interest on the Project Notes. The Board covenants that so long as any of the Project Bonds are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date, the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Bonds.

**Section 6.** The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of Bonds that includes Project Bonds or Project Notes and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

**Section 7.** The Board covenants that the Institution will not take or omit to take any action the taking or omission of which will cause the Bonds to be “arbitrage bonds” within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the “Code”), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

**Section 8.** The Board covenants that the Institution will proceed with due diligence to undertake and complete the Projects and that the Institution will spend all of the available proceeds derived from the sale of the Project Borrowings for costs associated with the Projects and appropriated for the Projects by the General Assembly.

**Section 9.** The Board covenants that the Institution will not permit the proceeds of each Individual Project Borrowing to be used in any manner that would result in (a) 5 percent or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5 percent or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5 percent or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

**Section 10.** The Board covenants that for so long as any of the Bonds are outstanding the Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

**Section 11.** The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of all or any part of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

**Section 12.** The Board hereby approves and authorizes the Vice President for Finance and Chief Financial Officer, and the University Treasurer of the Institution (the "Authorized Officers") to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Bonds.

**Section 13.** The Board acknowledges that the Treasury Board will rely on the representations and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

**Section 14.** This resolution shall take effect immediately.

**RECOMMENDATION:**

That the above resolution authorizing the issuance of 9(c) bonds through the Treasury Board on behalf of the University for the "Parking Structure" project be approved.

August 31, 2009

## **RESOLUTION TO RENOVATE AMBLER JOHNSTON HALL 9(c) FINANCING**

**WHEREAS**, there have been passed by the General Assembly of Virginia and signed by the Governor acts entitled “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2009” (the “2009 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2008” (the “2008 Act”), “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2007” (the “2007 Act”), and “Commonwealth of Virginia Higher Educational Institutions Bond Act of 2006” (the “2006 Act” and, together with the 2007 Act, the 2008 Act and the 2009 Act, the “Acts”);

**WHEREAS**, pursuant to the Acts, the Treasury Board of the Commonwealth of Virginia (the “Treasury Board”) is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia (the “Commonwealth”) for the purpose of providing funds, together with other available funds, for paying the cost of acquiring, constructing, renovating, enlarging, improving and equipping certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds and other financing expenses, including capitalized interest for any such project (collectively, the “Financing Expenses”), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

**WHEREAS**, for Virginia Polytechnic Institute and State University (the “Institution”), such revenue-producing capital projects include the Renovate Ambler Johnston Hall Capital Outlay Project Number 17557 (each individually, a “Project” and, collectively, the “Projects”); and

**WHEREAS**, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Acts for such revenue-producing capital projects, in one or more series.

### **NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY:**

**Section 1.** The Board of Visitors of the Institution (the “Board”) requests the Treasury Board to sell and issue bonds (the “Bonds”) or bond anticipation notes (“BANs”) in an aggregate principal amount not to exceed \$62,120,000 to finance all or a portion of the costs of each Project plus Financing Expenses (for each individual Project, the “Individual Project Bonds” or “Individual Project Notes” and, collectively, the “Individual Project Borrowing” and for all Projects, the “Project Bonds” or “Project Notes” and, collectively, the “Project Borrowings”). The Individual Project Borrowings will be identified by amount by the State Treasurer upon issuance of any Bonds or BANs.

**Section 2.** With respect to each Project, the Board (a) covenants to fix, revise, charge and collect residential fees and other rates, fees and charges, for or in connection with the use, occupation and services of such Project and (b) pledges such rates, fees and

charges remaining after payment of (i) the expenses of operating such Project and (ii) the expenses related to all other activities funded by the residential fees ("Individual Project Net Revenues") to the payment of the principal of, premium, if any, and interest on the Individual Project Borrowing relating thereto. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Individual Project Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the related Individual Project Borrowing and on any other obligations secured by such Individual Project Net Revenues (such payments collectively the "Required Payments"). Each Individual Project Borrowing shall be secured on a parity with other obligations secured by the Individual Project Net Revenues relating to such Individual Project Borrowing (other than any obligations secured by a prior right in Individual Project Net Revenues). Any Individual Project Net Revenues pledged herein in excess of the Required Payments for an Individual Project Borrowing may be used by the Institution for any other lawful purpose.

**Section 3.** It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution, as shown on the Financial Feasibility Study provided to the Department of the Treasury, with respect to each Project, the anticipated Individual Project Net Revenues pledged herein will be sufficient to pay the Required Payments for such Project so long as the aggregate amount of net debt service on the Individual Project Borrowing for such Project actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study relating thereto.

**Section 4.** The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts. If Individual Project Net Revenues for any Project are insufficient to pay Required Payments for such Project during such period, the Institution shall provide evidence of a plan to generate Individual Project Net Revenues for such Project sufficient to make such Required Payments in the future.

**Section 5.** The Board covenants that so long as any of the Project Notes are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest payment date, an amount estimated by the State Treasurer to be due and payable on such date as interest on the Project Notes. The Board covenants that so long as any of the Project Bonds are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date, the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Bonds.

**Section 6.** The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of Bonds that includes Project Bonds or Project Notes and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense

of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

**Section 7.** The Board covenants that the Institution will not take or omit to take any action the taking or omission of which will cause the Bonds to be “arbitrage bonds” within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the “Code”), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

**Section 8.** The Board covenants that the Institution will proceed with due diligence to undertake and complete the Projects and that the Institution will spend all of the available proceeds derived from the sale of the Project Borrowings for costs associated with the Projects and appropriated for the Projects by the General Assembly.

**Section 9.** The Board covenants that the Institution will not permit the proceeds of each Individual Project Borrowing to be used in any manner that would result in (a) 5 percent or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5 percent or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5 percent or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

**Section 10.** The Board covenants that for so long as any of the Bonds are outstanding the Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

**Section 11.** The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of all or any part of any of the Projects without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

**Section 12.** The Board hereby approves and authorizes the Vice President for Finance and Chief Financial Officer, and the University Treasurer of the Institution (the “Authorized Officers”) to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Bonds.

**Section 13.** The Board acknowledges that the Treasury Board will rely on the representations and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

**Section 14.** This resolution shall take effect immediately.

**RECOMMENDATION:**

That the above resolution authorizing the issuance of 9(c) bonds through the Treasury Board on behalf of the University for the “Renovate Ambler Johnston Hall” project be approved.

August 31, 2009

## APPROVAL OF 9(d) DEBT FINANCING RESOLUTION

The following projects have been authorized to be financed pursuant to Section 9(d) of Article X of the Constitution of Virginia for up to \$50,800,000 plus amounts needed to fund issuance costs, reserve funds and other financing expenses:

1. **Recreation, Counseling and Clinical Space (Project #17295):** **\$13,000,000**  
 McComas Hall was constructed in 1998 for the combined use of recreational sports, student health and student counseling services. Due to growing student demand for recreational and exercise space, this project will add 25,000 gross square feet of new construction and renovate 2,000 square feet of existing space of McComas Hall. Debt service will be paid from University comprehensive fee revenues.
2. **Basketball Practice Facility (Project #17529):** **\$9,400,000**  
 The Basketball Practice Facility project will construct a new 53,000 gross square foot facility adjacent to the east side of Cassell Coliseum that will include intercollegiate practice and training facilities and administrative offices for the men's and women's basketball programs. The \$21.1 million total project cost will be funded with \$9.4 million of debt and \$11.7 million of cash from private gifts. This project was originally authorized by the BOV on November 12, 2007, as a local, nongeneral fund project #L00005 and was recently authorized to be included in the Commonwealth's 9(d) pooled bond program. Debt service will be paid from athletic operating revenues.
3. **Campus Heat Plant (Project #17120):** **\$6,400,000**  
 The Campus Heat Plant project will expand and upgrade the entire campus central heating system, install additional pollution control equipment, and eliminate temporary boilers in the southwestern area of campus. The \$28.75 million total project cost will be funded with \$10.15 million of debt, \$17.25 million of state funds, and \$1.35 million of cash from University auxiliaries. Of the \$10.15 million debt financing, \$3.75 million was issued in the Fall 2007 VCBA bond sale for the first phase of the project, with the remaining \$6.40 million of debt now being authorized for issuance through this resolution. Debt service will be paid from steam heating charges to the auxiliary enterprises.
4. **ICTAS II (Project #17557):** **\$17,500,000**  
 The Institute for Critical Technology and Applied Science II project will construct a new 43,000 gross square-foot scientific research laboratory building adjacent to the existing life sciences buildings in the southwest corner of campus, which will support research in the fields of biomedical engineering, bioengineering, biomaterials, bio-nanotechnology, communications technology and sensor technology. The \$35.0 million total cost will be funded with \$17.5 million of debt and \$17.5 million Commonwealth General Fund appropriations. Debt service will be paid from private gifts and indirect cost recoveries on research grants and contracts.
5. **Repair McComas Hall Exterior Wall Structure (Project #17556):** **\$4,500,000**  
 The McComas Hall Repair project will address structural and moisture penetration problems of the exterior walls of McComas Hall. On August 25, 2008, the Board of Visitors approved the issuance of \$1.5 million debt for the first phase of this project,

with the remaining \$4.5 million of debt being authorized through this resolution. Debt service will be paid from University comprehensive fee revenues.

The resolutions presented to the Board will allow for the debt financing of \$50.8 million through the state's 9(d) Virginia College Building Authority (VCBA) pooled bond program. To finance these projects, bonds will be issued through the VCBA, and the University will enter into a loan agreement and promissory note with the Authority. The loan agreement and note are subject to the following parameters: (a) the principal amount shall not be greater than the amount authorized by the General Assembly of Virginia, (b) the interest rate payable shall not exceed a true interest cost more than 50 basis points higher than the interest rate for "AA" rated securities with comparable maturities, (c) the weighted average maturity of the principal payments shall not be in excess of 20 years, (d) the last principal payment date shall not extend beyond the expected economic life of the project, and (e) the actual amount, interest rates, maturities and date shall be approved by an authorized officer, which approval will be evidenced by the execution of the 2009 Note.

The resolution identifies (1) the Vice President for Finance and Chief Financial Officer, and (2) the University Treasurer as each being authorized to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the bonds.

## **RESOLUTION ON 9(d) VCBA FINANCING AUTHORIZATION**

**WHEREAS**, pursuant to Chapter 3.2, Title 23 of the Code of Virginia of 1950, as amended (the "Act"), the General Assembly of Virginia has authorized the Virginia College Building Authority (the "Authority") to develop a pooled bond program (the "Program") to purchase bonds and other debt instruments issued by public institutions of higher education in the Commonwealth of Virginia (the "Institutions") to finance or refinance the construction of projects of capital improvement specifically included in a bill passed by a majority of those elected to each house of the General Assembly of Virginia;

**WHEREAS**, the Authority intends to issue from time to time under the Program its Educational Facilities Revenue Bonds (Public Higher Education Financing Program) (the "Bonds") to finance the purchase of notes and other debt instruments issued by the Institutions to finance or refinance such projects, all in the furtherance of the purposes of the Act and the Program;

**WHEREAS**, the Board of Visitors of Virginia Polytechnic Institute and State University (the "Board") may from time to time wish to finance or refinance projects of Virginia Polytechnic Institute and State University (the "Participating Institution") through the Program;

**WHEREAS**, if the Participating Institution wishes to finance or refinance a project through the Program, it will be necessary for the Participating Institution to enter into a Loan Agreement (a "Loan Agreement") between the Authority and the Participating Institution and, to evidence the loan to be made by the Authority to the Participating Institution pursuant to the Loan Agreement, to issue the Participating Institution's promissory note (the "Note"), and pursuant to Section 23-19 of the Code of Virginia of 1950, as amended, and the Loan Agreement, the Authority will agree to issue its Bonds and to use certain proceeds of the Bonds to purchase the Note issued by the Participating Institution, and the Participating Institution will agree to use the proceeds of the Bonds received from the Authority to finance or refinance the construction of the project and to make payments under the Loan Agreement and the Note in sums sufficient to pay, together with certain administrative and arbitrage rebate payments, the principal of, premium, if any, and interest due on that portion of the Bonds issued to purchase the Note;

**WHEREAS**, the Participating Institution now proposes to sell to the Authority one or more of the Participating Institution's Notes to be issued under one or more Loan Agreements to finance or refinance from all or a portion of the proceeds of one or more new money Bonds issued by the Authority from time to time, with appropriate series designation depending on their issuance date, a portion of the costs of construction and/or improvements of the Additional Recreation, Counseling and Clinical Space project - Capital Outlay Project Number 17295, the Basketball Practice Facility project - Capital Outlay Project Number 17529, the Campus Heat Plant project - Capital Outlay Project Number 17120, the Institute for Critical Technology and Applied Science II project - Capital Outlay Project Number 17557, and the Repair McComas Hall Exterior Wall

Structure project - Capital Outlay Project Number 17556 (the "Projects"), which have been authorized for bond financing by the General Assembly; and

**WHEREAS**, it is the desire of the Board to delegate to such Authorized Officers (as hereinafter defined) of the Participating Institution the authority to approve, on behalf of the Board, the forms of such Loan Agreements and Notes and, similarly, to authorize such Authorized Officers of the Participating Institution to execute, deliver and issue in the name of and on behalf of the Participating Institution, such Loan Agreements, Notes and any and all documents necessary or desirable to effectuate the financing or refinancing of all or a portion of the costs of the Projects through the Program with the Authority and to facilitate the purchase of such Notes by the Authority.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY:**

**Section 1.** The Projects are hereby designated projects to be undertaken and financed or refinanced by the Authority and, accordingly, the Vice President for Finance and Chief Financial Officer, and the University Treasurer of the Participating Institution (collectively, the "Authorized Officers"), are each hereby delegated and invested with full power and authority to approve the forms of the related Loan Agreements and Notes, and any pledge to the payment of such Notes of the Participating Institution's total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general and nongeneral fund appropriations and other revenues not required by law or by previous binding contract to be devoted to some other purpose, restricted by a gift instrument for another purpose or excluded from such pledge as provided in the related Loan Agreements, and such approval is hereby authorized, subject to the provisions of Section 3 hereof.

**Section 2.** Subject to the provisions of Section 3 hereof, the Authorized Officers are each hereby individually delegated and invested with full power and authority to execute, deliver and issue, on behalf of the Board, (a) such Loan Agreements and such Notes with the approval of such documents in accordance with Section 1 hereof by any such officer evidenced conclusively by the execution and delivery of such Loan Agreements and Notes, respectively, and (b) any and all other documents, instruments or certificates as may be deemed necessary or desirable to consummate the financing or refinancing of all or a portion of the costs of the Projects through the Program, the construction of the Projects and the Participating Institution's participation in the Program, and to further carry out the purposes and intent of this Resolution. The Authorized Officers are directed to take such steps and deliver such certificates prior to the delivery of such Notes as may be required under existing obligations of the Participating Institution, including bond resolutions relating to the Participating Institution's outstanding general revenue pledge bonds.

**Section 3.** The authorizations given above as to the approval, execution, delivery and issuance of the Loan Agreements and the Notes related to the Projects are subject to the following parameters: (a) the aggregate principal amount to be paid under the Notes allocable to the Projects, together with the principal amount of any other indebtedness

with respect to the Projects, shall not be greater than the amount authorized for the Projects by the General Assembly of Virginia, plus amounts needed to fund issuance costs and other financing expenses, including capitalized interest, or any other increase permitted by law, (b) the aggregate principal amount of the Notes allocable to the Projects authorized hereby and issued hereafter shall in no event exceed \$50,800,000, the aggregate amount authorized by the General Assembly for such Projects for which indebtedness has not been previously issued, as the same may be so increased, (c) the interest rate payable under each such Note shall not exceed a “true” or “Canadian” interest cost more than 50 basis points higher than the interest rate for “AA” rated securities with comparable maturities, as reported by Delphis Hanover, or another comparable service or index, on the date that the interest rates on such Note are determined, taking into account original issue discount or premium, if any, (d) the weighted average maturity of the principal payments due under each such Note shall not be in excess of 20 years, (e) the last principal payment date under each such Note shall not extend beyond the period of the reasonably expected average weighted economic life of the Projects, and (f) subject to the foregoing, the actual amount, interest rates, maturities, and date of each such Note shall be approved by an Authorized Officer, which approval will be evidenced by the execution of each such Note.

**Section 4.** The Board acknowledges, on behalf of the Participating Institution, that if the Participating Institution fails to make any payments of debt service due under any Loan Agreement or Note, the Program authorizes the State Comptroller to charge against the appropriations available to the Participating Institution all future payments of debt service on that Loan Agreement and Note when due and payable and to make such payments to the Authority or its designee, so as to ensure that no future default will occur on such Loan Agreement or Note.

**Section 5.** The Board agrees that if the Authority determines that the Participating Institution is an “obligated person” under Rule 15c2-12 of the Securities and Exchange Commission with respect to any issue of Bonds, the Participating Institution will enter into a continuing disclosure undertaking in form and substance reasonably satisfactory to the Authority and the Participating Institution and will comply with the provisions and disclosure obligations contained therein.

**Section 6.** This resolution shall take effect immediately upon its adoption.

### **RECOMMENDATION:**

That the above resolution authorizing the issuance of 9(d) bonds through the Virginia College Building Authority on behalf of the University for the Additional Recreation, Counseling and Clinical Space project, the Basketball Practice Facility project, the Campus Heat Plant project, the Institute for Critical Technology and Applied Science II project, and the Repair McComas Hall Exterior Wall Structure project be approved.

August 31, 2009

## **Committee Minutes**

### **Committee on Research**

**Smithfield Conference Room  
The Inn at Virginia Tech and Skelton Conference Center  
4:15-6:00 p.m.**

**August 30, 2009**

#### **Committee Members Present:**

Ms. Michele Duke, Chair  
Mr. John Lawson, II  
Mr. Ben Davenport, Jr.  
Mr. George Nolen  
Mr. James R. Smith  
Dr. Lori Wagner

#### **Guests:**

Dr. Charles Steger, Dr. Mark McNamee, Dr. Bob Walters, Mr. Dwight Shelton, Mr. Michael Anziotti, Mr. Fred Cobb, Mr. Douglas Fahl, Dr. Calvin Jamison, Ms. Sandra Lowe, Mr. George Nolen, Mr. James Severt, Jr, Mr. Paul Rogers, Mr. Tom Tucker, Dr. Gary Long, Ms. Rebecca French, Dr. Daniel Wubah, Dr. John Dooley, Mr. Erv Blythe, Mr. Rodd Hall, Dr. Tom Inzana, Ms. Beth Tranter, Mr. Roger Burnett, Mr. Ralph Byers, Ms. Kay Heidbreder, Mr. Warren Lucero, Ms. Susan Trulove, Ms. Sharon M. Kurek, Mr. Al Cooper, Dr. Dennis Dean, and Dr. Stefan Duma.

1. **Opening Remarks and Approval of May 31, 2009 Minutes.** Chairman Duke welcomed those in attendance. The minutes were approved as printed.
2. **Remarks from the President.** Dr. Steger applauded the faculty and administration for the work done on some extremely large recent proposals. He said that these projects were model examples of the projects that have been envisioned over the past years of planning for research growth at Virginia Tech.
3. **Resolution for the Approval of Appointments to the Virginia Coal and Energy Research and Development Advisory Board.** Dr. Walters reported that the Board of Visitors has the responsibility to appoint members to the Virginia Center for Coal and Energy Research Advisory Board. Mr. W. Thomas Hudson, Mr. Daniel D. Smith, and Mr. Herbert S. Wheary have been nominated for reappointment to the Center's Board for the period 2010 - 2014. A motion was made and seconded recommending these individuals for approval by the Board of Visitors. The motion was passed unanimously.

4. **The Virginia Tech Carilion Research Institute (VTCRI) and the Fralin Life Science Institute: Progress and Challenges.** Dr. Dean, acting director of the Virginia Tech Carilion said that the Virginia Tech Carilion Research Institute is a Virginia Tech owned and operated facility that is closely tied to the new VT Carilion School of Medicine and the Carilion Clinic. Construction of the facility is proceeding rapidly and is currently on budget and on schedule. This collaborative team has established an extraordinarily good working relationship. Candidates from a very strong pool of applicants for the position of Founding Director are now being interviewed– and it is expected this individual will be on board by January 1, 2010.

**The Fralin Life Science Institute** is an instrument of University strategic investment that is charged with increasing the quality, quantity and competitiveness of life science research, education and outreach. Dr. Dean serves as the director of the institute. He said Fralin is not a brand, it is a “value-added.” Dr. Dean described all the institutes as cooperating entities with overriding interest of moving Virginia Tech forward in research.

5. **Virginia Tech – Wake Forest University, School of Biomedical Engineering and Sciences (SBES): Vision for Continued Growth and Excellence.** Dr. Stefan Duma, newly appointed Head of the Virginia Tech – Wake Forest University School of Biomedical Engineering and Sciences (SBES), gave a presentation on his vision for the future of SBES which focuses on continued growth and excellence through world-class research and education. There are currently about 50 faculty between Virginia Tech and Wake Forest. Dr. Duma has initiated an aggressive 5-year plan that he hopes will position SBES as one of the top 25 biomedical engineering programs in the country and then in the top 10 within 10 years. Duma plans on visiting all 89 departments of biomedical engineering in the country to benchmark with these programs. Duma told about putting sensors in football helmets as an example of significant leverage of a small seed grant from VCOM (\$45,000) to build a program that now has \$5M in funding.
6. **Office of the Vice President for Research Annual Report 2009 – Summary information provided to the Board of Visitors.** Dr. Walters said there had been a 6% growth in expenditures from FY '08 – FY '09. Significant funding has already been garnered from the federal stimulus program. 47 Projects have been already been awarded from ARRA funds for a total of \$21.3M. Finally, he shared some significant achievements of the staff of the Office of Research over the past year, including the submission of over 3,100 proposals for over \$1.3B.

### **Adjournment.**

There being no further business, the meeting adjourned at 6:00 p.m.

## The Virginia Tech Carilion Research Institute & The Fralin Life Science Institute:

### Progress & Challenges



### VT Carilion School of Medicine & Research Institute

The **Virginia Tech Carilion partnership**, a bold initiative developed by the two leading economic engines within Southwest Virginia. Seeks to improve human health and quality of life within the region by providing leadership in biomedical and clinical research, medical education and economic opportunity.

### The Virginia Tech – Carilion Partnership

**Carilion seeks to transition from a traditional health care system to a “research empowered” clinic –**

A new clinical practice facility is nearing completion. This facility is within an emerging biomedical complex in Roanoke and is located adjacent to the VT-Carilion School of Medicine & Research Institute.

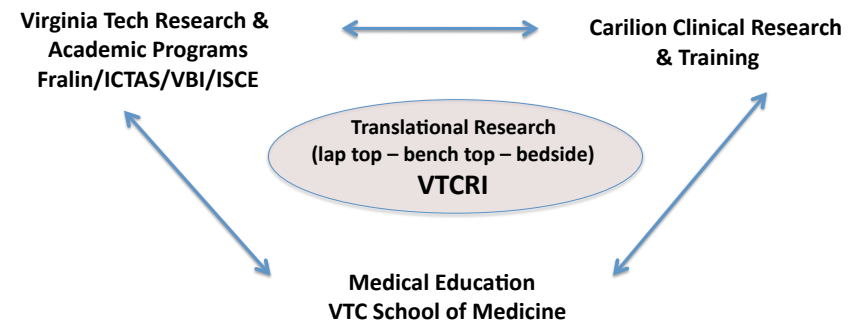
Carilion has committed \$35,000,000 towards implementation of the VT Carilion School of Medicine and Research Institute.

**Virginia Tech seeks new educational, research and funding opportunities within the biomedical sciences –**

An existing research facility (The Riverside Center) that will focus on translational research is located across the street from the VT-Carilion SOM & Research Institute.

Virginia Tech has committed \$35,000,000 to recruit and provide set-up for ~ 40 teams that will teach and conduct research within the VT-Carilion SOM & RI.

The **Virginia Tech Carilion Research Institute** will be the centerpiece that combines the medical research, education and clinical domains.



## Resources

- 50,000,000 square foot facility will be ready for occupancy in August 2010.
- We are seeking \$10,000,000 in NIH stimulus funds to complete an additional 25,000,000 square feet of research space.
- Upon completion there will be no mortgage due on the research facilities.
- Approximately \$50,000,000 will be used to recruit and set-up 40 research teams.
- 100% of indirect return from extramural funding will be used to sustain and grow the research institute.

**Total potential ramp up – including construction ~ \$119,000,000**

## Financial Goals

- Our goal is for the research enterprise to become self-sustaining by 2017.
- To reach this goal an average investigator will need to generate \$750,000/year in extramural funding.
- Investigators will be expected to generate 75% of their own salaries within 3 years.

**July 10, 2009**

Construction Cost	\$48,826,140
Skanska Controlled Contingency	\$ 1,770,896
Design Costs	\$ 3,918,822
Laboratory Equipment Allowance	\$ 1,400,000
Carilion Cost Allowance/Contingency	\$ 3,007,900
<b>Total</b>	<b>\$58,923,759</b>



**On Schedule/within Budget – with Hokie Stone**

### VTCRI Design & Construction Leadership

Curtis Mills	CC Senior Vice President (VT Graduate)
Gary Mason	VT Facilities Project Manager
Scott Rivenbark	SKANSKA Construction
Sarah Glenn	AECOM (VT Graduate)
Dan DiMarco	AECOM (VT Graduate)
Dennis Dean	Acting Director VTCRI
Robert Lubalin	Jacobs Consultancy

### VTCRI Implementation Team

Dixon Hanna	VT Associate Provost
Dennis Dean	VT Acting Director VTCRI
Kay Heidbreder	VT General Counsel
Tim Hodge	VT University Budget Dir.
Tracey Schroeder	VT Fralin Assoc. Dir

Cynda Johnson	President & Dean School of Medicine
Terri Workman	Associate Dean School of Medicine

Mark Werner	CC Chief Medical Officer
Dan Harrington	CC VP for Academic Affairs
Donna Littlepage	CC VP Financial Services
Briggs Andrews	CC VP Legal Services

### Founding Director Search Process

March 1, 2008	Ad Appeared
June 1, 2009	41 Applicants
June 15, 2009 subcommittee review	10 Candidates selected for further review
August 20, 2009 executive review	3 Candidates to be selected for interview
October 15, 2009	Complete Interviews
January 1, 2010	Founding Director on Site

## Fralin Life Science Institute

**Vision** – The Fralin Institute is an instrument of University strategic investment that will increase the **quality, quantity, and competitiveness** of life science research, education and outreach.

**Goals** – Scientific Credibility, Marketability, Sustainability

**Core Values** – Service, Cooperation, Efficiency

### Implementation -

*Targeted* Programmatic Investment  
 Faculty Recruitment  
 Faculty Retention  
 Research Incubators (Infrastructure)  
 Graduate Recruitment/Support  
 Undergraduate Research  
 Outreach

### University Research Initiatives are a shared responsibility



## Fralin Institute Management Team

Dennis R. Dean	Director
Tracey T. Schroeder	Associate Director Operations & Finance
Timothy E. Long	Associate Director Interdisciplinary Research & Education
Erin L. Dolan	Outreach Director
Janet B. Webster	Program Development Manager (Grant Writer)
Kathy H. Phillips	Administrative Assistant
Ann R. Rogers	Office Manager

**Annual Institute Admin Cost** = **\$536,394**

**Annual Fralin Hall Admin Cost** = **\$134,869**

**Active Total** Grant Funding (Direct + Indirect) by Management Team as PIs:

Dean: **\$ 1,688,928**

Long: **\$13,590,000**

### An Investment Case Study

Set-up costs Provost	Recruitment & Set-up Department of Biology	Core Facilities VBI	Joint Seed Funds VBI/FRALIN
Seed Funds FRALIN	<b>Dr. Carla Finkelstein (70% Res/30% Instr)</b> Assistant Professor Biology (since 2005) Basic Science of Cancer		Proteomics Incubator FRALIN
Seed Funds ICTAS	<b>Active Funding</b> National Cancer Institute \$ 350,000 Komen Foundation \$ 300,000 Avon Foundation \$ 450,000 NSF (CAREER Award) \$1,081,347 <b>Total \$2,181,347</b>		Imaging Facility FRALIN
Writing Support FRALIN/OVPR	Graduate Students Trained 8 Undergraduates Trained 29 Post doctoral Associates 2		Crystallography Facility FRALIN

Total VT investment including salary ~\$850,000  
 A better than 2.5 ROI in only 4 years

## Scientific Infrastructure – Development of Research Incubators

past decade (Fralin Center + Fralin Institute)

Facility	Location	Initial Investment
Proteomics Incubator	Life Science I	\$ 875,000
X-Ray Crystallography	Integrated Life Sci	\$ 250,000
Imaging Technology	Integrated Life Sci	\$1,061,000
BSL3 containment lab	Fralin Hall	\$1,530,000
Confocal Microscopy	Fralin Hall	\$ 300,000
Fermentation Facility	Fralin Hall	\$ 90,000
<b>Total</b>		<b>\$4,106,000</b>

## Targeted Programmatic Investment

Vector-Borne Disease  
Obesity  
Infectious Disease  
Basic Science of Cancer  
Molecular Plant Sciences

Total Targeted\* Faculty Investments Managed by Fralin Institute FY 07-08-09: \$ **3,850,943**  
Total Active Extramural Funding by these Investigators: **\$42,274,317**

\*Targeted means seed funds given to a specific faculty member or group for a specific purpose

## Vector-Borne Disease Research Group

Total **Fralin** investment\* in 13 faculty 2007-present: \$ **1,750,000**  
40 active extramurally funded projects **\$15,423,458**  
21 pending proposals \$ 8,372,693

\*includes construction and initial management of BSL3 containment lab

## Scientific American



Bug versus bug: how do  
Mosquitoes survive deadly  
viruses unscathed?

Kevin Myles & Zach Adelman  
Proceedings of the Natl Acad Sci

## Faculty Recruitment

The Fralin Institute has managed **\$1,349,000** in new faculty recruitment and financial support since 2007.

These faculty have extramurally funded projects totaling: \$ **8,404,822**  
and pending proposals totaling: \$22,356,508

## Faculty Retention

The Fralin Institute has managed **\$740,000** in faculty retention financial support since 2007.

These faculty have extramurally funded projects totaling: **\$2,537,659**  
and pending proposals totaling: \$ 516,374

## Graduate Student Recruitment & Support

Last year the Fralin Institute funded the recruitment and stipend support for 10 graduate students within the Life Sciences totaling \$217,134

### Extramural Funding of Outreach since 2003:

National Institutes of Health	\$1,751,591
National Science Foundation	\$ 829,451
Am. Soc. Adv. Science	\$ 117,024
Am Soc Plant Biologists	\$ 28,369
Va Bio	\$ 40,000
<b>Total</b>	<b>\$2,766,453</b>
<b>Outreach Endowment</b>	<b>\$242,898</b>

High & Middle School Students served by “biotech in a box” since 1998 ~**150,000**



### Undergraduate Research is a High Priority for the Fralin Institute



Endowment funds that support undergraduate student research

**\$540,498**

26 undergraduate students received financial support from the Fralin Institute over last two years

# School of Biomedical Engineering and Sciences: Update and Future Growth Opportunities

**Presented to the Virginia Tech Board of Visitors**

*Presented by:*

**Stefan Duma, Professor and Head**

School of Biomedical Engineering and Sciences

*August 30, 2009*



# VISION



**PHILOSOPHY    PROCESS    PEOPLE**

# VISION



**PHILOSOPHY    PROCESS    PEOPLE**

# Biomedical Engineering Graduate Program 2009 Rankings

89 Ranked  
~100 BME Grad Programs with PhD

1. Johns Hopkins University (Whiting)
2. Georgia Institute of Technology
- University of California--San Diego (Jacobs)
4. Duke University
5. University of Washington
6. Massachusetts Institute of Technology
7. Boston University
8. University of Pennsylvania
9. Case Western Reserve University
- Rice University (Brown)
11. University of California--Berkeley
- University of Michigan--Ann Arbor
13. Northwestern University (McCormick)
- Stanford University
15. University of Pittsburgh
15. University of Virginia
17. Washington University in St. Louis (Sever)
18. Columbia University (Fu Foundation)
- University of Texas--Austin (Cockrell)
20. Purdue University--West Lafayette
- University of Utah
- University of Wisconsin--Madison
- Vanderbilt University
24. California Institute of Technology
25. Cornell University
- University of Minnesota--Twin Cities
27. Pennsylvania State University--University Park
- Texas A&M University--College Station (Look)
- University of California--Davis
- University of Southern California (Viterbi)
31. North Carolina State University
- Rensselaer Polytechnic Institute
33. Arizona State University (Fulton)
- CUNY--City College (Grove)
- Carnegie Mellon University
- Drexel University
- Marquette University
- Rutgers, the State University of New Jersey--New Brunswick
- Yale University
40. University of California--Irvine (Samueli)
- University of Iowa
- University of Maryland--College Park (Clark)
- University of Rochester
44. Brown University
- Clemson University
- SUNY--Stony Brook
- University of Alabama--Birmingham
- University of California--Los Angeles (Samueli)
- University of Illinois--Chicago
50. University of Arizona

## BME Graduate Programs

89 Programs 2010 Rankings (released April 2009)

- Ranked
- Unranked
- Visited



# BME Graduate Programs

89 Programs 2010 Rankings (released April 2009)

- Ranked
- Unranked
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## Biomedical Engineering Graduate Program 2009 Rankings

78 Ranked  
≈100 BME Grad Programs with PhD

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11. University of Michigan--Ann Arbor
13. Northwestern University (McCormick)
14. Stanford University
15. University of Pittsburgh
15. University of Virginia
17. Washington University in St. Louis (Sever)
18. Columbia University (Fu Foundation)
18. University of Texas--Austin (Ochoa)
20. Purdue University--West Lafayette
20. University of Utah
21. University of Wisconsin--Madison
22. Vanderbilt University
24. California Institute of Technology
25. Cornell University
26. University of Minnesota--Twin Cities
27. Pennsylvania State University--University Park
28. Texas A&M University--College Station (Look)
29. University of California--Davis
30. University of Southern California (Viterbi)
31. North Carolina State University

Similar to  
VT-WFU  
Separate  
Schools

Top Can  
Be Done

“Who Cares About the Rankings?”  
-Rankings Police

30. SUNY--Stony Brook
31. University of Alabama--Birmingham
32. University of California--Los Angeles (Samueli)
33. University of Illinois--Chicago
50. University of Arizona

## Frank Beamer Cares About Rankings



## Dino Gaudio Cares About Rankings



## Rankings Matter

- More Visibility for all SBES Faculty, Students, Staff
- Graduate Student Recruitment
  - Increased applications and quality
  - Increased chance of getting NSF, DOD scholars
  - Increased chance of recruiting top GRA offers
- Better Reputation Among Peers
  - Increases perception in review panels (NIH, NSF, CDC etc)
  - Increases perception for private donors and company funding
- Increases Visibility of Junior Faculty
  - P&T letters for promotion
  - Guest and visiting scholar invited lectures
- Continual Improvement for SBES Processes
  - What are other schools doing well, how can we improve

## Vision Statement

“Top 25 in 5, Top 10 in 10”



# VISION

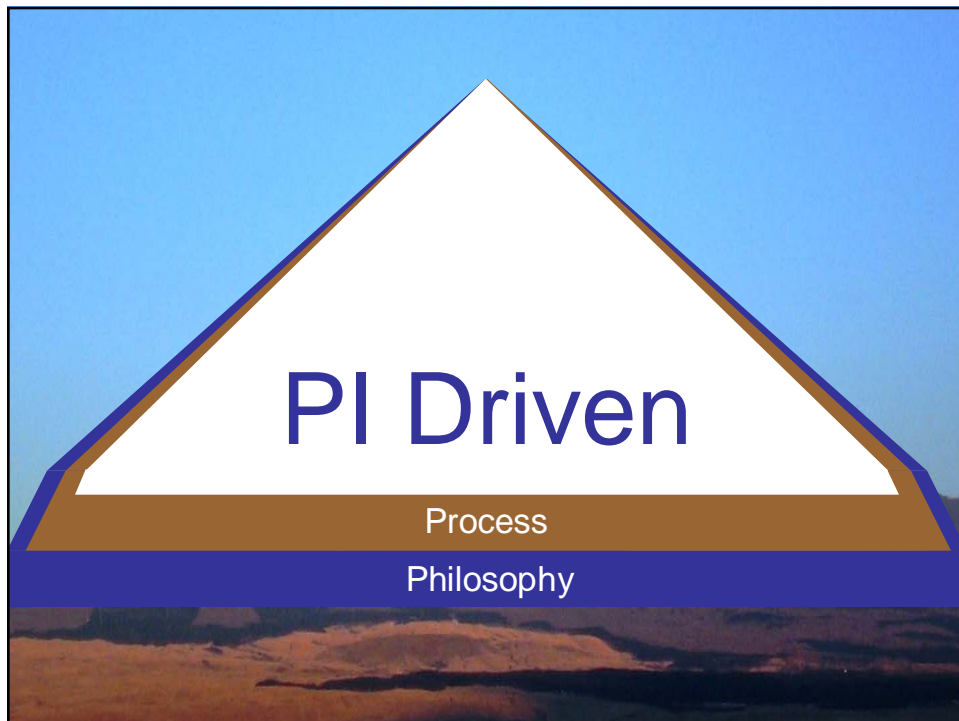
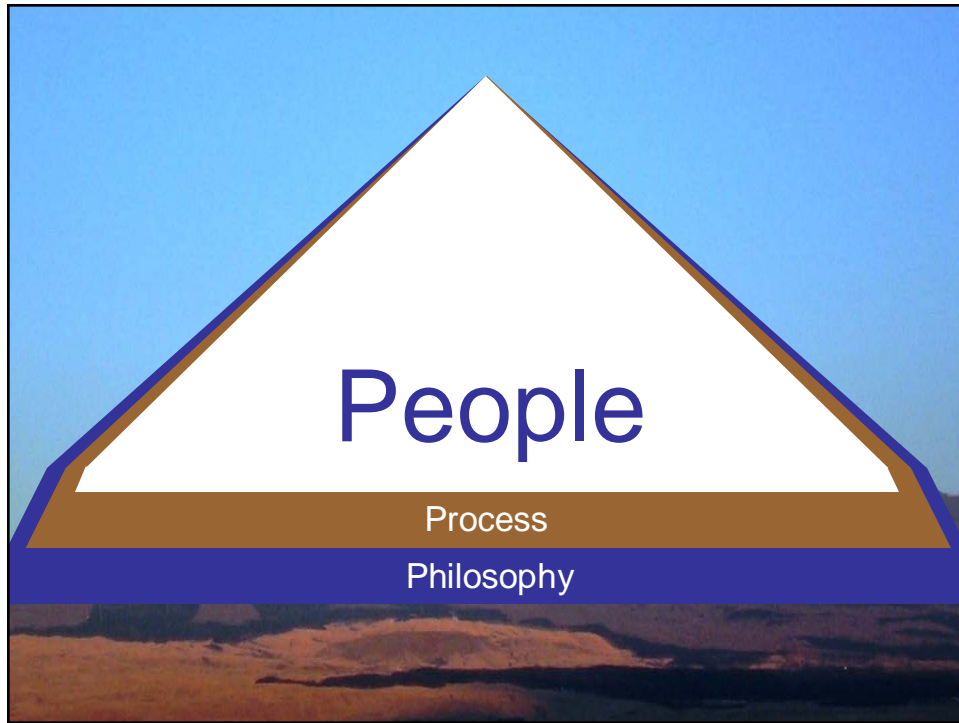


**PHILOSOPHY    PROCESS    PEOPLE**

# VISION



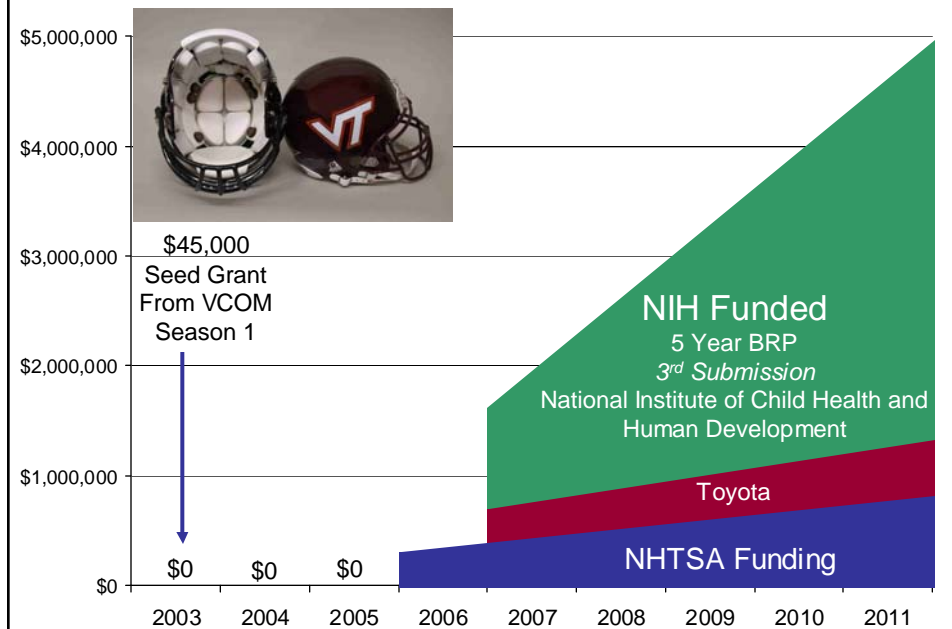
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**IDEAS**

**IDEAS**

## 'Helmet Project' Growth History



## Capitalize Recourses - SBES Core Partners Research and Education Opportunities

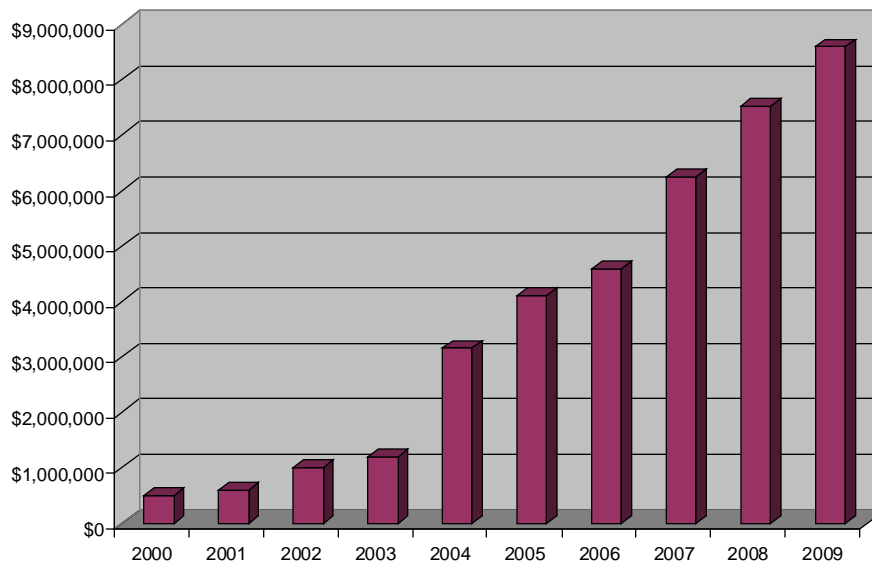


**39 Tenure Track SBES Faculty: 16 Primary + 23 Core (Joint Appointments)**  
**68 Affiliate SBES Faculty at Virginia Tech and Wake Forest University**

*Adding 10 Primary and  
10 Core in next 10 years*

 Anthony Asala, MD Professor Critical Translation of Regenerative Medicine SBES Core/WFIRM	 Stefan Duma, PhD Professor & Head Center for Injury Biomechanics, Auto, Sports, Military, Programs SBES Primary	 Ben Harrison, PhD Associate Professor Tissue Engineering SBES Core/WFIRM	 Padma Rajagopalan, PhD Associate Professor 3D Tissue Mimicry, Polymeric Scaffolds, Biopolymers SBES Core/CHE	 Anne E. Staples, PhD Associate Professor Biological Fluid Dynamics, Biomechanics SBES Core/ESM
 Bahareh Behkam, PhD Associate Professor Biophysics, Microbial Motility and Adhesion, Medical Devices SBES Core/ME	 Joseph W. Freeman, PhD Associate Professor Musculoskeletal Tissue - Regeneration SBES Primary	 Katherine R. S. Holzbaur, PhD Associate Professor Musculoskeletal Biomechanics & Control, Human Movement SBES Primary	 Christopher G. Rylander, PhD Associate Professor Optical Devices for Imaging & Therapeutics, Biomaterials SBES Primary	 Joel Stitzel, PhD Associate Professor Center for Injury Biomechanics Modeling, Imaging, CREN SBES Primary
 Joel Berry, PhD Research Assistant Professor Cardiovascular Biomechanics, Tissue Scaffold Development SBES Core/Neuroscience	 H. Clay Gables, PhD Associate Professor Center for Injury Biomechanics EPR, Crash, Alcohol Studies SBES Primary	 Robert Kraft, PhD Associate Professor Quantitative MR Imaging SBES Primary	 M. Nicholas Rylander, PhD Associate Professor Nanotechnology, Biomedical Transfer, Cancer Therapies SBES Primary	 Mark Van Dyke, PhD Associate Professor Biomaterials, WFIRM SBES Core/WFIRM
 J. Daniel Bouffard, PhD Associate Professor 3D Radiation SBES Core/Radiology	 Yaorong Ge, PhD Associate Professor Imaging Informatics & Decision Support SBES Primary	 YongWoo Lee, PhD Associate Professor Biomedical Applications for Nanotechnology & Disease SBES Primary	 Pete Santiago, PhD Professor & Associate Head Image & Signal Analysis, Mech, Learning & Pattern Recognition SBES Primary	 Pavlos P. Vlachos, PhD Associate Professor Fluid Biomechanics, Cardio and Vascular Flow Analysis SBES Core/ME
 David Caroli, PhD Associate Professor Nanotechnology, Molecular Materials SBES Core/Physics	 Aaron S. Goldstein, PhD Associate Professor Biomaterials, Tissue Eng., Mechanotransduction SBES Core/CHE	 Thurmon Lockhart, PhD Associate Professor Locomotion Research, Balance, Biomechanics SBES Core/ISE	 Justin Saut, PhD Associate Professor Biomaterial Scaffold, Control Release Systems SBES Primary	 Ge Wang, PhD Samuel R. Reynolds Pritchard Prof. X-Ray Computed & Tomography, Inverse Problems SBES Primary
 George Christ, PhD Professor Muscle Physiology, Bioreactors SBES Core	 J. Wallace Grant, PhD Professor Mathematical Modeling of Inner Ear, Vestibular Mechanics SBES Core/ESM	 Michael Madigan, PhD Associate Professor Dynamics & Control of Human Movement SBES Core/ESM	 Jake Socha, PhD Associate Professor Internal Flow Sys. in Animals Gliding Flight in Vertebrates SBES Core/ESM	 Christopher Wyatt, PhD Associate Professor Biomedical Image Analysis SBES Core/ECE
 Rafael Davalos, PhD Associate Professor Microfluidics, Electroporation, Biomaterials SBES Primary	 Craig Hamilton, PhD Associate Professor Cardiovascular MRI, Biomedical Processing SBES Primary	 Michael Munley, PhD Associate Professor Radiation Effects, Molecular Imaging, Radiation Therapy SBES Core	 Shay Soler, PhD Associate Professor Stem Cell Vascular, Biology SBES Core/WFIRM	 James Yoo, MD, PhD Associate Professor Tissue Engineering SBES Core/WFIRM
 Raffaella De Vita, PhD Associate Professor Constitutive Modeling, Cardiovascular Mechanics SBES Core/ESM	 Warren Hardy, PhD Associate Professor Center for Injury Biomechanics Neurotrauma, Thorax, Spine SBES Core/ME	 Maury A. Nussbaum, PhD Professor Occupational Biomechanics & Ergonomics, Balance, Aging SBES Core/ISE	 Jessica Sparks, PhD Associate Professor User Biomechanics, Impact Injury, Surgical Simulation SBES Primary	

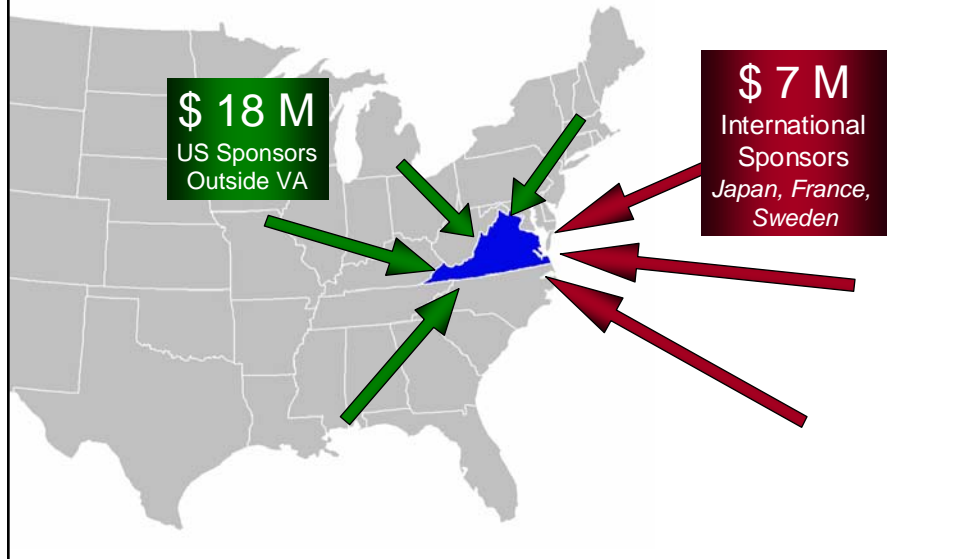
## SBES Research Expenditures



*39 Primary and Core Faculty, VT and WFU (~50%)*

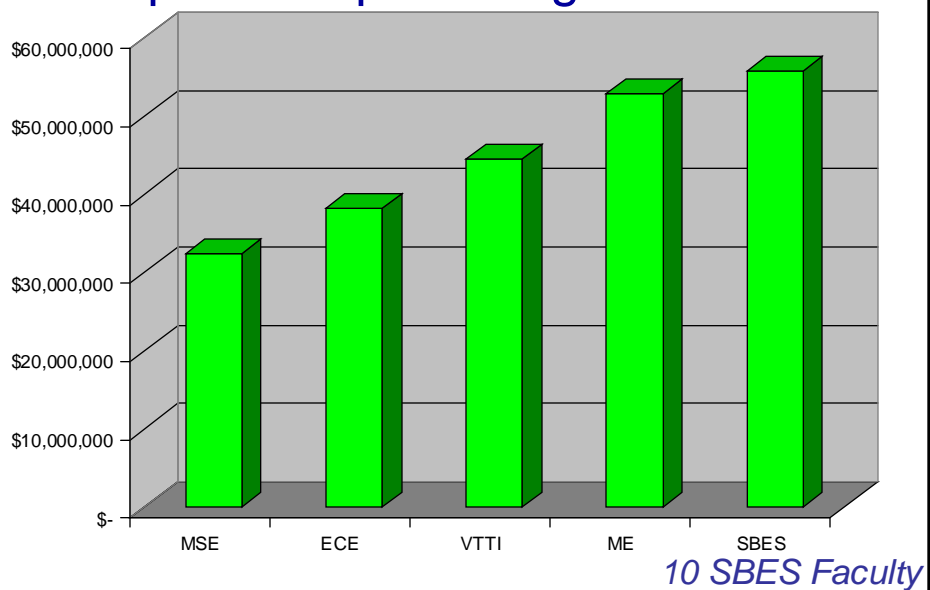
## Economic Development

### \$25 M Center for Injury Biomechanics Funding

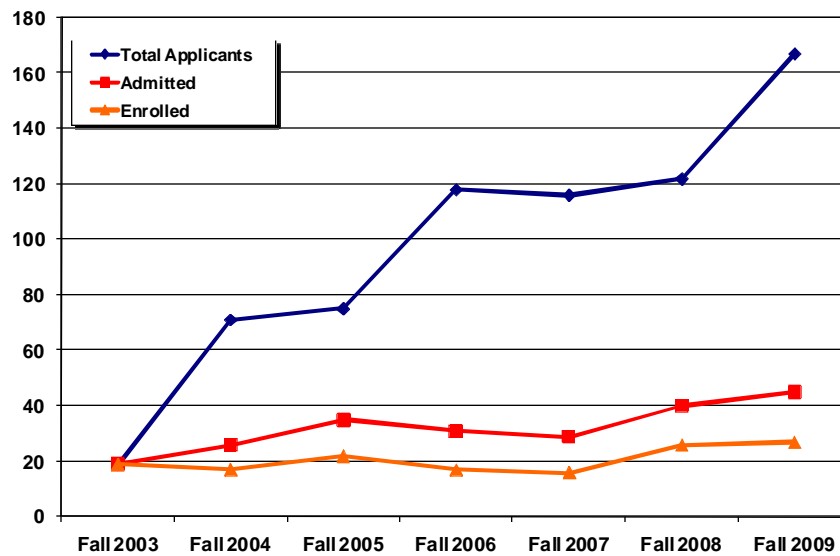


## 2008-2009 Proposal Submitted

### Top 5 Groups at Virginia Tech

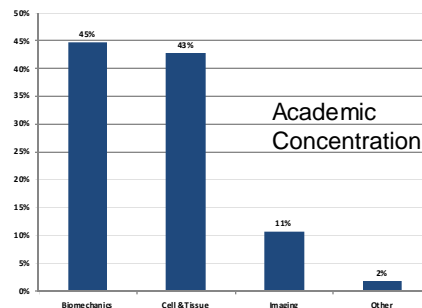
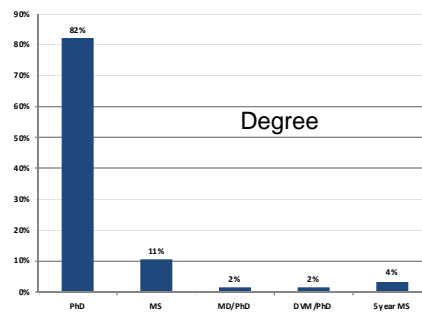
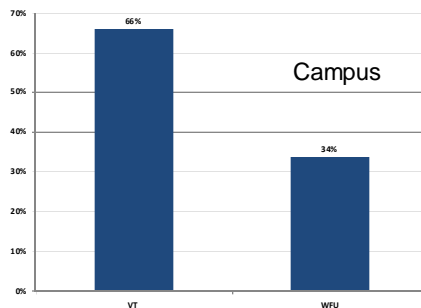


## SBES Admissions 2003-2009

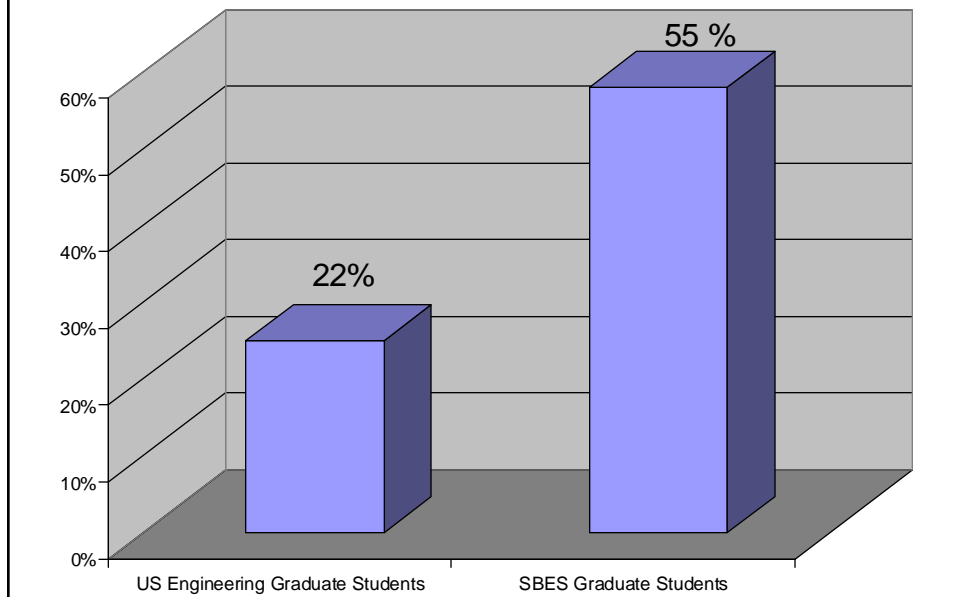


*Note: Not Cumulative*

## SBES Graduate Students



## Leader in Diversity % Female Graduate Students



## The Future is Bright

NASA Orion – 100 Implanted Bladders – Heart Stints – Cancer Cures



**THANK YOU**

**THANK YOU**

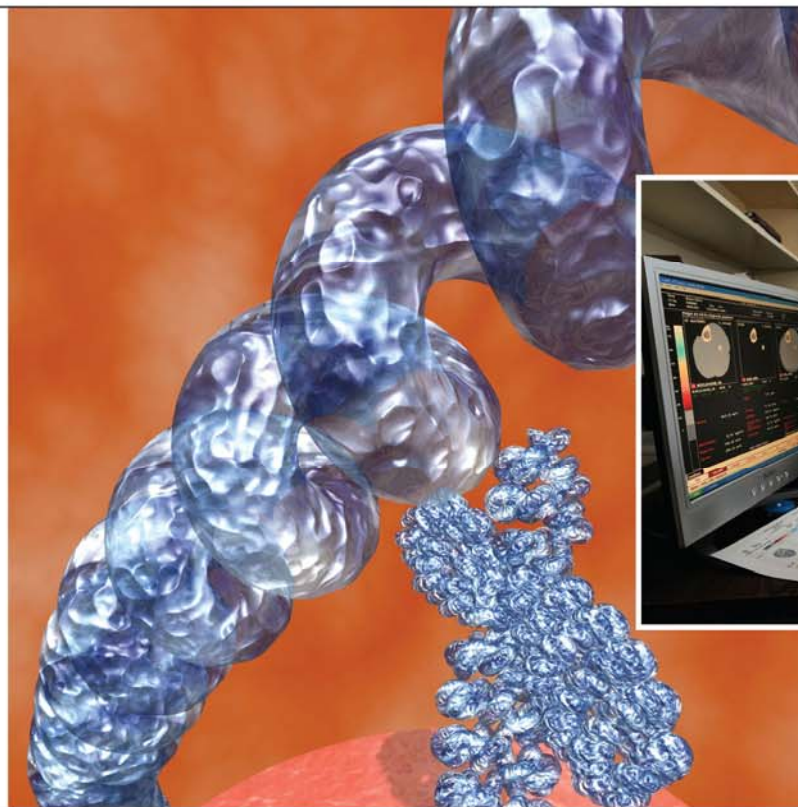
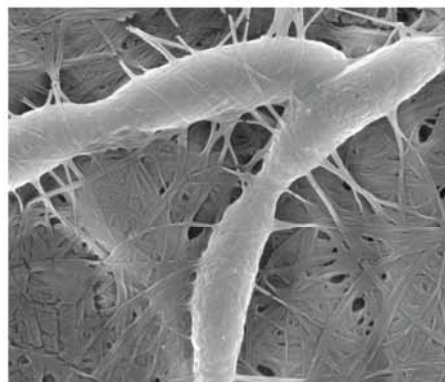
VISION



**PHILOSOPHY    PROCESS    PEOPLE**

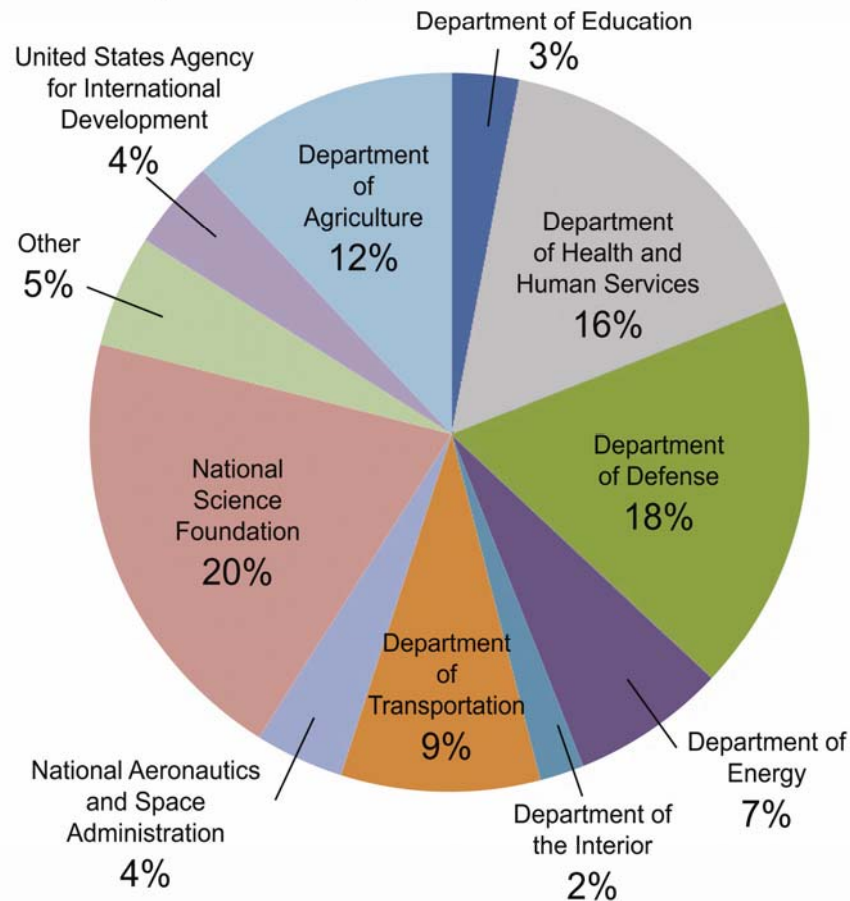
## Office of the Vice President for Research

*Robert Walters, Vice President for Research*

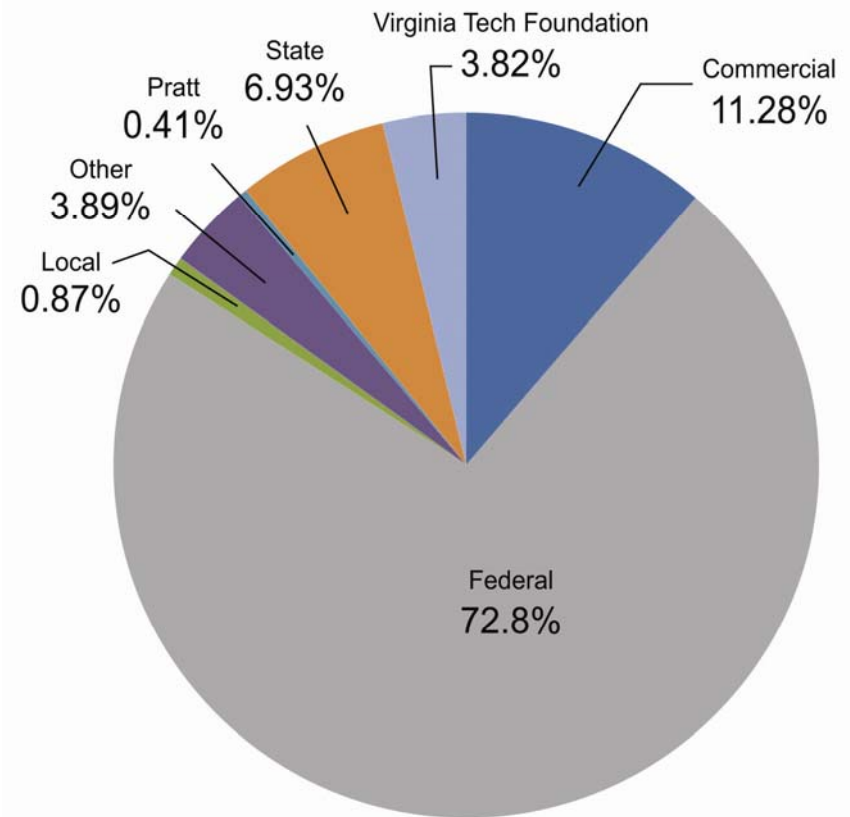


# Overview of Funding Sources for Sponsored Expenditures

## FY 2009 Sponsored Expenditures from Federal Sources



## FY 2009 Sponsored Expenditures from All Sources



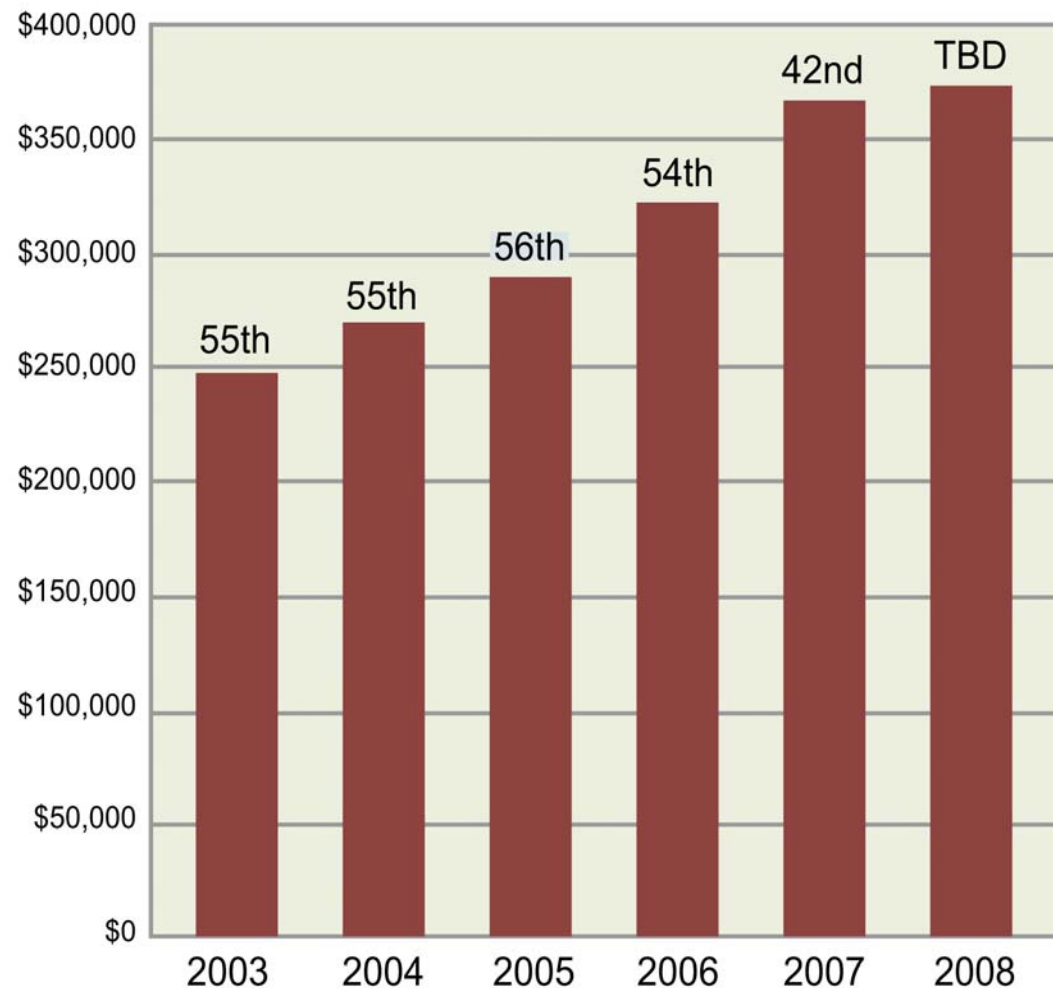
# American Recovery and Reinvestment Act

- \$14,711,964 million awarded to Virginia Tech as of August 12, 2009 for 36 grants
- Provides partial support to more than 80 students and staff
- 3 NIH-funded projects
- 33 NSF-funding projects, including:
  - 4 CAREER Awards (12 total from proposals submitted in 2008)
  - Research Experiences for Undergraduates (REU) site projects

# NSF Ranking 2003-2008

- Ranking lags expenditure report
- 600 universities ranked
- We continue to make progress toward our goal of \$540M by 2012, regardless of ranking

NSF Expenditures by Year, 2003-2008



# Progress Toward Strategic Plan Goal of \$540M in NSF Research

Scholarship Domain: **DISCOVERY**

*"During this strategic planning period, total research expenditures, as reported to the National Science Foundation, are expected to grow to \$540 million per year."*

## Annual NSF Research Expenditures

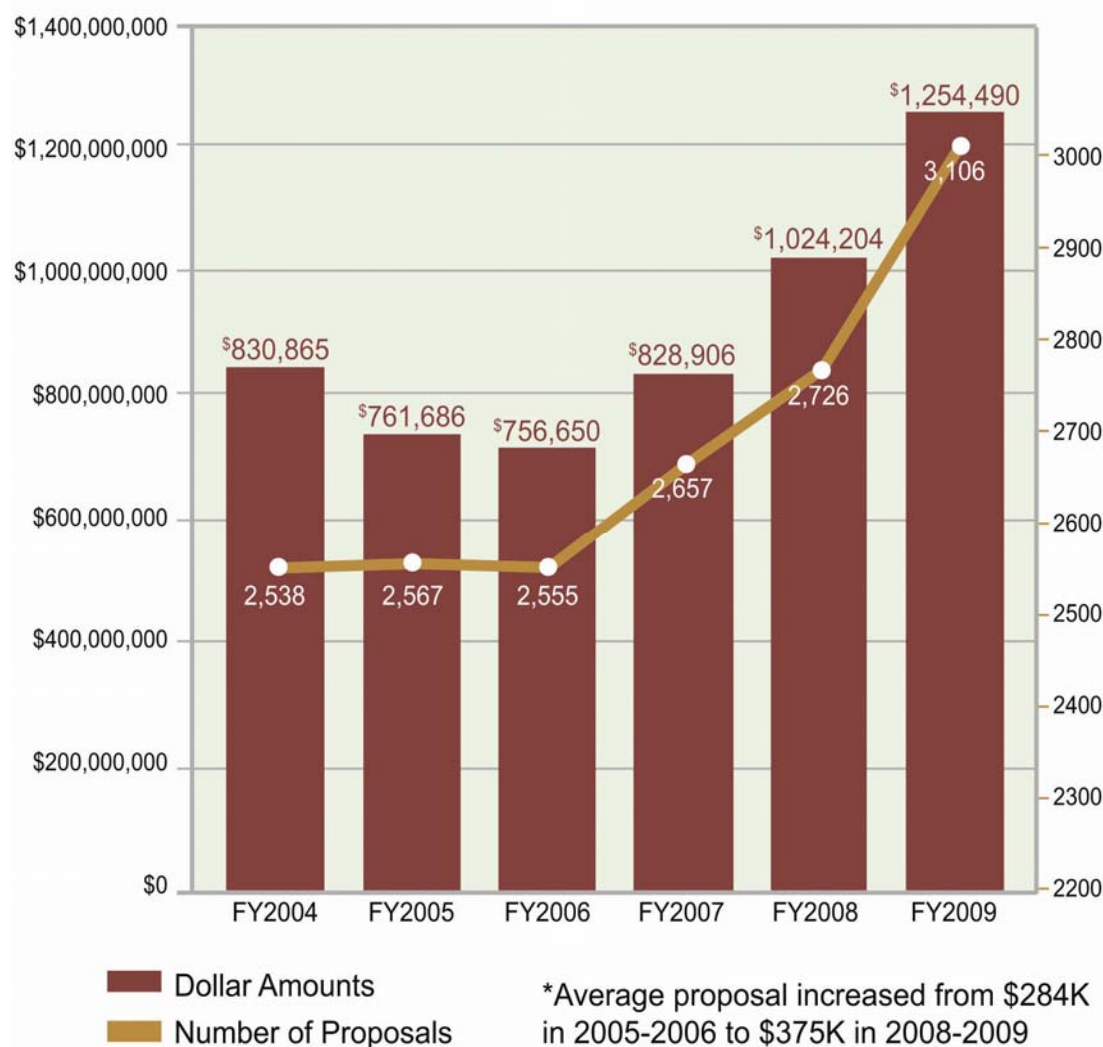


# Office of Sponsored Programs

## ACCOMPLISHMENTS

- Submitted 3,106 proposals requesting \$1.254 billion
- Provided 39 workshops for 450 faculty and staff
- Awarded more than 120 Research Administrator Certificates

### Value and Number of Proposals Submitted by Year



# OVPR Office of Human Resources

## ACCOMPLISHMENTS

- Created website to streamline search and hiring of research faculty
- Supported staff transition based on Higher Education Restructuring
- Monitored reappointment contracts to avoid lapses

Special Research Faculty	
	9/30/08
Project Associates, Senior Project Associates, Project Directors	115
Research Assistant and Associate Professors, Research Professors	42
Postdoc Associates, Research Associates, Senior Research Associates, Research Scientists, Senior Research Scientists	425
<b>Total</b>	<b>580</b>

# Office of Research Compliance

## ACCOMPLISHMENTS

- Updated Research Compliance, Institutional Review Board (IRB), and Institutional Animal Care (IACUC) websites to enhance information and automate data entry, training, and notices
- Educated faculty members, students, and staff on what constitutes research misconduct and on International Traffic-in-Arms Regulations (ITAR) and Export Administration Regulations (EAR) compliance

**1,794** IRB protocols, reviews, amendments, audits

**1,174** IACUC protocols, reviews, amendments, audits

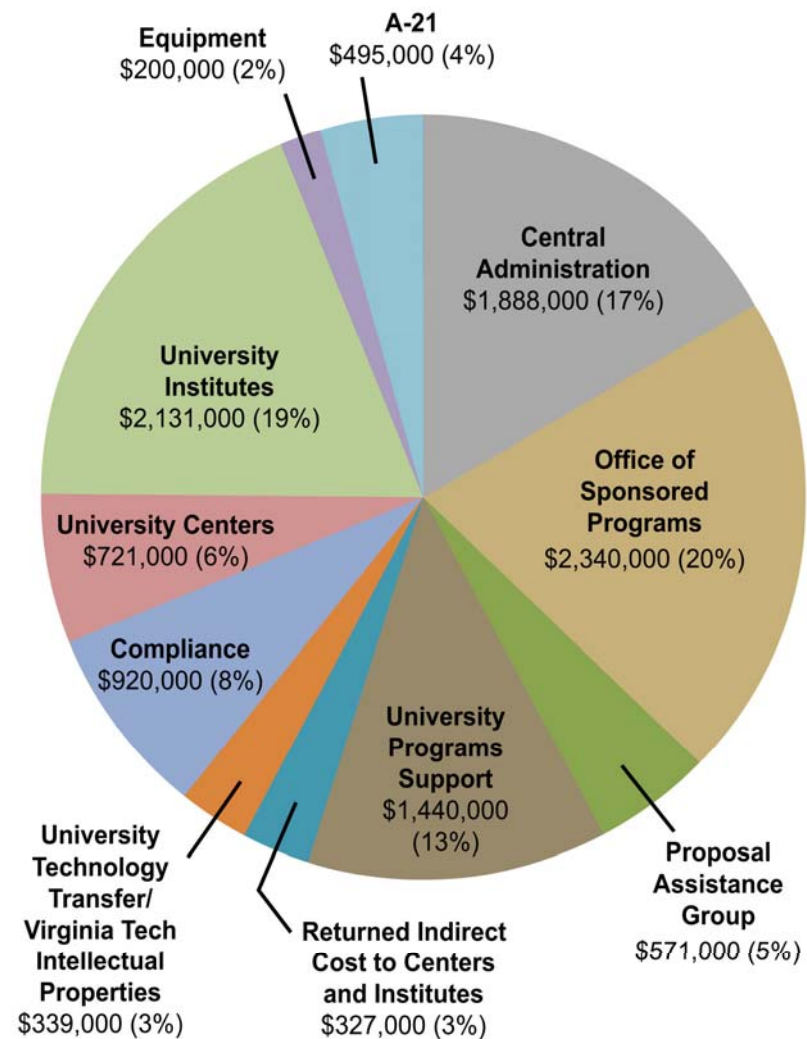
**4812** Export Control and Secure Research Compliance transactions

# Central Research Administration

## ACCOMPLISHMENTS

- Assisted in the cost distribution of 240 new projects
- Facilitated MOU with Naval Surface Warfare Center – Dahlgren to work collaboratively, culminating in a sole-source procurement opportunity
- Proposal assistance group assisted in more than \$220 million in submissions

Budget for Ongoing Expenditures by Category FY 2009



# Research IT Systems

## ACCOMPLISHMENTS

- Promoted new technologies and supported Office of Research units' streamlining of services to university community
- Created a tool to verify and reorganize 7,000+ scanned proposal files and improve the process for continued proposal scanning
- Implementation of disaster avoidance plan is underway

**9,391** Funding Opportunities loaded from the Community of Science

**177** Limited Submissions publicized

**35,173** awards loaded (allows a web-based search of awards on record in Banner since 1999)

**3,453** external trainings displayed

**2,008** records in the Virginia Tech Expertise Database

# Research Computing

## ACCOMPLISHMENTS

- Increased storage to meet needs of VTTI, VBI, and Advanced Research Computing
- Developed technology control plan to allow ITAR projects on advanced systems
- Formed partnerships with ORNL, other universities, National Capital Region (e.g. *University of Maryland-Johns Hopkins-Virginia Tech proposal to the NSF for the Track II Data-Intensive Petascale machine*)

SystemX ran  
research projects for  
**11,298,477** hours

SGI ran research  
projects for  
**1,576,803** hours

# *Research Education and Development*

## ACCOMPLISHMENTS

- Hosted five workshops by NSF program managers
- 104 proposal development, sponsored program administration, intellectual properties, and research compliance workshops provided to more than 1,500 registrants
- Developed the Funding Opportunities database; send opportunities to researchers
- Launched Recovery Act website and proposal support
- Executed Education Partnership Agreement with the Naval Surface Warfare Center at Dahlgren
- Helped create the Minority Serving Institution Advisory Board to facilitate collaborations

# Virginia Tech Intellectual Properties Inc.

## ACCOMPLISHMENTS

- Reduced expenses
- Licensed technologies to 4 new startups
- Strategic relationships with:
  - Stadheim & Greer and Susman Godfrey, patent infringement litigation law firms
  - Intellectual Ventures, an invention creation brainstorming firm
  - Convergence Technology Ventures, an early-stage venture capital firm
  - iValue, which mines underutilized patent portfolios for universities

**175** invention disclosures  
**30** license and option agreements  
**\$2,022,509** in license income  
**82** provisional applications  
**27** U.S. patent applications  
**23** foreign patent applications  
**14** U.S. patents issued  
**9** foreign patents issued

**\$568,137** total patent expenses  
**\$462,275** expenses reimbursed  

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**\$105,862** net patent expenses

## **RESOLUTION FOR THE APPROVAL OF APPOINTMENTS TO THE VIRGINIA COAL AND ENERGY RESEARCH AND DEVELOPMENT ADVISORY BOARD**

**WHEREAS**, The Virginia Coal and Energy Research and Development Advisory Board was established in 1977 by the enabling legislation for the Virginia Center for Coal and Energy Research. The charter for the Center requires approval by the Board of Visitors for new appointments, reappointments and changes in the membership of the Advisory Board.

Proposed reappointments are Mr. W. Thomas Hudson, Mr. Daniel D. Smith, and Mr. Herbert S. Wheary.

**WHEREAS**, Mr. Hudson has served on the Advisory Board since 1992. He is the President of the Virginia Coal Association and President of W. Thomas Hudson & Associates. In the past he has held the positions of Vice President, Virginia Manufacturers Association (1984-1987), Town Attorney of the Town of Blacksburg, Virginia (1978-1982), Legal Advisor and Director of Appeals for the Virginia Employment Commission (1976-1978), and Assistant Attorney General (1972-1976). He received his B.A. in Economics from Virginia Military Institute in 1969 and his J.D. degree from the University of Richmond in 1972. He has served on numerous boards and commissions, including the Virginia Coal and Energy Commission, the Governor's Commission on Environmental Stewardship, and the Virginia Military Institute Board of Visitors. He is a member of the Virginia Bar Association and the American Bar Association.

**WHEREAS**, Mr. Smith has served on the Advisory Board since 2005. He is currently Senior Vice President Energy & Properties for Norfolk Southern Corporation. Before assuming this position, Mr. Smith was President NS Development from 2001 to 2003, President of Pocahontas Land Corporation from 1995 to the present, and prior to that held several positions with Pocahontas Land. Mr. Smith received his B.S. in Industrial Engineering and Operations Research from Virginia Tech in 1976. He is a registered professional mining engineer in the states of Alabama, Illinois, Kentucky, Ohio, Pennsylvania, Virginia, and West Virginia. He serves on several professional boards, including the American Coal Council, National Coal Council, and Virginia Coalfield Economic Development Authority.

**WHEREAS**, Mr. Wheary has served on the Advisory Board since 2000. He is a private consultant whose principal client is Dominion Resources, assisting in development of public policy and management of issues. In addition, he monitors and addresses environmental policy issues and supports activities to promote the use of alternative energy resources and the environmentally sound use of coal. Mr. Wheary joined Dominion Resources in 1984, working in the Public Policy Group and the Corporate Technical Assessment Department, which examined emerging technologies for application to energy production and delivery. Prior to joining Dominion, he was employed by the Commonwealth of Virginia in the State Energy Office, where he developed and supervised

programs promoting energy efficiency, renewable resources and use of Virginia coal. He holds a Masters in Education from Virginia Tech and has a B.S. in Chemistry. For many years Mr. Wheary has served as Dominion's liaison to the Southern States Energy Board and to the Southern Governors' Association. Over the past two decades he has been involved in issues associated with nuclear energy and currently represents the Commonwealth of Virginia on the Southeast Compact Commission for the Management of Low-level Radioactive.

**NOW, THEREFORE, BE IT RESOLVED**, that the above mentioned be reappointed as members of the Advisory Board for 2010-2014.

**RECOMMENDATION:**

That Mr. W. Thomas Hudson, Mr. Daniel D. Smith, and Mr. Herbert S. Wheary. be reappointed as members of the Advisory Board for 2010-2014.

August 30, 2009

## **Committee Minutes**

### **STUDENT AFFAIRS AND ATHLETICS COMMITTEE OF THE BOARD OF VISITORS**

**Smithfield Room  
The Inn at Virginia Tech and Skelton Conference Center  
9:00 a.m.**

**August 31, 2009**

**PRESENT:** Mr. Ben Davenport, Jr., Chair  
Ms. Michele Duke  
Ms. Kristina Hartman  
Dr. Calvin Jamison  
Mr. Paul Rogers

**GUESTS:** Gen. Jerry Allen, Dr. Cynthia Bonner, Mr. Tom Brown, Dr. Rick Ferraro, Ms. Reyna Gilbert, Mr. Hikmet Gursoy, Ms. Natalie Hart, Mr. Rick Johnson, Mr. Matthew McMullen, Mr. Mark Phillips, Ms. Rhonda Rogers, Dr. Frank Shushok, Mr. Rick Sparks, Dr. Guy Sims, Ms. Tricia Smith, Dr. Edward Spencer, Mr. Jim Weaver

#### **Open Session**

- 1. Opening remarks and approval of June 1, 2009 minutes:** Mr. Ben Davenport, Chair, provided opening remarks and submitted the minutes of the June 1, 2009 Student Affairs and Athletics Committee meeting to the committee for review and approval. The minutes were approved as corrected.
- 2. Athletic Department Quarterly Report:** Mr. Weaver introduced Ms. Reyna Gilbert, Assistant Athletic Director for Student Life and Ms. Natalie Hart, Director of NCAA Initiatives and Directives.

Ms. Hart reported on the NCAA Certification process noting the seven areas that are reviewed: Institutional Control, Presidential Authority and Shared Responsibilities; Rules Compliance, Academic Standards, Academic Support, Gender Issues, Diversity Issues, and Student Athlete Well-Being. In order to meet this criteria, a committee was set up to look at Plans for Improvement in Athletics. This process is very similar to the SACS accreditation process.

Ms. Gilbert provided an overview of the 2008-2009 Virginia Tech Athletics Office of Student Life Annual Report. She explained the mission of the Office of Student Life, as well as the objectives and how those objectives were met. She

focused specifically on how the office assists new student athletes with their transition into the Virginia Tech community. Ms. Gilbert also discussed how the office met the goals set for the 2008-2009 academic year as well as future programming goals.

3. **Division of Student Affairs Overview and Update:** For the benefit of new committee members, Dr. Edward Spencer, Vice President for Student Affairs, gave an overview and update on the Division of Student Affairs. He explained how the division's 15 departments are organized into sub-divisions and how the vast majority of the division's \$96 million budget is auxiliary funded. He also highlighted the large number of buildings (over 60) for which the division is responsible. He went on to outline current issues in student affairs and the division's strategic goals.

Dr. Spencer then briefed the committee on significant division highlights from 2008-2009. Finally, he offered a preview of key items anticipated in the 2009-2010 year ahead.

4. **Introduction of Dr. Frank Shushok, Associate Vice President for Student Affairs:** Dr. Spencer introduced and welcomed Dr. Frank Shushok who joined Virginia Tech on August 17 as the Associate Vice President for Student Affairs. Dr. Shushok has now filled this position previously held by Dr. Spencer until November 1, 2008 when he was promoted to the Vice President's position.

Dr. Shushok did his undergraduate work at Baylor University, received his master's degree from The Ohio State University, and completed his doctorate at the University of Maryland. He has held a variety of position in housing, residence life, fraternity and sorority life, and student conduct at several institutions. Immediately prior to his arrival at Virginia Tech, he served as Dean for Student Learning and Engagement at Baylor University where he also served as an Assistant Professor and Program Coordinator for the Higher Education and Student Affairs Administration graduate program.

Dr. Shushok expressed his enthusiasm about joining the Virginia Tech community and for the possibilities ahead for the Division of Student Affairs, especially new collaboration from the configuration of offices in New Hall West. He expects to do significant listening and learning in the next few weeks and will work with staff to explore future strategic initiatives aimed at supporting a culture of excellence in student learning and development.

5. **Review of Orientation, Hokie Camp, and Fall Opening:** Tom Brown, Dean of Students, reviewed summary numbers for the summer '09 orientation programs. Fifteen orientation sessions were conducted—12 for freshmen and 3 for transfer students. Ninety-seven percent of new freshmen, as well as 78% of transfer students attended, marking a slight increase over 2008 attendance. 98% of new students attending rated the program as a positive experience, indicating they

feel confident and comfortable about starting their first semester. New program efforts for 2009 included a new game show for students, called Brace Yourself. This game, created, developed, and conducted entirely by Orientation Leaders, gave incoming students the opportunity to interact with each other in a fun and relaxed atmosphere while learning about Virginia Tech. In addition, new academic success sessions sponsored by the Provost's Office were designed for both students and parents.

Rick Sparks, Assistant Dean of Students, shared an overview of the second summer of Hokie Camp. Emphasis over the past year was placed on employing, training, and supporting student staff. Two student directors and five "color group" leaders were identified and played an integral role in program planning. Three sessions were held with a total attendance of 500 students, which tripled the attendance of the 2008 pilot year.

Dean Sparks reviewed the program efforts comprising Hokie Hi, the umbrella for all Fall Orientation programs. The Hokie Hi schedule included the return of last year's very successful Gobblerfest and the first time Division of Student Affairs' Beach Bash.

Rick Johnson, Director of Housing and Dining Services, discussed fall semester opening and slight over occupancy on move-in day. He then discussed the status of two capital projects: New Hall West and East Ambler Johnston. Mr. Johnson then reviewed the major renovation projects over the summer and the estimated cost of each. Mr. Johnson finished his presentation with a discussion of sustainability initiatives, staff morale initiatives, and recent Dining Services recognition as winner of the Ivy Award from Restaurants and Institutions Magazine and "Best Campus Food" from The Princeton Review.

Leon McClinton, Director of Residence Life, reported that Residence Life will be implementing two pilot theme housing programs this Fall: **SERVE and GREEN**. The RA Selection Process (February 2009) produced 450 students attending information sessions. 320 students applied and 70 new RAs were hired. The Fall Training and Leadership Workshop (FTLW) trained all Hall Directors and Resident Advisors. The Fall 2009 Programming Series will provide programs on Party Positive, Let's Talk About Sex, Healthy Relationships, Resume Writing, VTPD Alcohol Program/Self-Defense, Sexual Assault, and the Health Education and Awareness Team. The Assessment and Planning Specialist position is a restructured position for the department and will help the department spend more time on assessing many facets of the program. The Residence Life department is trying to make sure all key stakeholders of the university are made aware of the Residence Hall Federation's General Assembly meetings being held biweekly. Those seeking student input are encouraged to attend one of these meetings.

- 6. Overview and Update on the Corps of Cadets:** Major General Jerry Allen updated the committee on cadet achievements and Corps of Cadets issues. Corps enrollment is more than 765 cadets, the largest in 40 years. The Corps is enjoying excellent success in the Campaign for Virginia Tech and is on track to achieve the campaign goal of \$30 million. The Corps' greatest needs are to build the scholarship endowment, to raise funds to offset state budget reductions, and to accelerate the Lane Hall renovation/addition to provide adequate office space and classrooms for the ROTC detachments and Commandant's staff.

**Adjournment:** There being no further business, the meeting adjourned at 11:45 a.m.

**2008-2009 Community Outreach Summary Matrix**

<b><u>Team</u></b>	<b><u>Outreach Initiative(s)</u></b>	<b><u>Outreach Date(s)</u></b>	<b><u>Highlighting the Partnership</u></b>
Baseball	Special Olympics – Thursday Bowling Nights Gilbert Linkous Hokie Night	Fall 2008 October 9, 2008	
Men's Basketball	Basketball Clinic at Blacksburg and Christiansburg Boys and Girls Club Gilbert Linkous Hokie Night	October 13, 2008  October 9, 2008	
Women's Basketball	Basketball Clinic at Shawsville Elementary Gilbert Linkous Hokie Night Montgomery County Christmas Store	October 2, 2008 November 9, 2008 November 24, 2008	Shawsville Elementary Night @ WBB game vs. WFU – February 22, 2009
Cross Country/Track & Field	Gilbert Linkous Hokie Night Shoe Drive – Nike Reuse A Shoe & Soles 4 Soles	October 9, 2008 October 25, 2008	
Football	Brambleton Teen Center Herma's Readers Book Drive United Way Kick Off Children's Nest Gilbert Linkous Hokie Night	July 1, 2008 September 6, 2008 September 11, 2008 October 2, 2008 October 9, 2008	
Golf	Gilbert Linkous Hokie Night Shriners Children's Hospital (Greenville, SC)	October 9, 2008 March 25, 2009	
Lacrosse	Gilbert Linkous Hokie Night Harding Ave. Elementary Fall Festival	October 9, 2008 October 24, 2008	
Men's Soccer	Adopt-A-Highway Trash Pick up  Gilbert Linkous Hokie Night Special Olympics	October 1, 2008 March 22, 2009 October 9, 2008 February 14, 2009	
Women's Soccer	Gilbert Linkous Hokie Night Montgomery County Christmas Store Special Olympics School Walk for Diabetes (MBE)	October 8, 2009 December 6-13, 2008 February 14, 2009 April 21, 2009	Margaret Beeks Elementary Night at WSOC game vs. JMU – September 21, 2008
Softball	Gilbert Linkous Hokie Night Montgomery County Christmas Store	October 9, 2008 December 6-13, 2008	Price's Fork Elementary Night at SB game vs. GT March - 21, 2009
Swimming/Diving	Gilbert Linkous Hokie Night Swim Clinic following Clemson Meet	October 8, 2008 November 8, 2008	
Men's Tennis	Gilbert Linkous Hokie Night	October 9, 2008	
Women's Tennis	Gilbert Linkous Hokie Night Montgomery County Christmas Store	October 9, 2008 December 3, 2008	
Volleyball	Gilbert Linkous Hokie Night Montgomery County Christmas Store	October 9, 2008 December 4 & 5, 2009	Kipps Elementary Night at VB game vs. NC State - November 7, 2008
Wrestling	Gilbert Linkous Hokie Night Beautification Day at Falling Branch Elementary	October 9, 2008 April 18, 2009	
Cheer/Hi Techs	Gilbert Linkous Hokie Night	October 9, 2008	

Virginia Tech Athletics  
Office of Student Life  
Annual Report  
2008-2009



Reyna A. Gilbert, Assistant Athletics Director, Student Life  
July 2009

## OVERVIEW

The mission of the Athletics Office of Student Life (OSL) at Virginia Tech is to support student development initiatives and to enhance the quality of the student-athlete experience within the university setting. This mission is accomplished through:

- Supporting the efforts of every student-athlete toward intellectual development and graduation.
- Assisting student-athletes in using athletics as preparation for success in life.
- Meeting the changing needs of student-athletes.
- Promoting respect for diversity among student-athletes.
- Enhancing interpersonal relationships in the lives of student-athletes.
- Assisting student-athletes in building positive self-esteem.
- Enabling student-athletes to make meaningful contributions to their communities.
- Promoting ownership by the student-athletes of their academic, athletic, personal and social responsibilities.
- Encouraging the development of leadership skills.

Our primary objectives are:

1. Assisting in the development of well-rounded student-athletes
2. Creating a positive environment and engaging learning experiences for Virginia Tech student-athletes

These objectives are accomplished through:

1. Programming inspired by the 5 CHAMPS/Life Skills commitment areas
2. Student-Athlete Advisory Committee (SAAC)
3. Leadership development opportunities
4. Collaborative initiatives

## PROGAMMING

### Career Development

During the 2008-2009 academic year, the OSL offered four career development programs in collaboration with campus departments and community members.

Program	Date	Facilitator(s)	Attendance
Student-Athlete Etiquette Dinner	October 28, 2008	Becca Scott, Career Services	104
Résumé Critique Week	November 10-14, 2008	Danny Whilte & Reyna Gilbert	N/A
*How to Market Your Experience as a Student/Athlete/Mock Interview Night	March 23, 2009	Becca Scott, Career Services conducted "How to Market Your Experience" presentation; Holly Santore (Cintas) & Dan Cagle (TekSystems) interviewed student-athletes	4
**Student-Athlete Majors Fair	March 30, 2009	Representatives from Business, Liberal Arts and Sciences, Engineering, Natural Resources and Agriculture and Life Sciences in attendance	4

\*This program targeted Juniors and Seniors. Advertisement was sent via email, SAASS computer screens, and flyers.

\*\*This program targeted students majoring in University Studies. In the future, the OSL will encourage students who have not declared a major to attend the campus-sponsored Majors Fair held each October, in an effort to increase campus-wide program attendance. The OSL and SAASS have agreed to sponsor a Student Athlete Majors Fair during the spring semester if necessary.

In order to work towards the future goals of increasing the method in which student-athletes receive information about department-and campus- wide career development opportunities and increasing student-athlete attendance at these programs, the OSL will do the following:

1. Increase collaborative efforts with SAASS
2. Reach out to Juniors and Seniors prior to the start of the fall semester to provide information about fall career fairs. Provide student-athletes with list of upcoming career fairs, graduate school preparation seminars, and job search preparation information
3. Reach out to undecided student-athletes during summer to increase awareness of fall semester campus-wide Majors Fair.

In December 2008, Virginia Tech Athletics joined networking and online career resource, Go2Athlete.

- The program allows current and former Virginia Tech student-athletes to post their résumé and profile, generate network contacts among members, search and apply for internships and full-time positions, register for corporate information sessions, track career development requirements, and schedule interviews. Employers can also search for job candidates with the character and discipline that collegiate athletics instills and post jobs and internships, with options to make them exclusive by school, sport, college/major, and/or job interests.
- Currently 100 student-athletes have registered with Go2Athlete. A goal for the 2009-2010 academic year will be to systematically work in increasing registration.
- FB = 14; BASE = 2; MBB = 1; WBB = 4; CHR = 3; MCC = 2; WCC = 1; LAX = 8; MSOC = 8; WSOC = 4; SB = 4; MSWIM = 9; WSWIM = 9; MTEN = 4; WTEN = 3; MTR = 8; WTR = 9; VB = 4; WREST = 2; 1 Alumni – MGO

## Personal Development

The personal development programs offered during the 2008-2009 academic year each aimed at supporting the development of a well-balanced lifestyle for student-athletes, encouraging emotional well-being, personal growth and decision-making skills. The following programs were held:

Program	Date(s)
New Student-Athlete Orientation	August 20&21, 2008
Sexual Assault Facts and Education (S.A.F.E.)	Olympic Sports – September 22-24, 2008 Football – November 24, 2008
Linda Hancock: Alcohol and Sexual Responsibility Education	October 7, 2008
Female Athlete Success Forum (Sponsored by Nutrition & Performance Committee)	October 13, 2008
Marc Eisenberg: Gambling and Professional Sports	December 8, 2008
Josh Davis: National Student-Athlete Day Celebration	April 6, 2009

Each team was expected to attend two personal development programs during the year addressing topics from the five core areas of personal development: Career Development, Diversity, Life Skills, Healthy Living and Service Learning.

- The New Student-Athlete Orientation and S.A.F.E. presentations were mandatory for all incoming student-athletes.
- The Linda Hancock and Marc Eisenberg presentations were mandatory for all student-athletes.
- All teams attended the Linda Hancock presentation. All teams except baseball attended the Marc Eisenberg presentation.

In an effort to ensure all teams meet the personal development program requirements, increase student-athlete attendance at programs, and increase involvement in campus programming, the OSL plans to do the following:

1. Notify coaches at the mid-semester mark of the number of programs their team has attended.
2. Increase promotion of campus-wide personal development programming.

3. Conduct S.A.F.E. programs for football and men's basketball incoming student-athletes during summer in an effort to eliminate scheduling challenges during the fall semester.
4. Modify S.A.F.E. program content to include STEP UP Bystander Intervention information
  - a. STEP UP is a prosocial behavior and bystander intervention program that was developed by the University of Arizona C.A.T.S. Life Skills Program. It aims at educating student-athletes to be proactive in helping others.

## Community Outreach

During the 2008 academic year, Virginia Tech student-athletes volunteered over 125 hours and reached almost 5500 youth through community involvement.

Team	Date	Event
Baseball	January – April, 2009 (Thursday nights)	Special Olympics Bowling
Men's Basketball	October 13, 2008	Basketball clinic with the Boy and Girls of Montgomery County
Women's Basketball	October 2, 2008	Basketball clinic at Shawsville Elementary School
Cross Country/Track & Field	October 25, 2008	Shoe drive for Nike's Reuse-a-Shoe Campaign and Soles 4 Souls. (Over 300 shoes collected)
Cheerleading/Hi Techs	October 16, 2009	Taught children cheers at Gilbert Linkous Hokie Night
Golf	March 25, 2009	Visited patients at Shriners Children's Hospital in Greenville, SC
Lacrosse	October 24, 2008	Volunteered at the Harding Ave. Elementary Fall Festival
Men's Soccer	October 3, 2008 March 29, 2009	Picked up trash on the side of SR-460 to support the partnership with Adopt-A-Highway.
	February 14, 2009	Volunteered with VT Special Olympics
Women's Soccer	April 21, 2009	Volunteered at the School Walk for Diabetes program at Margaret Beeks Elementary. Partnership was highlighted at September 21, 2009 game vs. JMU
	February 14, 2009	Volunteered with VT Special Olympics
Swimming and Diving	November 8, 2009	Hosted a swim clinic after home meet vs. Clemson
Softball	March 21, 2009	Highlighted partnership with Price's Fork Elementary at home game vs. Georgia Tech.
Men's Tennis	October 9, 2008	Interacted with children and community members at Gilbert Linkous Hokie Night
Women's Tennis	December 3, 2008	Volunteered at the Montgomery County Christmas Store
Volleyball	November 7, 2008	Highlighted partnership with Kipps Elementary at home game vs. NC State
Wrestling	April 18, 2009	Cleaned up the Falling Branch Elementary School campus

***\*\*See 2008-2009 Community Outreach Summary Matrix For additional outreach initiatives***

Additional department-wide community outreach events throughout the year included:

- Hokie Autograph Night at Gilbert Linkous Elementary School – Held on October 16, 2009. Several members from each team signed autographs, played games, and interacted with elementary students and their families. *Note. Margaret Beeks Elementary School event was postponed until next year in an effort to increase student-athlete participation.*

- Montgomery County Christmas Store – From November 15<sup>th</sup> -December 6<sup>th</sup>, members of the women's tennis, wrestling, softball, volleyball, women's basketball, women's soccer and golf teams helped get the store ready for their "open week" by stocking shelves, cleaning up shopping areas and organizing products.
- Winning Choices Week – During the week of March 30, 2009, members of the cross country, women's swimming, softball, women's basketball, and women's soccer teams spoke to elementary, middle and high school students about character education.
- Scouting Day with the Hokies- Held in conjunction with the Big Event on April 18, 2009, almost 200 boy scouts and their families attended this all-day event. Scouts and their families participated in tours of the athletic department, science and engineering activities sponsored by VT Engage, and received a special acknowledgement at the VT baseball game vs. Clemson.

#### ACC Top Six for Service Award Recipients

- Mauri Liberati – Women's Soccer
- Orion Martin – Football
- Ashley Owens – Women's Soccer
- Jenna Rhodes – Softball
- Beth Walker – Softball
- Drew Weaver – Golf

### **Academic Excellence**

Each year, the Office of Student Life nominates student-athletes for scholarships, internships and additional opportunities to honor their academic and athletic achievements. The following is a list of awards nominated by the OSL that VT student-athletes received during the 2008-2009 academic year:

- NCAA Postgraduate Award
  - Jenna Rhodes – Softball
  - Sara Smith – Women's Swimming
- ACC Postgraduate Scholarship Award
  - Tasmin Fanning – Women's Cross Country/Track
  - Kim Hickey – Women's Soccer
  - Taylor Walsh – Men's Soccer
- Skelton Award for Academic Excellence in Athletics
  - Pedro Graber – Men's Tennis
  - Kelly Phillips – Women's Track & Field
- ACC Futures Internship
  - Megan Newell – Women's Swimming
- ACC Sportsmanship Student-Athlete of the Year

- Paul Debnam – Men's Basketball
- Sara Smith – Women's Swimming
- NCAA Division I Degree Completion-Award
  - Jeffrey Landing – Baseball
  - Kaan Tayla – Men's Swimming

In an effort to ensure all eligible student-athletes are provided opportunities to apply for academic awards offered throughout the year, the OSL plans to do the following:

- Designate a SAASS liaison to assist with the education, advertisement, and encouragement of pursuing scholarships/awards.
- Develop a more defined process/timeline for SAASS to disseminate information to student-athletes and provide academic information to the Office of Student Life.

The following students were honored at the AD Honors Breakfast for their commitment to academic excellence while also excelling in their sport:

Scholar Athletes of the Year (all students achieved a 4.0 during the 2008 calendar year)

Baseball – Sean Ryan  
 Men's Basketball – Paul Debnam  
 Women's Basketball – Laura Haskins & Brittany Cook  
 Cheerleading – Chris Sherman  
 Men's Cross Country and Track & Field – Phillip Padilla  
 Women's Cross Country – Natalie Kretzer  
 Football – Chris Drager & Dustin Keys  
 Golf – Drew Weaver  
 Hightechs – Sarah Otey  
 Lacrosse – Kari Morrison  
 Managers – Justin Tuohy  
 Men's Soccer – Craig Burnell  
 Women's Soccer – Jennifer Harvey  
 Softball – Jenna Rhodes  
 Men's Swimming – Trey Stewart  
 Women's Swimming – Claire Dickey & Stephanie Jones  
 Men's Tennis – Pedro Graber  
 Women's Tennis – Jessica Brouwer  
 Women's Track – Kelly Phillips  
 Athletic Training – Kristen Walberg  
 Video – Stephanie Bartholic  
 Volleyball – Kristen Cunningham  
 Wrestling – Tim Miller

Virginia Tech ACC Athlete of the Year Award Recipients

Sara Smith – Women's Swimming  
 Drew Weaver - Golf

## SAAC

This year marked the inception of the SAAC Teacher of the Year award which was awarded to a Virginia Tech professor and based upon his/her support and commitment to Virginia Tech student-athletes. The inaugural recipient was Jay Williams, a professor in HNFE.

This year, SAAC displayed their vested interest in community outreach through their participation in several outreach initiatives:

- Collecting toys for the Montgomery County Christmas Store through the Brother/Sister Toy Drive Challenge
- Jordan Hall, a student trainer and member of SAAC, proposed the idea of creating a Hokies Respect t-shirt to be worn at home athletic events in order to promote sportsmanship among VT student-athletes and fans. In the future, Hokies Respect t-shirts will be given to incoming student-athletes at New Student-Athlete Orientation as a way to integrate new student-athletes into the Hokie Family and set the standard for the importance of sportsmanship.
- Biking a total of 250 miles in two hours for Bike to Uganda to help raise awareness and funds to build and support educational infrastructure projects for vulnerable children in sub-Saharan Africa
- Collecting over 4000 lbs of canned goods at the Spring Football Game and Softball Game vs. Maryland on April 25<sup>th</sup> for local food banks
- Hosting a dodge ball tournament to raise money for Relay for Life. Seventy student-athletes participated in this event and raised a total of \$235.
  - One of SAAC's main goals for the 2008 academic year was to bridge the gap between athletes and non-athletes on campus. Various efforts were made to include students from Greek organizations and Rec Sports in the Relay for Life dodge ball tournament; however, these efforts were unsuccessful. SAAC will continue to reach out to these and other organizations, in the future.

## LEADERSHIP DEVELOPMENT OPPORTUNITIES

The Office of Student Life was pleased to assist in providing the following leadership opportunities for student-athletes during the 2008 academic year:

- February 10-12, 2009 - Women's Soccer student-athlete, Mauri Liberati, represented the student-athlete contingent at the second annual ACCIAC Student Leadership Conference which was hosted this year by Virginia Tech. Student leaders from 11 of the 12 ACC Colleges and Universities had the opportunity to learn through intensive engagement in educational sessions, keynote addresses, topical content exploration, simulations, and experiential application. Mauri was one of the eight Virginia Tech students who were selected to take part in the weekend's leadership activities which were centered on the conference theme, Civility in a Global Society: Going Pro.
- December 10, 2009 - 2007 Skelton Award Winners, Claire Dickey and Paul LaPenna, attended the Rotary Youth Leadership Conference at The Inn at Virginia Tech. Paul spoke to the group about the value of leadership skills, being an example in the classroom and in the community.
- May 28-June 22, 2009 - Men's Soccer student-athlete Taylor Walsh, along with Women's Soccer players Robin Chidester and Ashley Seldon, and former Hokie Women's Soccer goalie Ashley Owens traveled to Hoa An, Vietnam for three weeks through Coach for College, a global initiative to promote higher education through sports. Coach for College, was developed in 2007 by Parker Goyer, a Duke University women's tennis student-athlete, as a way to provide a forum for American college student-athletes to help underprivileged youth develop the motivation, confidence and knowledge needed to obtain a higher education. , made the trip across the Atlantic. They each taught health, science, leadership, English and education in conjunction with soccer, tennis, volleyball, badminton, and basketball to middle school students.
- May 28-31, 2009 — Football student-athlete Kenny Lewis was selected to attend the NCAA National Student Development Conference which is held annually in Lake Buena Vista, Florida. This year a total of 700 student-athletes from each division will attend the conference; providing them with a medium to openly discuss issues that may affect them on their campuses and in their communities, while also providing them with the opportunity to enhance their leadership, communication, decision-making and problem-solving skills.
- May 28-31, 2009 – Charlie Campbell from Men's Soccer was one of the forty student-athletes chosen from within Divisions I, II and III to attend the first annual Student-Athlete Development Coaches Forum. The forum was held in conjunction with the NCAA National Student-Athlete Development Conference and provided a three-phase coaching development opportunity to student-athletes interested in becoming collegiate coaches in Bowling, Soccer, Swimming & Diving or Wrestling. Participants were educated in the areas of program management, eligibility, budgeting, student-athlete well being, diversity, championship play, and committee structure.

## **COLLABORATIVE INITIATIVES**

### **Recruiting**

The Office of Student Life was involved in on-campus recruiting visits with Men's and Women's Swimming & Diving, Men's and Women's Tennis and Women's Soccer. Presentations were given to visiting recruits and/or parents during their time on campus.

Reyna presented to prospective football student-athletes and their parents at Football Junior Day on February 28, 2009. This presentation also included a tour of the Smith Career Center building as well as information on the benefits provided by Career Services.

### **Athletic Facility Tours**

Danny served as the tour liaison and was in charge of tour requests and scheduling tours. Throughout the course of the year, the OSL has adopted, improved, and directed all tour requests received by Virginia Tech Athletics from community members. During the 2008-2009 academic year, 33 tours were given to approximately 1,920 visitors.

### **Partnerships**

The Office of Student Life worked in partnership with the following committees in an effort to enhance the quality of support for VT student-athletes and/or enhance community partnerships:

- Sexual Violence Prevention Committee
- Winning Choices Week Planning Committee
- ACC IAC Leadership Conference Planning Committee
- Scouting Day with the Hokies Planning Committee

### **Presentations**

The OSL presented to students at the following venues:

- ACC IAC Leadership Conference – February 21, 2009
- Summer Leadership Education Program (SLEP) – June 4, 2009

### **Conferences**

The following conferences were attended during the 2008-2009 academic year:

- Division I-A Athletic Director's Association Annual Meetings - September 29-30, 2008
- NCAA Life Skills Continuing Education Conference - February 10-12, 2009

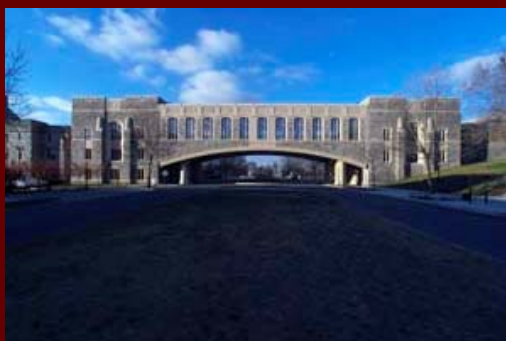
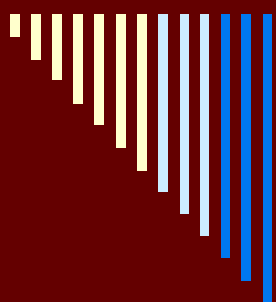
## SUMMARY

The VT Athletics Office of Student Life met the goals set for the 2008-2009 academic year. New goals have also been set to ensure all teams meet the personal development program requirements, increase student-athlete attendance at programs, and increase involvement in campus programming. Collaboration with SAASS and representatives from other campus departments will be instrumental in this effort.

The relationships between the VT athletic teams and their community partners continued to grow throughout the year and several teams developed new partnerships. The OSL will continue to meet with coaches during the summer months in order to develop Team Prescriptions which will provide direction for the team's commitments to community outreach and personal development for the upcoming year. It is important to give kudos to the coaches for their support and encouragement of their teams' involvement in community outreach throughout the year.

SAAC was instrumental in supporting and promoting the Hokies Respect movement and making their commitment to sportsmanship known through the Hokies Respect t-shirt campaign. The initiative to improve the relationship between athletes and non-athletes will continue throughout the 2009-2010 academic year.

The OSL will make a continue to make a concerted effort during the 2009-2010 year to assist student-athletes in their community outreach, personal, and professional development in order to ensure they are prepared to make the transition from college into the workforce or graduate school. Input has been requested from the Nutrition and Performance Committee and several coaches with regards to future program ideas that will best meet the needs of the Virginia Tech student-athletes.

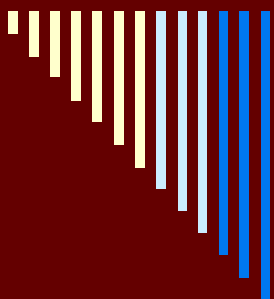


# Student Affairs Overview & Update

## ***Virginia Tech Board of Visitors Student Affairs and Athletics Committee***

Edward F.D. Spencer, Ph.D.  
Vice President for Student Affairs

August 31, 2009



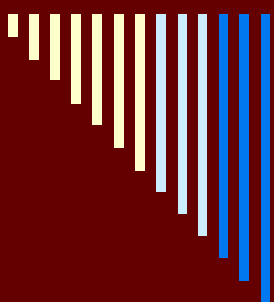
# Overview

## ➤ **Leadership**

The Vice President for Student Affairs provides leadership to a division comprised of 15 departments. An Associate Vice President, two Assistant Vice Presidents, the Commandant of the Corps of Cadets, and the Dean of Students provide daily oversight to specific departments and programs.

## ➤ **Employees**

The division is one of the largest employers at Virginia Tech, with over 2,600 faculty, staff, wage, student employees, and graduate assistants.



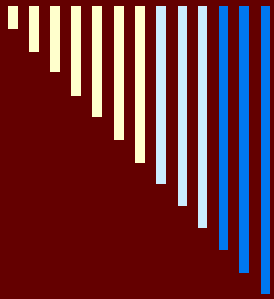
## ***Overview (continued)***

### ➤ ***Budget***

The 2008-09 operating budget for the Division of Student Affairs totals approximately \$96 million, of which over \$1.6 million are Education and General funds and over \$1.3 million are Unique Military Activities funds. The remaining \$93 million in Auxiliary Enterprises accounts for 43% of the university's total Auxiliary Enterprise funds.

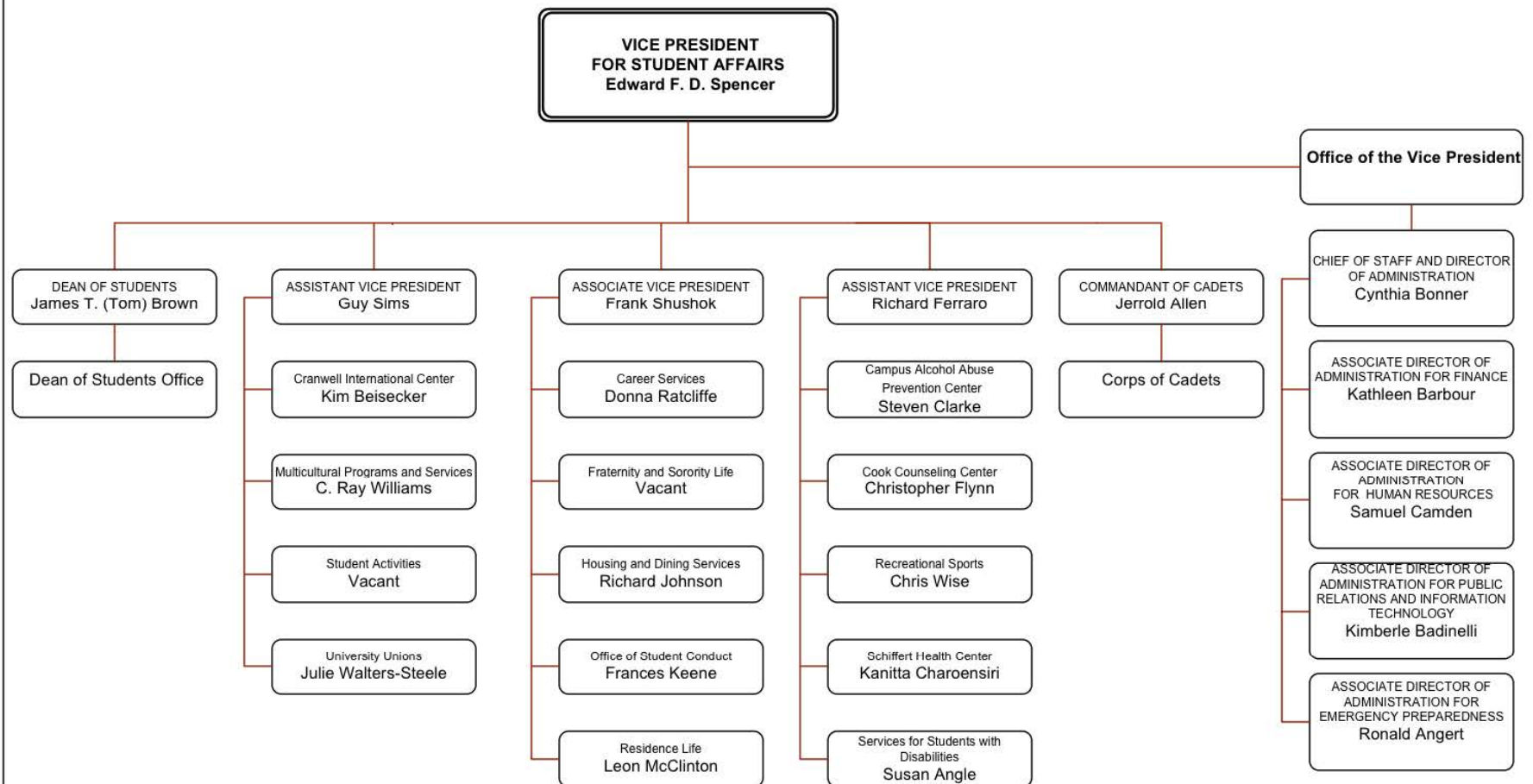
### ➤ ***Facilities***

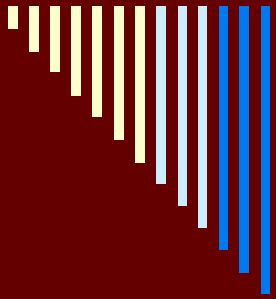
The Division of Student Affairs is responsible for an extensive physical plant consisting of nearly 1.6 million assignable square feet and over 60 buildings across the campus. This represents approximately 28% of the total assignable square feet on the Virginia Tech campus. These include 11 dining facilities and 46 residence halls.



## ***Departments***

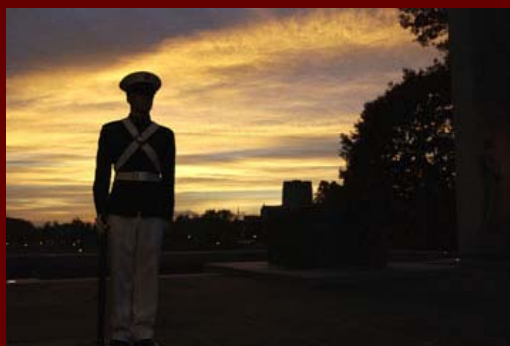
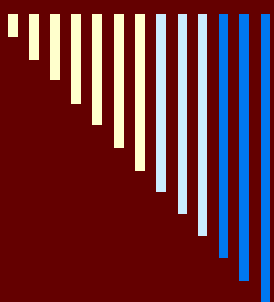
- Alcohol Abuse Prevention Center
- Career Services
- Cook Counseling Center
- Corps of Cadets
- Cranwell International Center
- Dean of Students Office
- Fraternity and Sorority Life
- Housing and Dining Services
- Multicultural Programs and Services
- Recreational Sports
- Residence Life
- Schiffert Health Center
- Services for Students with Disabilities
- Student Activities
- Student Conduct
- University Unions





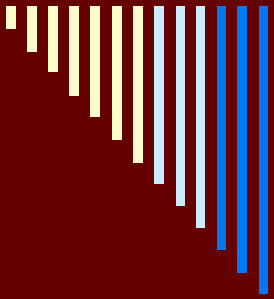
## ***Issues for Student Affairs***

- Consumerism
- Campus Climate
- Technology and Students' Expectations
- Aging Facilities
- Increased Mental Health Needs
- Violence
- Alcohol and Drug Abuse
- Conflict Resolution and Civility
- Unethical Behavior



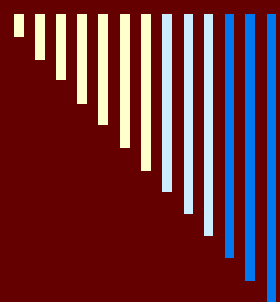
## ***Virginia Tech Division of Student Affairs Strategic Goals***

- To enhance facilities in keeping with the university's peers
- To strengthen the partnership between Student Affairs and Academic Affairs
- To enrich programs and services to attract top-tier students
- To develop “best practice” living and learning communities
- To strengthen and develop intentional student leadership initiatives



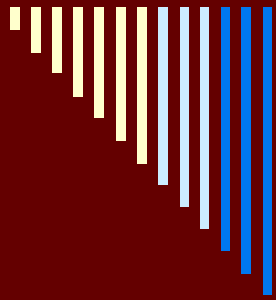
## ***Virginia Tech Division of Student Affairs Strategic Goals (continued)***

- To improve campus climate creating a civil and just community for all Virginia Tech students
- To enhance the cultural competencies of the Virginia Tech community and create an inclusive and welcoming environment for all students
- To develop initiatives that more effectively address student alcohol abuse
- To strengthen partnerships to support the division's \$3 million campaign
- To prepare ethical leaders for a global society



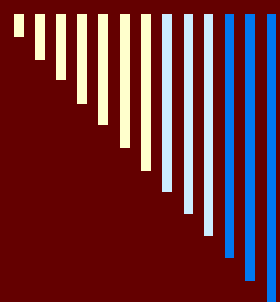
## *Student Affairs Highlights from 2008 - 2009*

- Untimely passing of Dr. Hikes; appointment of Dr. Spencer as the new Vice President
- Introduction of Case Managers to Cook Counseling Center and Dean of Students Office
- Workshops and online video on Identifying and Referring the Distressed Student
- Introduction of new, required online Alcohol Education Program for freshmen – 99% participate
- Dining Programs receives the prestigious Ivy Award from Restaurants and Institutions magazine and again is named “Best Campus Food” in the country in the Princeton Review
- Alcohol Task Force Report submitted



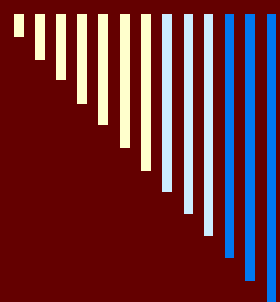
## *2008-2009 Highlights, continued*

- Number of student organizations reaches an all-time high: 718
- Debut of “Moving Off-Campus, Play by Play” video
- Hosted the ACC Student Leadership Conference
- Initiated Forums with the Vice President
- Centralized Division support systems (Budget, Human Resources, Communications & Marketing, and Emergency Preparedness) under the Chief of Staff and Director of Administration
- Relay for Life moves from outdoor track to the Drillfield and raises \$500,000 for cancer research
- Second anniversary of 4/16/07 held, with introduction of 3.2-mile Remembrance Run



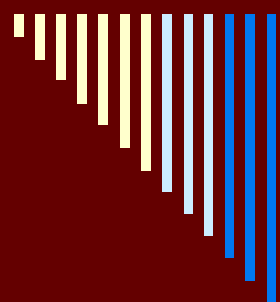
## *2008-2009 Highlights, continued*

- January tragedy in Graduate Life Center – demonstrated how well-prepared the various responding offices were
- First Hokie Camp held
- 83% of DSA Capital Campaign Goal is achieved
- Diverse DSA hiring: of 31 new A/P faculty members hired, 32% were non-white and 68% were females
- Six departmental program reviews completed



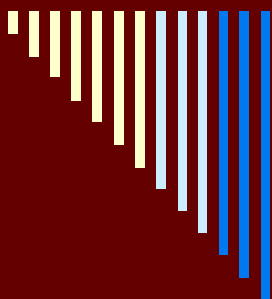
## *Student Affairs Preview for 2009-2010*

- Opening of New Hall West (combination office building and residence hall)
- Relocation of Dean of Students Office and satellite Counseling Center offices into vacated East Eggleston offices
- Beginning of three-year renovation of Ambler Johnston Hall
- Highest Corp of Cadets enrollment since 1969
- Alcohol Task Force Implementation Committee will proceed with as many recommendations as possible
- Online appointment system for Schiffert Health Center
- Facility hours will be cut back due to budgetary constraints



## *2009-2010 Preview, continued*

- Planning for further development of the Oak Lane area for more Greek Housing, recreational sports, parking, etc.
- Beginning of addition to McComas Hall
- Final design for Academic/Student Affairs Building
- Dr. Frank Shushok joins the staff as Associate Vice President
- Collaboration in the FYE-focused QEP
- VP Forums transition to “The VP is In!” (the SGA Office)
- ACU-I consultants to study UUSA facilities, programs, services, and staffing
- Evaluation of changes in New Student Orientation and Hokie Camp
- Continue collaboration to recruit and retain a diverse population of students, faculty, and staff



# *Questions?*





GETTING ON TRACK 2009



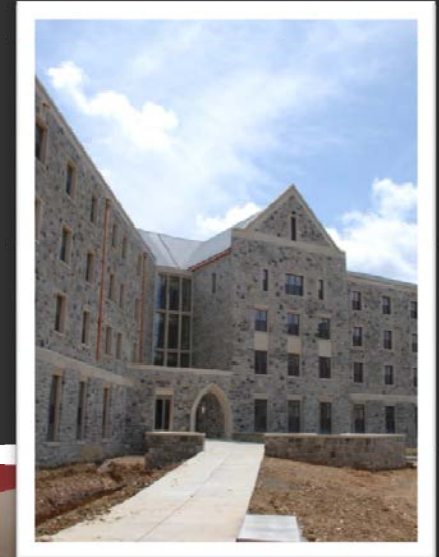
New Student Orientation 2009

# FALL OPENING

2009

# Housing and Dining Services

- ❑ Fall Opening
- ❑ New Hall West
- ❑ Ambler Johnston Hall – East
- ❑ Summer Renovation Projects
- ❑ Sustainability
- ❑ Dining Services Recognition



# Housing and Dining Services Fall Opening



Housing and Dining Services

# Hokie Hi Welcome Back Picnic

□ August 23<sup>rd</sup>



# Housing and Dining Services

## New Hall West

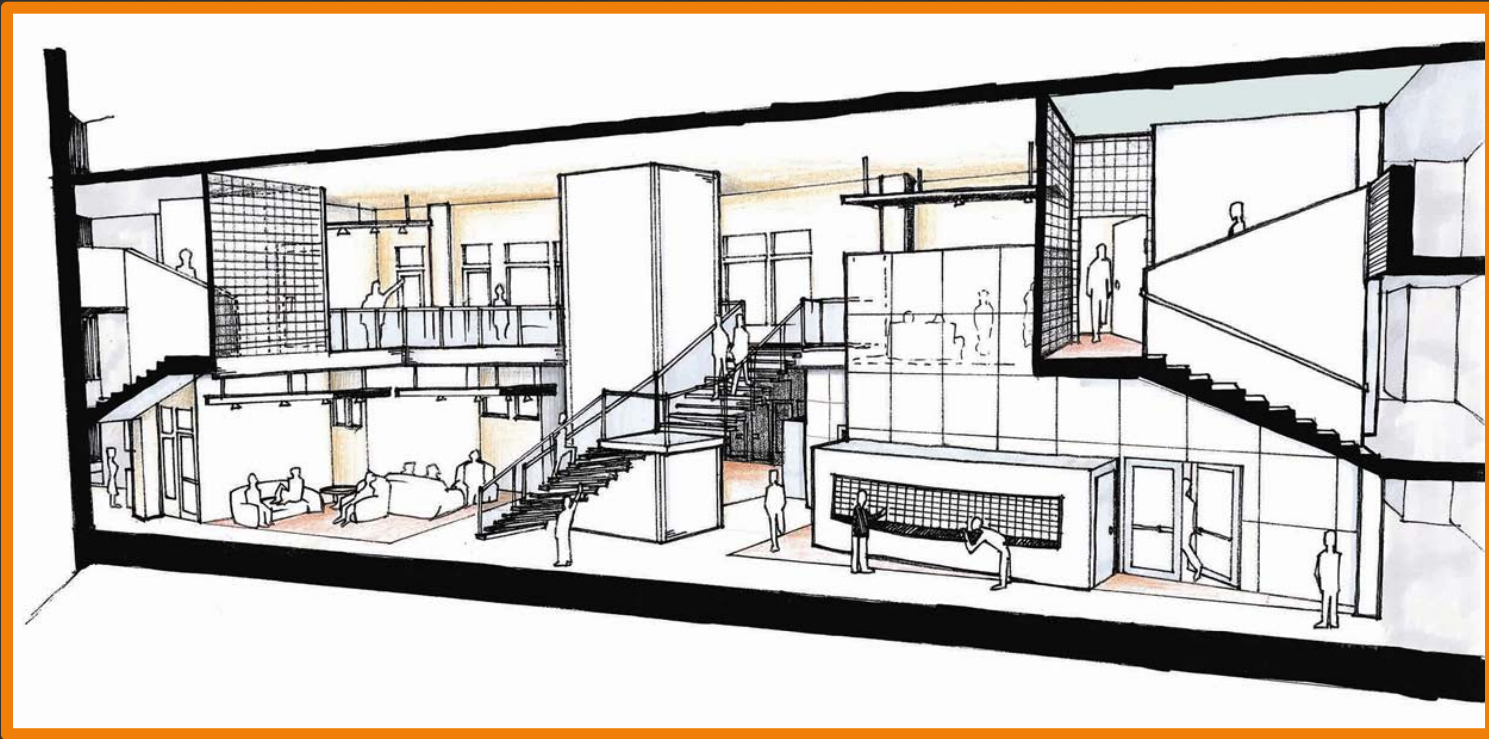
- ❑ Opening August 19<sup>th</sup>
- ❑ Project cost - \$31 million



# Housing and Dining Services

## Ambler Johnston Hall - East

- Opening Fall 2011
- Project cost - \$72.1 million



## Housing and Dining Services

# Summer Renovation Projects

- ❑ Pritchard Hall Baths - \$235,307
- ❑ Lee Hall Bathrooms - \$877,604
- ❑ Lee Hall Elevators - \$505,758
- ❑ Monteith Bathrooms - \$44,132
- ❑ DXpress - estimated \$250,000



# Housing and Dining Services Sustainability



# Housing and Dining Services

## Sustainability

### □ Farms and Fields Project



# Housing and Dining Services Sustainability

- ❑ Ambler Johnston Hall – East
- ❑ LEED Silver



## Housing & Dining Services

# Dining Services Recognition

- ❑ Princeton Review - #1 in 2010
- ❑ Ivy Award - 2009
- ❑ ACUHO-I/EBI - #1 in 2008



# Housing and Dining Services

## Dollywood 2009



Residence Life

# Percentage of residents moving in each day



Residence Life

# Two pilot theme housing programs

- ❑ SERVE
- ❑ GREEN

Residence Life

# RA Selection Update

- ❑ Statistics on demographics



Residence Life

# Fall Training Leadership Workshop

- ❑ Overview of Fall Training Leadership Workshop
- ❑ Pre- and Post-Testing

Residence Life

# Fall 2009 Programming Series



Residence Life

# Assessment Planning and Specialist

- ❑ Short-term goals
- ❑ Long-term goals

Residence Life

## **WING Assessment Results**

- ❑ Benefits of living in the WING Community

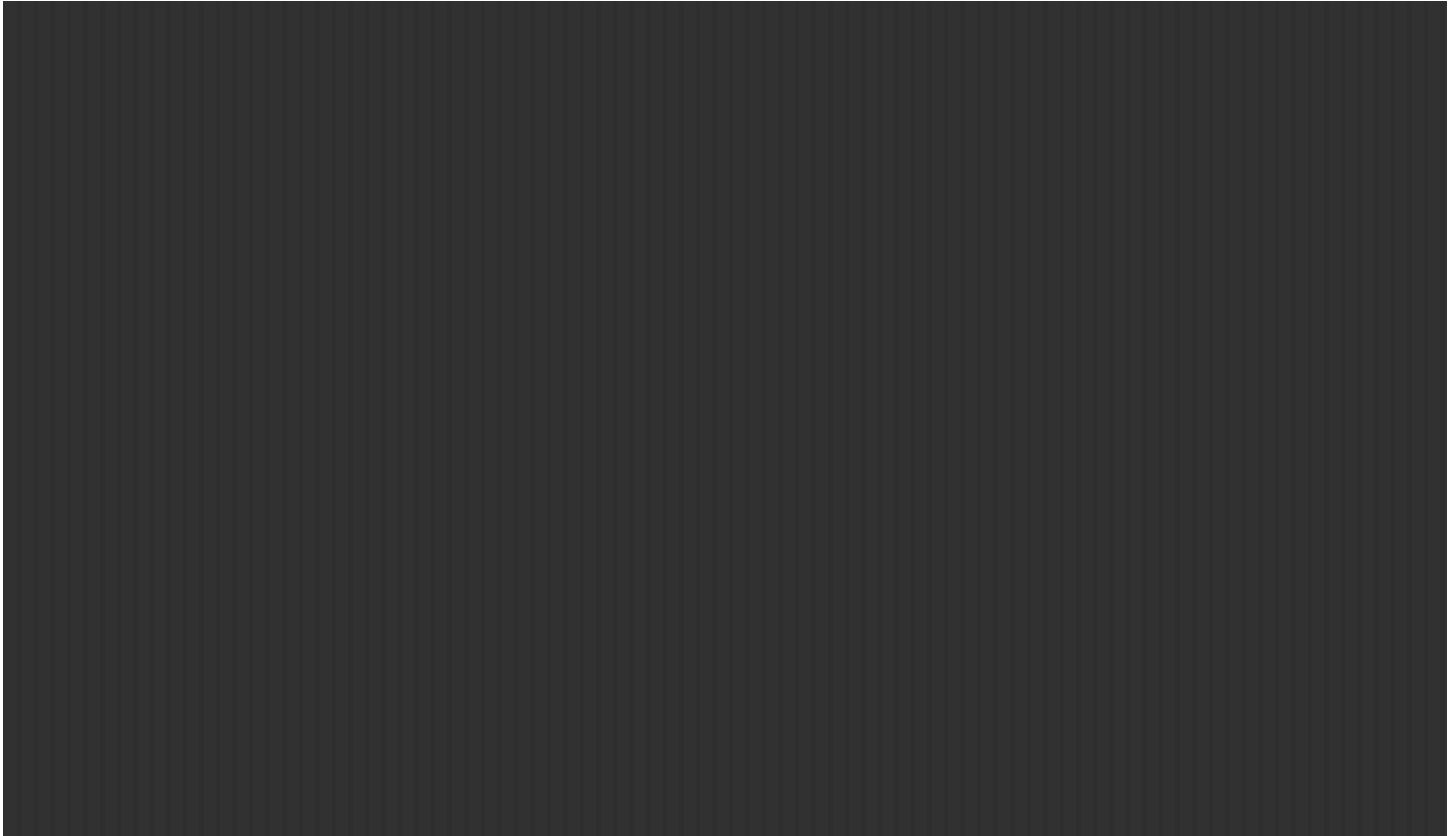
Residence Life


## **Residence Hall Federation**

- ❑ Student Organization of the Year

Residence Life


**Update on House Build for VT**








## The Virginia Tech Corps of Cadets

*Training Leaders for the Future  
"That I May Serve"*




Major General Jerry Allen  
Commandant of Cadets



## Commandant's Vision for the VTCC



**To graduate leaders of exemplary character with:**

- The highest standards of honor and integrity
- Dedication to service – Ut Prosim






## Cadet Achievements

(1999-2009)




- **University Man of the Year** in 1999, 2000, 2004, 2006
- **University Undergraduate Leader of the Year** in 2004, 2005, 2006, 2007, 2008 and 2009 (two females, four males)
- **Top Navy Midshipman** in the entire nation for 2001 and 2005 (150 schools eligible)
- In 2007 and 2008, cadets won the **Medal of Honor Foundation/Armed Forces Communications and Electronics Assoc scholarship** - four winners are chosen nationwide and Virginia Tech is the only school to ever win this award in consecutive years





## Cadet Achievements



**#1 Ranked Army ROTC Program**

- At Army summer camp 2008, Virginia Tech cadets had the highest pass rate (100%), and the top scores for all Senior Military Colleges in physical fitness, marksmanship, and water survival
  - 25% of Virginia Tech cadets earned the coveted RECONDO Award vs. 13% VMI, 13% Texas A&M, 12% Citadel; national average: 15%
  - 36% of our cadets earned the highest leadership rating, "Excellent", vs. 19% VMI, 18% Citadel, 11% Texas A&M; national average: 21%

**Strong Academics & Top Commissioning Rate**

- For fall semester 2008, the corps average QCA was 2.94, the best fall semester on record
- 80% of Corps grads earn commissions vice 35-50% at VMI, Citadel, Texas A&M -- Ut Prosim!





### Corps Leader Development Program

- Cadet Honor Code
- Major General Tom Rice Center for Leader Development
  - Cutchins Lecture Series
  - Academic Minor in Leadership Studies
  - Leaders in Action Lecture Series
  - Management 2944/Cadet Leader School for all cadets
  - Management 2984/4984 for civilian track cadets
- The VTCC is a 24/7 Leadership Laboratory

### Capital Campaign

To Guarantee an Enduring Corps of Cadets

#### What The Corps Needs for the Future

- To build the Emerging Leader Scholarship
- Rice Center for Leader Development Enhancement
- Lane Hall Renovation/Addition

### *Help build leaders for the future in the Virginia Tech Corps of Cadets*



## **RESOLUTION HONORING MR. BRUCE B SMITH**

**WHEREAS**, Mr. Bruce B. Smith is a loyal and dedicated alumnus of Virginia Tech, a member of the Class of 1985; and

**WHEREAS**, Mr. Smith served on the Virginia Polytechnic Institute and State University Board of Visitors from July 1, 2002 to June 30, 2003; and

**WHEREAS**, Mr. Smith was known as “The Sack Man” of Virginia Tech football and hailed by thunderous roars of “BRUUUCE” during his sensational college career; and

**WHEREAS**, as a defensive end for Virginia Tech, Mr. Smith had a career total of 71 tackles behind the line of scrimmage for losses totaling more than five times the length of a football field (504 yards), and 46 career quarterback sacks, including 22 during his junior year in 1983 when he was named first-team All-America; and

**WHEREAS**, Mr. Smith was the first player selected in the 1985 NFL Draft out of Virginia Tech, and is considered one of the most dominant defensive players in NFL history after a 19-year NFL career where he played for both the Buffalo Bills and the Washington Redskins; and

**WHEREAS**, Mr. Smith holds a number of distinguished football records, including his 200 career sacks, which is still an all-time NFL record; and

**WHEREAS**, Mr. Smith has brought honor and renown to Virginia Tech by his outstanding achievements as a professional football player including when he was the NFL Defensive Player of the Year in 1990 and 1996, when he was named to the NFL’s All Decade Teams of the 1980’s and 1990’s, and when he was selected to 11 Pro Bowls; and

**WHEREAS**, Mr. Smith has served as a role model for many Virginia Tech athletes aspiring to professional athletic careers; and

**WHEREAS**, Mr. Smith has exhibited his commitment to the development of Virginia Tech by his leadership on the Virginia Polytechnic Institute and State University Board of Visitors and as a member of the university campaign steering committee, and through his own generosity to Virginia Tech, as displayed by his membership in the *Ut Prosim* Society and the William Preston Society; and

**WHEREAS**, Mr. Smith was inducted in the Pro Football Hall of Fame in his first year of eligibility on August 8, 2009; and

**WHEREAS**, the members of the Board of Visitors of Virginia Polytechnic Institute and State University wish to congratulate Mr. Smith on the notable accomplishment of being inducted into the Pro Football Hall of Fame, which truly reflects years of hard work, dedication and exceptional personal talent;

**NOW, THEREFORE, BE IT RESOLVED**, that the members of the Board of Visitors of Virginia Polytechnic Institute and State University express their congratulations to Bruce B. Smith on the distinct honor of being inducted into the Pro Football Hall of Fame.

### **RECOMMENDATION:**

That the above resolution congratulating Bruce B. Smith on his career accomplishments be approved.

August 31, 2009

**RESEARCH AND DEVELOPMENT DISCLOSURE REPORT**  
**April 23, 2009 thru August 13, 2009**

Reason for Conflict	External Entity	Owner	Principal Investigator	Co - P.I.'s	College	Period of Performance	Award Amount	Project Description
Faculty Owned Business	Electrical Distribution Design	Robert Broadwater	Kwa Sur Tam Robert Broadwater	PI Co-PI	Electrical & Computer Engr.	Master Research Services thru June 30, 2010	\$500,000.00	Tasks under the Research Services Agreement relate to the development of electrical distribution technology for use on naval vessels and army bases.
Subcontract to Company Owned by Wife of Faculty	PCR, Inc.	Shella Winett	Brenda Davy Richard Winett	PI Co-PI	Human Nutrition, Foods & Exercise Psychology	7-1-09 thru 6-30-2014	\$357,605.00	Project involves using social cognitive theory based intervention for maintaining resistance training in older pre-diabetes adults. This project is funded by the National Institutes of Health.
Faculty Owned Business	VPT Energy Systems, LLC/ Power Hub Ventures, LLC	John J. Lesko	Fred Wang	PI	CPES	TBD	\$32,536.00	Power Hub Ventures, LLC received a SBIR award from National Science Foundation and seeks to subcontract to VT for work

## **RESOLUTION TO AMEND THE BY-LAWS OF THE BOARD OF VISITORS**

**WHEREAS**, the 2009 General Assembly approved new language added to the Budget Bill (Item 475.10, Chapter 781) which prohibits executive branch agencies, such as Virginia Tech, from paying per diems to citizen members of boards or commissions, effective July 1, 2009; and

**WHEREAS**, the existing By-laws of the Board of Visitors include a provision to make per diem payments to board members in Article VI, Section 1, and thus the By-laws are in conflict with the new law;

**NOW, THEREFORE, BE IT RESOLVED** that in order to comply with Section 2.2-2813 of the *Code of Virginia*, the following sentence will be removed from Article VI, Section 1 of the By-laws of the Board of Visitors: ~~Board members are entitled to a per diem as authorized by the Code of Virginia~~; and

**NOW, THEREFORE, BE IT FURTHER RESOLVED**, that effectively immediately Article VI, Section 1 of the Board of Visitors By-laws be amended to read as follows: Board members may be reimbursed for reasonable travel and other expenses incurred in the discharge of their duties (*Code of Virginia*, Section 2.2-2813).

### **RECOMMENDATION:**

That the By-laws of the Board of Visitors be amended effectively immediately to remove the reference to per diem payments in Article VI, Section 1, in order to comply with Section 2.2-2813 of the *Code of Virginia*.

August 31, 2009



## ***Atlantic Coast Conference***

### ***Governing Board Certification Form Academic Year 2009-10***

As Chairman of the Governing Board at **Virginia Polytechnic Institute and State University**, I attest that:

- 1) Responsibility for the administration of the athletics program has been delegated to the Chief Executive Officer of the Institution.
- 2) The Chief Executive Officer has the mandate and support of the board to operate a program of integrity in full compliance with NCAA, ACC and all other relevant rules and regulations.
- 3) The Chief Executive Officer, in consultation with the Faculty Athletics Representative and the Director of Athletics, determines how the institutional vote shall be cast on issues of athletic policy presented to the NCAA and the ACC.

Date Presented to the Governing Board: \_\_\_\_\_

Signed: \_\_\_\_\_  
(Chairman of the Governing Board)

Signed: \_\_\_\_\_  
(CEO of Member Institution)

*Please return completed form before **October 16, 2009** to:*

*Commissioner John D. Swofford  
Atlantic Coast Conference  
P.O. Drawer ACC  
Greensboro, NC 27417-6724*

**Remarks to Virginia Tech Board of Visitors  
August 2009**

**By: Kristina Hartman, Undergraduate Student Representative**

Thank you Mr. Rector, Mr. President, members of the board, ladies and gentlemen. I would like start off by saying what an honor it is to be here today representing such an extraordinary group of Hokies. The undergraduates of this university are intelligent, unique, and generous groups who are continuously making new discoveries, and finding original ways to "Invent the Future". To be here on behalf of these remarkable individuals is truly a privilege as well as a responsibility I am proud to take on.

When I first came to Virginia Tech I did not immediately understand the importance of our motto Ut Prosim- That I may serve. I was merely a freshman just attending class and football games and not participating in much else. It was not until the end of my freshman year that I realized something was missing. I realized that I was not living up to my potential neither as an individual nor as a member of the Hokie community. It was at this point that I realized I needed to make a change. I began to get involved with several organizations, each relating to different interests of mine. I found that I enjoyed not just being involved in different aspects of the community but also being able to interact with very different groups of people. Through serving this university I realized I had a passion for getting to know students different from myself as well as being a part of a larger community. It is this passion for Virginia Tech and my fellow Hokies that has led me to where I am today.

Recognizing what a positive impact service has had on my life at Virginia Tech I constantly recommend to students that they get involved early on. Fortunately, since I have been here, the university has done an excellent job in engaging freshman from the start. This year marked the second year of Virginia Tech's Hokie Camp which took place in the weeks before classes began. At Hokie Camp, incoming freshman have the opportunity to learn about Virginia Tech and its traditions and the importance of getting involved in the community. Although I have not had the opportunity to speak with many freshman yet, numerous Hokie Camp counselors have told me what a positive, fun and rewarding experience it was for all involved. Also in terms of engaging students, this past Friday was the second annual Gobblerfest, a street fair to welcome new and returning students to the university. During Gobblerfest students as well as faculty and staff, had the opportunity to learn about student organizations, local businesses in Blacksburg and participate in games and activities. With only being one week into the semester I am glad to see the university is making attempts to engage students in the community early on.

While I will continue to encourage others to get involved there are several other issues I will be paying particular attention to this year. The first being environmental sustainability. As I am sure many of you are well aware, during the spring semester last year Virginia Tech's Energy and Sustainability Committee completed the Virginia Tech Climate Action Commitment and Sustainability Plan. The completion of this plan was charged by President Steger after meeting with a group of students concerned with the

sustainability of our campus. Although this impressive plan was the work of many individuals within the university, I want to encourage all those responsible for implementing the various aspects of the plan to remember that it all originated with the students. Aside from wanting their voice heard on how the plan will be carried out, many student organizations are being proactive. Large organizations such as the Environmental Coalition and the Student Government Association are teaming up for events such as the Green Effect Game, which encourages tailgaters at football games to recycle and working with Dining Services to reduce waste and again encourage recycling. Many other student organizations and individuals have pledged their commitment to sustainability and most students agree that it is important to the future of our university.

In addition to voicing the student opinions on sustainability, students are in need of a better system for academic advising. Many of you may remember Arlane touching upon this issue last year, but the truth is not much has been done. A great number of students are still unhappy with their advising experience. Many of the problems seem to come from a lack of a universal advising system. With your academic advisor being in a specific college problems often arise with the students who have multiple majors and minors in different colleges. In these cases their primary advisor may be of little or no help when figuring out how to graduate on time.

Although, I have touched on several student issues I also intend to keep an open mind throughout the year as I know other concerns will arise. Additionally, I plan to focus not just on conveying what students are doing to the board but what the board is doing to the students. The more informed our students are about the university the greater ideas they will have of how to better it.

Once again, I would like to say how honored I am to represent the undergraduates of Virginia Tech. I can think of no better way to serve my peers, and the university that I have come to call home. Moreover, I look forward to the challenge of expressing all concerns equally and keeping the board members and students informed the best that I can. Thank you.

**GRADUATE STUDENT CONSTITUENCY REPORT TO THE VIRGINIA TECH  
BOARD OF VISITORS  
August 30, 2009**

Thank you Mr. Rector. Good afternoon President Steger, distinguished Board members and guests. Although I met you briefly last spring, I would like to take a few moments to introduce myself. I am starting my third year of my Ph.D. at Virginia Tech in the department of Geosciences. I am part of the new ICTAS building as a member of the Environmental Nanoscience and Technology Group. Furthermore, I have been fortunate enough to be supported on a fellowship through the National Science Foundation IGERT program on Exploring Interfaces through Graduate Education and Research (EIGER) where I have had the opportunity to interact with graduate students from Engineering, Physics, Biology, Psychology, and Education.

The many opportunities that I have had at Virginia Tech have been due in large part to having an excellent advisor and mentor. When I was accepted to VT, my advisor, Mike Hochella, assured me that he would keep me financially supported throughout my degree. He has encouraged me to pursue activities outside of my research program such as the GSA and the BOV Representative, which will aid in my professional development. Furthermore, rather than running his research group solely based on his ideas, Mike treats all of his students as partners and allows us to pursue our own research agenda. I came to Virginia Tech because when I met the students in his research group they were involved in community service, they had a good work-life balance, and they were doing first-class research in the emerging interdisciplinary field of Nanogeoscience. The characteristic that stood out the most to me though was that his students were smiling and obviously enjoying their graduate experience.

As graduate students our success in graduate school is intimately tied to our relationship with our advisor. While I have been fortunate to have an advisor who fully supports me, unfortunately not all of my peers have been so lucky. I believe that the quality of graduate student life and our success as a research institution depends heavily on ensuring that all graduate students receive the support and guidance that they deserve. This is why I will continue the tremendous work of my predecessor, Linsey Barker, on improving advising and mentoring for graduate students.

As the recipient of four IGERT grants Virginia Tech has shown itself to be a leader in interdisciplinary STEM education. In addition to my IGERT program EIGER, there is the Macromolecular Interfaces with Life Sciences, Integrated Research and Education in Advanced Networking, and Macromolecular Science and Infrastructure Engineering. Research centers such as the Institute for Critical Technology and Applied Sciences provide a space for students from classical disciplines to collaborate on interdisciplinary problems. In the College of Liberal Arts and Human Sciences, Virginia Tech has gone one step further and created a new field in which to earn a Ph.D. called ASPECT, the Alliance for Social, Political, Ethical, and Cultural Thought. Enrolling in ASPECT gives students complete mobility to pursue coursework and dissertation topics that do not fit into any one discipline.

While pursuing interdisciplinary studies offers the exciting opportunity to tackle real world problems that inherently call for expertise from varying disciplines, it also presents new

challenges to graduate education. For example, an interdisciplinary student must not only be responsible for depth of knowledge in their own discipline, but they must also be able to communicate and often work in teams with students from other disciplines. We must be sensitive to these challenges and offer support and mentoring to ensure that students succeed in these programs. Moreover, as most of Virginia Tech's interdisciplinary initiatives exist at the graduate level, it is essential that graduate students are treated as key stakeholders in their development.

In closing I would like to update the Board on ongoing issues of concern to graduate students.

Summer status continues to cause difficulties for graduate students. As graduate students we need continuous access to services that reflect our *year-round* student life. We hope to reenergize the committee on summer status to continue our work towards this goal.

A survey was prepared this summer in order to provide information to the Board on possible changes to the health insurance program for graduate students. We hope to use the results of this survey in concert with graduate student focus groups, the GSA Health Care Committee, and input from health care providers on campus, to provide a full picture of graduate student health care. But it is also important that we continue the discussion of health care for students in the long-term. To that end the Graduate Student Assembly has made the Health Care Committee a permanent committee. They would welcome any support and participation from all interested parties.

Finally, I had the pleasure of meeting with some of the newest Hokies at our National Capital Region orientation last weekend. There are over 1000 graduate students in the National Capital Region. Many of these students earn an advanced degree while holding positions in the government and private-sector, bringing a professional perspective to our graduate community. An increasing percentage of our NCR students are also full-time. Given these student's location and often non-traditional student status, it is especially important that we consider their differing needs as we work through issues of graduate student life. For instance, the students communicated that increased access to courses and professional development activities, located at the Blacksburg campus, would be a boon to their education. To strengthen my link between the Blacksburg campus and the extended campuses, I am improving the communication capabilities of my website. Additionally, I am very excited that this year we will hold our first National Capital Region conversation with President Steger.

Thank you again for the opportunity to serve as the Graduate Student Representative to the Board of Visitors. It is a great honor and I look forward to working with you.

**--- Rebecca A. French, August 30, 2009**

**Staff Senate Constituency Report**  
**Virginia Tech Board of Visitors**  
**August 31, 2009**  
**Thomas Tucker, Staff Senate President**

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Rector Lawson, members of the Board of Visitors, President Steger, administrators and guests. As we begin a new academic semester at Virginia Tech, I wish to express what an honor it is again to be serving as the Staff Representative to the Board. I look forward to working with fellow Constituent representatives Kristina Hartman, Rebecca French, and Dr. Gary Long in the coming year. This year promises to present challenges and opportunities, as we work together to deal with, the difficult economic times and budget constraints Virginia Tech faces. The Staff Senate is prepared to work with the Students and Faculty, to assist the Administration, in guiding Virginia Tech through these changing economic times. To this end, I have proposed to my fellow constituent representatives, that we hold informal discussions aimed at coordinating our efforts to support and improve the University.

Thank you for this opportunity to bring forward issues of concern to staff, for discussion and consideration by the Board, and for the opportunity to discuss the activities and initiatives of the Virginia Tech Staff and the Staff Senate.

**Promotion of Diversity:** The Staff Senate continues to support and promote diversity at Virginia Tech. Again, this year, the Staff Senate is providing support for the Annual Multicultural Luncheon, sponsored by the Office for Equity and Inclusion. The event serves to “recognize and welcome the diversity” of incoming student leaders, staff and faculty at the University. The Senate will provide support, both monetarily and through participation at the event.

At the June meeting of the Staff Senate, Ms. Maggie Sloan, Director of Compliance and Conflict Resolution from The Office for Equity and Inclusion, presented information on the proposed changes to University Policy 1025, the “Anti-Discrimination and Harassment Prevention Policy”, related to Gender Identity Issues. At its July meeting, the Staff Senate passed a “Motion of Support” for the proposed changes to Policy 1025.

**Community Service through the VT-ENGAGE Program:** The Staff Senate provides volunteer service and support to the community through the VT-ENGAGE program. Most recently, staff members volunteered at “Gobblerfest”, (a welcome festival for students, staff, faculty, and community members) held on Friday August 28. At its September meeting, Staff Senators will select a group “community service” project for the coming year.

**Leadership and Development:** Concerns have been raised regarding the affects that the A/P Faculty conversion process may have on the Staff Senate and those employees converting, or being converted, to A/P Faculty status. The issues include the following:

- Senate representation is based on the number of staff in a College or Vice Presidential area. A reduction in numbers of senators may be required in certain staff associations.
- The possibility of reduced opportunities for A/P Faculty employees to participate in shared governance (Currently there is no A/P Faculty Senate and A/P Faculty are not represented in the Faculty Senate). The Staff Senate would be willing to discuss A/P Faculty participation in a reconfigured Senate Structure should A/P faculty wish to do so.
- Several persons expressing interest in participating in shared governance through the Staff Senate could not participate due to A/P Faculty conversions. The Staff Senate may have to replace one of its officers due to an A/P Faculty conversion.

- Economic stratification of the employee representative groups is also a concern.

**Communication and Recognition - Commission on Staff Policies and Affairs (CSPA):** The CSPA promotes Staff Recognition, open communications, and Staff development.

Staff Recognition: The introduction of the new performance Management system and the potential for merit pay increases in the future raise some questions. One issue is, how can employees be recognized for achievements in lean budget years? Recognizing that the current economic and budget situation may preclude merit pay increases, the commission discussed potentially using non-monetary means to recognize achievements. This would promote morale and offer rewards for employees rated “model performers”.

Communications: CSPA and the Staff Senate are primary conduits for transmitting information to and receiving input from Staff.

*Proposed change to the Winter Break Closing policy* – There is a renewed discussion regarding the Winter Break Closing Policy in the Benefits Committee. The Staff Senate has been asked to consider a vote of support to have the issue discussed in CSPA and to determine if it will be pursued through the governance process. Information will be reported to the Board as appropriate.

*Budget Reductions and Potential Layoffs* – Much speculation is surfacing concerning budget cuts to the University and the potential for layoffs as a result. The staff is aware that, until the Governor informs the University administration of the full impact of budget cuts, there is no information to

share. The staff requests that the administration share budget information as soon as it is practical to do so, and if feasible, to solicit staff input as to how budget cuts are addressed.

Staff Development: In tight budget times, staff development is very critical. Fewer employees are being asked to do more, with fewer resources. The need for low or no cost training/education opportunities to develop additional skills is critical and should be a priority.

**Thank you for your attention.**

**Are there any questions?**

**This concludes my report.**

Remarks made during the BOV Meeting  
Gary L. Long  
President, Faculty Senate of Virginia Tech  
August 30, 2009

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Thank you Mr. Rector. Good afternoon ladies and gentlemen.

For more than 25 years, I have spent most of my time working here at our University in the Department of Chemistry. In my recent work in the Faculty Senate as a Senator, Vice President, and now President, a whole new understanding of the workings of our University has opened up for me. The advice of past Presidents Hardus Odendall and Kerry Redican has been most beneficial to me on the role that the Faculty Senate plays in university governance. I have learned it is not a simple matter, but I can assure you that it is one that I and my fellow Senators take very seriously.

I am pleased to report to you the Vice President of the Faculty Senate for this academic year is Michael Ellerbrock. He is a professor in College of Agricultural and Life Sciences. Prior to coming to Virginia Tech in 1992, he was the assistant vice president for Academic Affairs at East Texas State University. This year, he will chair the Commission of Faculty Affairs.

The Faculty Senate is preparing for another year. Our first meeting will be next Tuesday evening. The Senate will have monthly meetings to discuss issues of concern to our faculty. The Vice President, the Past President, and I will meet each month with President Steger and Provost McNamee to relay the finding of the Senate's discussions and offer our advice.

There are several items of interest, not budget related, that the Faculty Senate will work on this year. They will include, but are not limited to:

- Faculty Work Life Survey (review the results from April 2009 survey).
- Faculty Mentoring Initiatives (review the results from workshops in October 2008 and September 2009).

- EFARS, electronic faculty activity report.
- Promotion and Tenure issues (as related to current issues affecting faculty).
- Transparency between colleges and departments.

However, the matter of the university budget will consume a majority of the time and effort of the Faculty Senate. When the university does learn the extent of the budget cuts, I expect the Faculty Senate to have a voice in matters that impact the faculty; specifically, if the cuts may result in the reorganization of departments/units and the reduction in the faculty workforce.

Therefore, I say to you the Faculty Senate stands ready to offer advice and recommendations to our administration on fiscal matters as they relate to our faculty. I will strive to present this Board, with the best of my abilities, the voice of our faculty on these and other matters.

## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, Professor Ronald W. Daniel has faithfully served Virginia Tech with distinction for 32 years in the College of Architecture and Urban Studies and as associate provost for undergraduate education; and

**WHEREAS**, his contributions to undergraduate design education have been recognized with a number of awards at the college and national levels; and

**WHEREAS**, Professor Daniel's creative scholarship built on collaborations with students and resulted in animated films and multimedia productions that have been shown and recognized nationally and internationally; and

**WHEREAS**, Professor Daniel participated in a wide range of department, college and university service, serving as chair of the Foundation Architecture Program for over eight years, department head for four years, and as a faculty leader in undergraduate curriculum matters; and

**WHEREAS**, Professor Daniel took great interest in education abroad, accompanying students on European study tours, overseeing the Center for European Studies and Architecture in Riva San Vitale, Switzerland for a period of time, and advocating for international student experiences; and

**WHEREAS**, Professor Daniel initiated and championed the university's Common Book project, inviting authors to campus and engaging faculty members and students in university-wide discussions to strengthen a shared intellectual community; and

**WHEREAS**, under his leadership, the Core Curriculum was reviewed and revitalized, resulting in the Curriculum for Liberal Education, a vital component of undergraduate education at Virginia Tech;

**WHEREAS**, as associate provost, Professor Daniel found special satisfaction in providing leadership to the Undergraduate Honor System, to promote the highest possible standards of intellectual and scholarly conduct within the academic community;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognizes Professor Ronald Daniel for his service to the university with the title of Associate Provost and Professor Emeritus of Architecture.

### **RECOMMENDATION:**

That the above resolution recommending Professor Ronald W. Daniel for emeritus status be approved.

August 31, 2009

## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, Professor Robert Fields has faithfully served Virginia Tech with distinction for 33 years in the College of Architecture and Urban Studies beginning in 1976; and

**WHEREAS**, as a professor of Visual Communication Design, within the School of Visual Arts, he provided years of dedicated service to the development of the illustration and graphic design program, contributing his expertise in creative art direction, and collaborating on various curriculum revisions; and

**WHEREAS**, he contributed to the creative scholarship and research mission of the university by receiving the National Endowment of the Arts and Virginia Commission for the Arts grant awards for super graphic illustrative mural design. He was also named recipient of a university ASPIRES grant to develop animation and virtual graphics, a Best in Show award at the Carillion Gallery National Exhibition in Fort Worth Texas, the Rocky Mountain National Watermedia Competition: Quaintance Award, and served as faculty design team leader with the 1999 Papa Johns visual branding sponsored program project; and

**WHEREAS**, he served as the program chair for the Graphic Design Program and as associate creative director with the Visual Design Studio VDS4 since its inception in 2001; he worked with the Art Museum of Western Virginia to help develop their website and branding; and

**WHEREAS**, Professor Fields has won citations and awards for his design direction for the American Institute of Graphic Arts (AIGA), and the American Advertisement Federation (ADDY) both on a national and regional level. His students have won national and regional awards in art and design competition, and been featured and published in *Graphis*, *How*, and *Print* magazines; and

**WHEREAS**, he has contributed substantially to the integration of a corporate alumni networking relationship. He developed the Visual Communication Design senior capstone course in which four to five professional designers present and provide portfolio critiques to graduating seniors, many of whom receive employment opportunities from these alumni professionals and corporate affiliates; and

**WHEREAS**, he has provided leadership and contributions to the art and design profession as a member of the Society of Watercolor Artist, Southeastern Arts Association, and the Advertising Ad Federation;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognizes Professor Robert Fields for his service to the university with the title of Professor Emeritus of Art & Design.

### **RECOMMENDATION:**

That the above resolution recommending Professor Robert Fields for emeritus status be approved.

August 31, 2009

## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, Dr. Dennis J. Kilper has faithfully served Virginia Tech with distinction for 34 years in the College of Architecture and Urban Studies, beginning in 1975; and

**WHEREAS**, as a professor of architecture within the School of Architecture and Design, he has provided years of dedicated service; and

**WHEREAS**, Dr. Kilper provided effective leadership while serving as co-chairman of the Undergraduate Architecture Program and chair of the Graduate Program in Architecture, instituting a number of significant academic initiatives, including specialized courses in building systems, computer simulations, and technical case study; and

**WHEREAS**, he has been a dedicated and beloved teacher and advisor for countless undergraduate and graduate students helping them to achieve their career goals and to contribute to their profession; he received the College of Architecture and Urban Studies highest honor for teaching and the Award for Teaching Excellence on two occasions; and

**WHEREAS**, he has contributed substantially to the development of the Ph.D. program in the College of Architecture and Urban Studies; and

**WHEREAS**, Dr. Kilper has contributed to the advancement of the profession of architecture and the reputation of the program of architecture at Virginia Tech through the high quality of his architectural work and has been recognized with three honor awards and one merit award from the Virginia Society of the American Institute of Architects; and

**WHEREAS**, he contributed significantly to the pedagogical mission of the Architecture Studio at the Center for European Studies and Architecture in Riva San Vitale, Switzerland; and

**WHEREAS**, the high quality of his teaching and academic leadership was recognized with appointment as the first recipient of the T.A. Carter Professorship of Architecture;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognizes Dr. Dennis J. Kilper for his service to the university with the title of T.A. Carter Professor Emeritus of Architecture.

### **RECOMMENDATION:**

That the above resolution recommending Dr. Dennis J. Kilper for emeritus status be approved.

August 31, 2009

## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, Dr. James S. Thorp faithfully served Virginia Tech with distinction for five years in the College of Engineering, beginning in 2004; and

**WHEREAS**, as a member of the faculty in the Bradley Department of Electrical and Computer Engineering (ECE) he served as the Hugh P. and Ethel C. Kelly Professor and as department head, and graduated more than 40 Ph.D. students. He has authored more than 200 publications and holds two U.S. patents, and has been involved in research while at Virginia Tech in excess of several million dollars; and

**WHEREAS**, he was a preeminent trailblazer in the field of electric power and made significant contributions in research on advances that strengthen the electric utility industry's ability to prevent power grid blackouts, or to make them easier to recover from and less intense; and

**WHEREAS**, he received the 2008 Benjamin Franklin Medal in Electrical Engineering, presented by The Franklin Institute which now includes Thorp in its list of the greatest men and women of science, engineering, and technology, joining the ranks of Albert Einstein, Thomas Edison, Orville Wright, Marie and Pierre Curie, and Jane Goodall, previous Franklin Medal recipients; and

**WHEREAS**, he is a member of the National Academy of Engineering for contributions to the development of digital techniques for power system protection, monitoring, and control; and

**WHEREAS**, he served in a number of international professional technical societies, including being elected a Fellow of the Institute of Electronic and Electrical Engineers (IEEE) for contributions to the development of digital techniques for power system protection. He received the 2001 Power Engineering Society Career Service Award and the 2006 IEEE Outstanding Power Engineering Educator Award;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognizes Dr. James S. Thorp for his service to the university with the title of Hugh P. and Ethel C. Kelly Professor Emeritus of Electrical and Computer Engineering.

### **RECOMMENDATION:**

That the above resolution recommending Dr. James S. Thorp for emeritus status be approved.

August 31, 2009

## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, Dr. Joseph C. Wang has faithfully served Virginia Tech with distinction for 44 years in the College of Architecture and Urban Studies, beginning in September 1965; and

**WHEREAS**, as a professor of the architecture program, within the School of Architecture and Design, he has provided years of dedicated service; and

**WHEREAS**, Dr. Wang has provided effective leadership while serving as chairman of the graduate program in architecture; and

**WHEREAS**, he has provided effective administrative service while serving as Assistant Dean for Academic Affairs; and

**WHEREAS**, he has been a dedicated and beloved teacher and advisor for countless undergraduate and graduate students helping them to achieve their career goals and encouraging them to contribute to their profession; and

**WHEREAS**, he has contributed substantially to the development of the Ph.D. program in the College of Architecture and Urban Studies; and

**WHEREAS**, Dr. Wang has contributed to the advancement of scholarship in the field of Chinese culture, and, in particular, the design and development of Chinese gardens; his contributions have been recognized as a Winterthur Fellow and grant recipient from the Graham Foundation for Advanced Studies in the Fine Arts, and, in 1998, he received the Distinguished Scholarship Award from the College of Architecture and Urban Studies; and

**WHEREAS**, he contributed significantly to the cultural exchange between Virginia Tech and China through his scholarship, his support of visiting scholars, his work as an experienced and trusted advisor for Chinese undergraduate and graduate students;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognizes Dr. Joseph C. Wang for his service to the university with the title of Professor Emeritus of Architecture.

### **RECOMMENDATION:**

That the above resolution recommending Dr. Joseph C. Wang for emeritus status be approved.

August 31, 2009

## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, Dr. Robert D. Wright has faithfully served Virginia Tech with distinction for 36 years in the College of Agricultural and Life Sciences, beginning in 1973; and

**WHEREAS**, as head of the Department of Horticulture from 1989-2000, he successfully guided the department through major changes in its curriculum organization; and

**WHEREAS**, as head of the Department of Horticulture he recruited many outstanding faculty and fostered the development of a new departmental research emphasis in molecular biology; and

**WHEREAS**, he contributed significantly to the knowledge of plant production in containers through a lifetime of scholarly research that led to the publication of numerous research papers, reviews, and book chapters; and

**WHEREAS**, Dr. Wright guided six students to the successful completion of the Ph.D. in horticulture, and nineteen students to the completion of the M.S. in horticulture; and

**WHEREAS**, as a dedicated teacher he introduced hundreds of students to the principles and techniques of the production and sale of nursery crops in the class HORT 4669; and

**WHEREAS**, he has provided many years of dedicated service to the scientific community and to the nursery industry of the Commonwealth of Virginia through his innovative research in the nutrition of container crops and sustainable container substrates; and

**WHEREAS**, his innovative, yet easy-to-use method of monitoring container substrate nutrition, better known as the "Virginia Tech Pour-Through Method" revolutionized the science of container plant production and is used by nursery growers all around the world; and

**WHEREAS**, his positive effect on the vitality of Virginia's nursery industry was recently recognized in the "Applied Researcher of the Year" award by the College of Agriculture and Life Sciences;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognizes Dr. Robert D. Wright for his service to the university with the title of Professor Emeritus of Horticulture.

### **RECOMMENDATION:**

That the above resolution recommending Dr. Robert D. Wright for emeritus status be approved.

August 31, 2009

## **RESOLUTION FOR POSTHUMOUS EMERITUS STATUS**

**WHEREAS**, Dr. Lucian W. Zelazny faithfully served Virginia Tech with distinction for 33 years in the College of Agriculture and Life Sciences, beginning in 1976; and

**WHEREAS**, as a member of the faculty in the Department of Crop and Soil Environmental Sciences, he was a dedicated teacher of soil mineralogy and soil chemistry; and

**WHEREAS**, he served as the Thomas B. Hutcheson Endowed Professor of Soil Science for over 10 years; and

**WHEREAS**, he advised and counseled numerous graduate students during his career, serving as the graduate advisor for 15 masters and over 20 doctoral students and served as a committee member for more than 100 additional graduate students; and

**WHEREAS**, because of their academic and research achievements, seven of these graduate students received the Virginia Tech Sigma Xi Research Award for outstanding doctoral candidates, three also received the campus Gamma Sigma Delta Graduate Dissertation Award, and four received the departmental C. I. Rich Scholarship; and

**WHEREAS**, he made many significant research contributions in the areas of soil surface chemistry and mineralogy and co-authored over 300 scholarly publications, including more than 100 refereed journal articles, 19 book chapters, plus monographs, abstracts, reviewed proceedings, and conference publications; and

**WHEREAS**, he received numerous professional honors and awards including Fellow of the Soil Science Society of America, Fellow of the American Society of Agronomy, and Fellow of the Clays and Clay Minerals Society;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors posthumously recognizes Dr. Lucian W. Zelazny for his service to the university with the title of Thomas B. Hutcheson Professor Emeritus of Crop and Soil Environmental Sciences.

### **RECOMMENDATION:**

That the above resolution recommending Dr. Lucian W. Zelazny for emeritus status be approved.

August 31, 2009

**FACULTY LEAVES, 2009 – 2010**

Virginia Tech's program of professional development for tenured faculty members provides two kinds of opportunities: study-research leaves at one-half salary for up to one year and one-semester research assignments at full salary.

***The following faculty member is requesting research assignment for fall 2009:***

**Cynthia M. Wood**, Associate Professor, Department of Animal and Poultry Sciences, to participate in training needed to initiate an applied research program in swine management at Virginia Tech that focuses on behavioral issues associated with housing, nutrition, reproduction and other factors of concern to the Virginia swine industry. Research will be conducted in the United Kingdom and Europe, both of which operate under more strict animal well-being regulations than are currently in place in the United States.

***The following faculty member is requesting research assignment for spring 2010:***

**Michael J. Ellerbrock**, Professor, Department of Agriculture and Applied Economics, to participate in Shipboard Education Semester-at-Sea program teaching sustainability issues and meeting with environmental scholars and natural resource managers in Mexico, Hawaii, Japan, China, Vietnam, India, Mauritius, South Africa, Brazil, and Puerto Rico. Participation is expected to significantly enrich teaching and outreach programs in environmental economics and policy, global sustainable development, and strategies for conflict resolution.

**RECOMMENDATION:**

That the above study-research leave and research assignments be approved as requested.

August 31, 2009

**ENDOWED PROFESSORSHIP**  
**The William Cross Endowment in Mechanical Engineering**

The William S. Cross Professorship in the College of Engineering was established in 1984 by a generous gift from William S. Cross Jr.

Dr. Kenneth S. Ball, head of the Department of Mechanical Engineering, has nominated Dr. Danesh K. Tafti to this endowed position, concurring with the recommendations of the Mechanical Engineering Honorifics Committee.

Dr. Tafti began his academic career at Virginia Tech as an associate professor of mechanical engineering in 2002. He was awarded tenure in 2006, and promoted to the rank of professor in 2008. Since August 2008, he has served as chair of the mechanical engineering department's Promotion and Tenure Committee. He previously was a senior research scientist at the National Center for Supercomputing Applications (NCSA). Dr. Tafti's research has resulted in the development of new computational tools for high-fidelity predictions of thermal-fluid systems in the realm of energy and power. He has worked extensively with fluid power systems, including gas turbines, rocket motors, micro-air vehicles, and auxiliary systems such as automotive and aerospace heat exchangers, which are critical components of fluid power generation systems. Dr. Tafti has garnered over \$7,800,000 in funding while at Virginia Tech from a variety of sources, including the National Science Foundation (NSF), Department of Energy (DOE), Army Research Office (ARO), Air Force Research Laboratory (AFRL), and private industry. He has 62 refereed journal publications and 79 refereed conference papers, and has presented 9 invited papers at conferences (including two keynote papers). He has graduated seven M.S. and six Ph.D. students at Virginia Tech, and is currently advising two M.S. and six Ph.D. students. Dr. Tafti is active in three professional societies: The American Society of Mechanical Engineers (ASME), The American Institute of Aeronautics and Astronautics (AIAA), and The American Physical Society (APS).

**RECOMMENDATION:**

That Dr. Danesh K. Tafti be appointed to the William Cross Professorship, effective August 10, 2009, with a salary supplement and an annual operating as provided by the endowment, and the eminent scholar match if available.

August 31, 2009

**ENDOWED PROFESSORSHIP**  
**The Grant A. Dove Professorship in Electrical and Computer Engineering**

The Grant A. Dove Professorship in the College of Engineering was established in November 2004 by a generous gift from Comcast, Inc. to recognize the contributions of Dr. Dove, a member of their board of directors.

Dr. Richard Benson, Dean of the College of Engineering has nominated Professor Yue Joseph Wang to this endowed position, concurring with the recommendations of the Bradley Department of Electrical and Computer Engineering Honorifics Committee and the College of Engineering Honorifics Committee.

Dr. Wang joined the Virginia Tech Bradley Department of Electrical and Computer Engineering in 2003 as an associate professor, and was promoted to professor in 2006. He is a core faculty member in the Virginia Tech School of Biomedical Engineering and Sciences, and is director of the Virginia Tech Computational Bioinformatics and Bio-Imaging Laboratory.

Dr. Wang has a long and consistent record of research funding. His major contribution is to machine learning and statistical signal processing in exploring high-dimensional data space for cancer research. His recent work has consisted of identifying biomarkers that can differentiate between aggressive and slow growing cancers. He has been PI or Co-PI of 18 projects, with personal responsibility for approximately \$7.6 million.

Dr. Wang has supervised four Ph.D. and five M.S. students and has trained three postdoctoral fellows since joining Virginia Tech. He has authored or coauthored 54 publications in refereed journals, 53 refereed conference publications accepted on the basis of a full paper review, 43 conference papers accepted on the basis of an abstract review, and has written six books and/or book chapters. He is currently supervising ten Ph.D. and three M.S. students. He also holds a patent for "independent component imaging."

Dr. Wang was an elected Fellow of the American Institute for Medical and Biological Engineering (AIMBE) in 2004. He was named Alumnus of the Year in Engineering and Information Technology by the University of Maryland Graduate School in 2005 and received the Virginia Tech Dean's Award for Excellence in Research in 2006. In addition to serving as associate editor for several professional publications, Dr. Wang has served as a member of several technical and program committees for international conferences as well as panel reviewer for several National Institutes of Health programs, the Department of Defense Congressional Directed Medical Research Program and the National Science Foundation Development of Novel Technologies for In-Vivo Imaging Program. He has been an invited speaker to many universities and government agencies.

**RECOMMENDATION:**

That Dr. Yue Joseph Wang be appointed the Grant A. Dove Professor of Electrical and Computer Engineering, effective August 10, 2009, with a salary supplement as provided by the endowment and the eminent scholar match if available.

August 31, 2009

**RESOLUTION ON NAMING THE BIOMECHANICS RESEARCH LABORATORY  
IN 208 NORRIS HALL FOR KEVIN P. GRANATA**

**WHEREAS**, Dr. Kevin P. Granata was a faculty member in the Department of Engineering Science and Mechanics until his tragic death in Norris Hall on April 16, 2007; and

**WHEREAS**, Dr. Granata was considered an elite researcher among his professional peers, having been awarded numerous grants from the National Institutes of Health, published many articles in the most prestigious journals of his field, and recognized for the superb quality of his research including the College of Engineering Dean's Award for Excellence in Research, and being named a Faculty Fellow by the College of Engineering Dean; and

**WHEREAS**, Dr. Granata was co-Director of the Musculoskeletal Biomechanics Laboratory and had a profound impact on the students and collaborating faculty in this laboratory both personally and professionally; and

**WHEREAS**, the faculty, staff and students of the Department Engineering Science and Mechanics wish to forever remember and honor the legacy of our fallen colleague;

**NOW, THEREFORE, BE IT RESOLVED**, that as an enduring tribute to our colleague, Dr. Kevin P. Granata, the new Biomechanics Research Laboratory in 208 Norris Hall will be named the Kevin P. Granata Biomechanics Laboratory.

**RECOMMENDATION:**

That the above resolution naming the Kevin P. Granata Biomechanics Laboratory be approved.

August 31, 2009

**RESOLUTION ON NAMING THE STRUCTURAL ENGINEERING LABORATORY  
IN THE COLLEGE OF ENGINEERING FOR THOMAS M. MURRAY**

**WHEREAS**, Thomas M. Murray, a member of the Virginia Tech Faculty from 1987 through 2008, was recruited as the inaugural Montague-Betts Professor of Structural Steel Design to establish an experimental structural engineering program and to design and oversee the construction of what would be one of the largest structural engineering laboratories in the United States; and

**WHEREAS**, Dr. Murray has, through work at the Structural Engineering Laboratory at Plantation Road, established himself as the pre-eminent authority on the subject of floor vibration response due to human occupants in steel framed buildings. Additionally, his work in the areas of moment end-plate connections and pre-engineered metal building roof systems have brought national and international recognition to the laboratory, the Via Department of Civil and Environmental Engineering, and the University; and

**WHEREAS**, Professor Murray has attained national distinction for his research and professional service conducted at Virginia Tech as evidenced by his election to the National Academy of Engineering, his receipt of the American Institute of Steel Construction Lifetime Achievement Award and receipt of the AISC T.R. Higgins Lectureship Award. Further, Dr. Murray has served the profession with distinction through his many professional service activities including serving as a member of the AISC Committee on Specifications, the AISC Committee on Manuals, Textbooks and Codes and the American Iron and Steel Institute Committee on Specifications;

**NOW, THEREFORE, BE IT RESOLVED** that, as a lasting tribute to Thomas M. Murray and in honor of the numerous generous gifts made by former and current colleagues, students, friends and family wishing to honor the collective contributions made by Professor Murray, this laboratory be named the Thomas M. Murray Structural Engineering Laboratory.

**RECOMMENDATION:**

That the above resolution naming the Thomas M. Murray Structural Engineering Laboratory at the Plantation Road Research Facility be approved.

August 31, 2009

**RESOLUTION ON NAMING A LOCKER IN THE WOMEN'S BASKETBALL TEAM  
LOCKER ROOM FOR MARGARET GRACE HANSON**

**WHEREAS**, Ted and Linda Hanson have a passion for Virginia Tech Athletics, Virginia Tech basketball, and have been long-time season basketball ticket holders; and

**WHEREAS**, Ted ('91) and Linda ('89) are both graduates of Virginia Tech's Pamplin College of Business in Accounting and Management, respectively; and

**WHEREAS**, Ted's company, Apex Systems and their principals, have been major supporters of Virginia Tech Athletics and a number of major capital projects such as Lane Stadium's South End Zone, the West Side Expansion, and the new basketball practice facility; and

**WHEREAS**, Ted and Apex Systems have been significant sponsors of Virginia Tech Athletics through ISP Sports and the Richmond Hokie Club; and

**WHEREAS**, Ted and Linda Hanson are major donors to the Virginia Tech Athletic Fund having given over \$85,000 and having pledged \$100,000 over their lifetimes; and

**WHEREAS**, Ted and Linda have contributed a major gift to the construction of the clubhouse at the Pete Dye River Course at Virginia Tech, and

**WHEREAS**, Ted and Linda have pledged \$25,000 to Virginia Tech Athletics and the new basketball practice facility in support of both men's and women's basketball;

**NOW, THEREFORE, BE IT RESOLVED**, that in appreciation to Ted and Linda Hanson for their generosity towards Virginia Tech and the Department of Athletics, that a locker in the women's basketball team locker room in the new basketball practice facility be named The Margaret Grace Hanson Locker, in honor of their daughter, Grace.

**RECOMMENDATION:**

That the above resolution naming the Margaret Grace Hanson Locker be approved.

August 31, 2009

**RESOLUTION ON NAMING THE EDITING AND FILM ROOM IN THE WOMEN'S  
BASKETBALL SUITE IN THE BASKETBALL PRACTICE FACILITY  
FOR DODD AND SOPHIA HARVEY**

**WHEREAS**, Dodd and Sophia Harvey have been faithful members of the Virginia Tech Athletic Fund and to Virginia Tech Athletics; and

**WHEREAS**, Dodd Harvey is a 1985 Finance graduate of the Pamplin College of Business and Sophia Harvey is a 1986 Elementary Education graduate of the College of Liberal Arts and Human Sciences; and

**WHEREAS**, Dodd Harvey has been a loyal member to the Lynchburg Hokie Club serving in numerous capacities including Lynchburg Hokie Club President; and

**WHEREAS**, Dodd and Sophia Harvey have pledged \$50,000 to Virginia Tech to benefit the Athletics Department for the new Basketball Practice Facility;

**NOW, THEREFORE, BE IT RESOLVED**, that in appreciation to Dodd and Sophia Harvey for their generosity and commitment to Virginia Tech athletics, the Editing and Film Room in the Women's Basketball Suite in the Basketball Practice Facility will be known as The Dodd and Sophia Harvey Editing and Film Room.

**RECOMMENDATION:**

That the above resolution naming the Dodd and Sophia Harvey Editing and Film Room be approved.

August 31, 2009

**RESOLUTION ON NAMING THE RECEPTION AREA IN THE WOMEN'S  
BASKETBALL SUITE IN THE BASKETBALL PRACTICE FACILITY  
FOR THE LYNCHBURG HOKIE CLUB**

**WHEREAS**, The Lynchburg Hokie Club and all of the Hokie Club members that comprise it have been faithful members of the Virginia Tech Athletic Fund and to Virginia Tech Athletics; and

**WHEREAS**, The Lynchburg Hokie Club actively participates in the Orange and Maroon Tour event, in addition to proudly hosting successful Hokie Club recruitment events in the Lynchburg area, effectively expanding its membership base; and

**WHEREAS**, The Lynchburg Hokie Club has pledged \$50,000 to Virginia Tech for the benefit of the Athletics Department for the new Basketball Practice Facility;

**NOW, THEREFORE, BE IT RESOLVED**, that in appreciation to the Lynchburg Hokie Club and all of the Hokie Club members that comprise it, the Reception Area in the Women's Basketball Suite in the Basketball Practice Facility will be known as The Lynchburg Hokie Club Reception Area.

**RECOMMENDATION:**

That the above resolution naming the Lynchburg Hokie Club Reception Area be approved.

August 31, 2009

**RESOLUTION ON NAMING THE MEN'S AND WOMEN'S BASKETBALL BALCONIES IN THE  
NEW BASKETBALL PRACTICE FACILITY FOR THE RICHMOND HOKIE CLUB**

**WHEREAS**, The Richmond Hokie Club has been a generous donor to Virginia Tech Athletics giving over \$482,000 to its various programs and scholarship funds; and

**WHEREAS**, The Richmond Hokie Club has endowed the Billy Moore athletic scholarship for the Athletics Department; and

**WHEREAS**, The Richmond Hokie Club has pledged \$100,000 to sponsor hole #17 to help fund construction of the new clubhouse at the Pete Dye River Course at Virginia Tech; and

**WHEREAS**, The Richmond Hokie Club has donated \$75,000 for the construction of the Merryman Athletic Center and the Waddey Harvey Defensive Line meeting room; and

**WHEREAS**, The Richmond Hokie Club has donated \$200,000 for the construction of the South End Zone addition to Lane Stadium; and

**WHEREAS**, The Richmond Hokie Club has donated funds for the scholarship fund for the April 16<sup>th</sup> tragedy; and

**WHEREAS**, The Richmond Hokie Club has made operational gifts in support of Virginia Tech's softball, wrestling, soccer, track & field, baseball, women's basketball, and golf programs, and other similar athletically related funds; and

**WHEREAS**, the Richmond Hokie Club has pledged \$150,000 to the new basketball practice facility;

**NOW, THEREFORE, BE IT RESOLVED**, that in appreciation to the Richmond Hokie Club for its generous support toward Virginia Tech and the Department of Athletics, our basketball programs and their major pledge towards the new basketball practice facility, that both the men's and women's balconies in the new facility will be named the Richmond Hokie Club Men's Basketball Balcony and Richmond Hokie Club Women's Basketball Balcony.

**RECOMMENDATION:**

That the above resolution naming the Richmond Hokie Club Men's and Women's Basketball Balconies be approved.

August 31, 2009

**RESOLUTION ON NAMING A LOCKER IN THE MEN'S BASKETBALL TEAM  
LOCKER ROOM FOR WILLIAM THEODORE HANSON**

**WHEREAS**, Ted and Linda Hanson have a passion for Virginia Tech Athletics, Virginia Tech basketball, and have been long-time season basketball ticket holders; and

**WHEREAS**, Ted ('91) and Linda ('89) are both graduates of Virginia Tech's Pamplin College of Business in Accounting and Management, respectively; and

**WHEREAS**, Ted's company, Apex Systems and their principals, have been major supporters of Virginia Tech Athletics, and a number of major capital projects such as Lane Stadium's South End zone, the West Side expansion, and the new basketball practice facility; and

**WHEREAS**, Ted and Apex Systems have been significant sponsors of Virginia Tech Athletics through ISP Sports and the Richmond Hokie Club; and

**WHEREAS**, Ted and Linda Hanson are major donors to the Virginia Tech Athletic Fund having given over \$85,000 and pledged \$100,000 over their lifetimes; and

**WHEREAS**, Ted and Linda have contributed a major gift to the construction of the clubhouse at the Pete Dye River Course at Virginia Tech, and

**WHEREAS**, Ted and Linda have pledged \$25,000 to Virginia Tech Athletics and the new basketball practice facility in support of both men's and women's basketball; and

**NOW, THEREFORE, BE IT RESOLVED**, that in appreciation to Ted and Linda Hanson for their generosity towards Virginia Tech and the Department of Athletics, that a locker in the men's basketball team locker room in the new basketball practice facility be named The William Theodore Hanson Locker, in honor of their son, Will.

**RECOMMENDATION:**

That the above resolution naming the William Theodore Hanson Locker be approved.

August 31, 2009

**RESOLUTION ON NAMING THE MEN'S ASSISTANT BASKETBALL COACH'S  
OFFICE IN THE NEW BASKETBALL PRACTICE FACILITY FOR CHARLES MOIR**

**WHEREAS**, Coach Charles R. Moir coached the Virginia Tech Men's Basketball team from 1976 to 1987; and

**WHEREAS**, Coach Charles Moir had a record of 213 wins and 119 losses during his tenure; and

**WHEREAS**, Coach Charles Moir has been inducted into the Virginia Tech Hall of Fame; and

**WHEREAS**, C. Bailey Dixon was an avid supporter of Virginia Tech athletics and the Men's Basketball program, and was a member of the Ut Prosim Society at the benefactor level; and

**WHEREAS**, John C. Dixon ('85), son of Bailey Dixon, graduated from the Pamplin College of Business and played basketball for Coach Charles Moir during his college career; and

**WHEREAS**, Coach Charles Moir made a tremendous impact on the lives of Bailey Dixon, John Dixon, and the Bailey Dixon family; and

**WHEREAS**, John Dixon has made a generous gift of \$100,000 to the New Basketball Practice Facility;

**NOW, THEREFORE, BE IT RESOLVED**, that in appreciation of John Dixon's generous support for the new Basketball Practice Facility and in honor of the legacy of Coach Charles Moir, that the Men's Assistant Basketball Coach's office be named The Coach Charles Moir Basketball Office, donated by the Bailey Dixon Family.

**RECOMMENDATION:**

That the above resolution naming the Coach Charles Moir Basketball Office be approved.

August 31, 2009

**RESOLUTION ON NAMING THE MEN'S BASKETBALL TEAM COACHES' LOCKER  
ROOM IN THE NEW BASKETBALL PRACTICE FACILITY  
FOR JEFF AND HARRIET PRICE**

**WHEREAS**, Jeff and Harriet Price have a passion for Virginia Tech Athletics, Virginia Tech basketball and have been long-time season basketball ticket holders; and

**WHEREAS**, Jeff and Harriet Price are in an elite group of supporters as Orange & Maroon Benefactors to the Virginia Tech Athletic Fund, having given over \$250,000; and

**WHEREAS**, Harriet Price is a 1985 graduate of Virginia Tech's Department of Accounting in the Pamplin College of Business; and

**WHEREAS**, Jeff and Harriet Price have given \$100,000 to sponsor hole #11 to help fund construction of the new clubhouse at the Pete Dye River Course at Virginia Tech; and

**WHEREAS**, Jeff and Harriet Price have given \$100,000 to Virginia Tech Athletics and the new basketball practice facility;

**NOW, THEREFORE, BE IT RESOLVED**, that in appreciation to Jeff and Harriet Price for their generosity towards Virginia Tech and the Department of Athletics, that the men's basketball coaches' locker room in the new basketball practice facility be named The Jeff and Harriet Price Locker Room.

**RECOMMENDATION:**

That the above resolution naming the Jeff and Harriet Price Locker Room be approved.

August 31, 2009

**RESOLUTION ON NAMING THE TUTORING ROOM IN STUDENT ATHLETE  
ACADEMIC SUPPORT SERVICES  
FOR CLARENCE "BUDDY" AND MADELINE POE**

**WHEREAS**, John F. Biagas has been an enthusiastic and loyal supporter of Virginia Tech and its athletic programs; and

**WHEREAS**, John F. Biagas has been a faithful member of the Virginia Tech Athletic Fund for nine years and has contributed over \$288,000 to the Campaign for Virginia Tech on behalf of the Department of Athletics, and has pledged \$50,000 for the Department of Athletics for the Jamerson Center Football Addition Facility; and

**WHEREAS**, John F. Biagas is a great friend to the university through participation in the Hackin' Hokies event and service on the Hampton Roads Regional Campaign Committee; and

**WHEREAS**, John F. Biagas would like to honor his father-in-law and mother-in-law, Clarence "Buddy" and Madeline Poe;

**NOW, THEREFORE, BE IT RESOLVED**, that in appreciation to John F. Biagas for his generosity toward Virginia Tech and the Department of Athletics, the Tutoring Room in the Student Athlete Academic Support Services area of the West Side of Lane Stadium will be known as The Clarence "Buddy" and Madeline Poe Room.

**RECOMMENDATION:**

That the above resolution naming the Clarence "Buddy" and Madeline Poe Room be approved.

August 31, 2009

## Faculty Personnel Changes Report

### FINANCE AND AUDIT COMMITTEE

**Quarter ending June 30, 2009**

The Faculty Personnel Changes Report includes new appointments and adjustments in salaries for the general faculty, including teaching and research faculty in the colleges for administrative and professional faculty that support the university including the library, extension, academic support, athletics, and administration. The report is organized by senior management area (college or vice presidential area).

Since the last Board meeting, the university has made the following faculty personnel appointments and salary adjustments:

Teaching and Research Faculty	
New Appointments with Tenure or Continued Appointment	1
New Appointments to Tenure-Track or Continued Appointment	0
New Appointments to Non-Tenure Track	0
Adjustments in Salary	24
Administrative and Professional Faculty	
New Appointments	2
Adjustments in Salary	14
Adjustments in Salary - Contractual Arrangement	1

### **RECOMMENDATION:**

That the Board ratify the Faculty Personnel Changes Report.

August 31, 2009

## FACULTY PERSONNEL CHANGES

August 30 - 31, 2009

### TEACHING AND RESEARCH FACULTY

#### *NEW APPOINTMENTS*

NAME	TITLE	DEPARTMENT	MONTHS	EFF DATE	ANNUAL RATE
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#### Engineering

Rodriguez-Marek, Adrian	Associate Professor - Tenured	Civil & Environmental Engineering	9	10-Aug-10	\$ 94,750
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### TEACHING AND RESEARCH FACULTY

#### *ADJUSTMENTS*

NAME	TITLE	DEPARTMENT	MONTHS	EFF DATE	ANNUAL RATE
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#### Agriculture and Life Sciences

Alwang, Jeffrey	Professor	Agriculture & Applied Economics	9	10-Aug-09	\$ 100,876
			9	10-Aug-09	\$ 105,920
Beal, Wilfred	Professor	Animal & Poultry Sciences	9	10-Aug-09	\$ 91,863
Bloomquist, Jeffrey	Professor	Entomology	9	10-Aug-09	\$ 108,500
			9	10-Aug-09	\$ 119,350
Denbow, Donald	Professor	Animal & Poultry Sciences	9	10-Aug-09	\$ 101,217
			9	10-Aug-09	\$ 106,278
Duncan, Susan	Professor	Food Science & Technology	9	10-Aug-09	\$ 88,246
Frisard, Madlyn	Assistant Professor	Human Nutrition Foods & Exercise	12	10-Apr-09	\$ 74,000
Greiner, Scott	Associate Professor	Animal & Poultry Sciences	9	10-Aug-09	\$ 82,182
			9	10-Aug-09	\$ 86,291
Jiang, Honglin	Associate Professor	Animal & Poultry Sciences	9	10-Aug-09	\$ 74,832
			9	10-Aug-09	\$ 78,573
			12	10-Aug-09	\$ 104,764

continued

**TEACHING AND RESEARCH FACULTY*****ADJUSTMENTS***

NAME	TITLE	DEPARTMENT	MONTHS	EFF DATE	ANNUAL RATE
<b><u>Agriculture and Life Sciences</u></b>					
Lewis, Ronald	Associate Professor	Animal & Poultry Sciences	9	10-Aug-09	\$ 88,909
			9	10-Aug-09	\$ 93,354
			10	10-Aug-09	\$ 103,727
Marcy, Joseph	Department Head	Food Science & Technology	12	4-May-09	\$ 130,213
McCann, Mark	Professor	Animal & Poultry Sciences	12	1-Jun-09	\$ 146,771
			9	10-Aug-09	\$ 134,655
			9	10-Aug-09	\$ 140,713
McElroy, Audrey	Associate Professor	Animal & Poultry Sciences	9	10-Aug-09	\$ 85,353
			9	10-Aug-09	\$ 89,620
Notter, David	Professor	Animal & Poultry Sciences	9	10-Aug-09	\$ 102,884
			9	10-Aug-09	\$ 108,029
			10	10-Aug-09	\$ 120,032
Okumoto, Sakiko	Assistant Professor	Plant Pathology, Physiology & Weed Science	9	10-Aug-09	\$ 63,636
			9	10-Aug-09	\$ 68,000
Peterson, Everett	Associate Professor	Agriculture & Applied Economics	9	10-Aug-09	\$ 71,146
			9	10-Aug-09	\$ 74,704
Rudd, Rickie	Professor	Virginia Cooperative Extension	12	10-Jun-09	\$ 156,978
Schmale, David	Assistant Professor	Plant Pathology, Physiology & Weed Science	9	10-Aug-09	\$ 70,768
			9	10-Aug-09	\$ 77,845
Sharakhov, Igor	Assistant Professor	Entomology	9	10-Aug-09	\$ 60,593
			9	10-Aug-09	\$ 66,652
Wood, Cynthia	Associate Professor	Animal & Poultry Sciences	9	10-Aug-09	\$ 77,454
Wong, Eric	Professor	Animal & Poultry Sciences	9	10-Aug-09	\$ 105,894
			9	10-Aug-09	\$ 111,643

continued

**TEACHING AND RESEARCH FACULTY*****ADJUSTMENTS***

NAME	TITLE	DEPARTMENT	MONTHS	EFF DATE	ANNUAL RATE
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**Architecture & Urban Studies**

Randolph, John	Professor	School of Public & International Policy	9	10-Aug-09	\$ 144,021
			9	10-Aug-09	\$ 139,021
			9	10-Aug-09	\$ 149,021

**Engineering**

Adel, Gregory	Professor & Department Head	Mining & Minerals Engineering	12	25-Apr-09	\$ 180,000
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**Liberal Arts & Human Sciences**

Jarrott, Shannon	Associate Professor & Department Head	Human Development	12	10-Apr-09	\$ 97,014
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**Natural Resources**

Alavalapati, Janaki	Professor & Department Head	Forestry	12	1-Jan-09	\$ 143,500
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**ADMINISTRATIVE AND PROFESSIONAL*****NEW APPOINTMENTS***

NAME	TITLE	DEPARTMENT	MONTHS	EFF DATE	ANNUAL RATE
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**President**

Courtney, William	Assistant Coach, Men's Basketball	Athletics	12	12-Jun-09	\$ 135,000
Evans, Megan	Coordinator of Strength/Conditioning, Olympic Sports	Athletics	12	25-Jun-09	\$ 38,000

**ADMINISTRATIVE AND PROFESSIONAL*****ADJUSTMENTS***

NAME	TITLE	DEPARTMENT	MONTHS	EFF DATE	ANNUAL RATE
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**Agriculture and Life Sciences**

Sumner, Susan	Associate Dean, Academic Programs	CALS, Academic Programs	12	4-May-09	\$ 143,623
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**Dean of Libraries**

O'Brien, Leslie	Director Technical Services & Collection Management	University Libraries	12	25-Jun-09	\$ 95,000
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**President**

Brizendine, Michael	Head Coach, Men's Soccer	Athletics	12	25-Jun-09	\$ 65,000
Doyle, Kevin	Assistant Coach, Men's Soccer	Athletics	12	25-Jun-09	\$ 45,000
Gambino, Michael	Assistant Baseball Coach	Athletics	12	25-Jul-09	\$ 58,823
Hughes, Peter	Head Baseball Coach	Athletics	12	1-Jul-09	\$ 118,589
			12	1-Jul-09	\$ 136,000
Jackson, David	Director of Strength/Conditioning, Basketball Programs	Athletics	12	25-Jun-09	\$ 65,000

continued

**ADMINISTRATIVE AND PROFESSIONAL****ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	MONTHS	EFF DATE	ANNUAL RATE
<b><u>President</u></b>					
Johnson, James	Assistant Coach, Men's Basketball	Athletics	12	25-Jun-09	\$ 115,000
Locklin, Bert	Director of Compliance	Athletics	12	25-Jun-09	\$ 49,719
Turgeon, David	Associate Head Baseball Coach	Athletics	12	25-Jul-09	\$ 77,383
<b><u>Vice President for Development &amp; University Relations</u></b>					
Orzolek, Jennifer	Director of Development College of Science	University Development	12	1-Jun-09	\$ 87,500
Troppmann, Amy	Associate Director of Development for the Equine Medical Center	University Development	12	1-May-09	\$ 60,500
<b><u>Vice President &amp; Dean for Undergraduate Education</u></b>					
Rawlings, Kelly	Associate Director	Undergraduate Admissions	12	5-May-09	\$ 58,000
<b><u>Vice President for Research</u></b>					
Tranter, Elizabeth	Chief of Staff	Research/Interdisciplinary Programs Administration	12	25-May-09	\$ 70,000

**2009 NCAA MEN'S AND WOMEN'S OUTDOOR  
TRACK AND FIELD CHAMPIONSHIP BONUS RECOMMENDATIONS**

The Virginia Tech Men's and Women's Outdoor Track and Field teams, represented by four men and five women, competed in the 2009 NCAA Track and Field Championships held in Fayetteville, Arkansas on June 10-13, 2009. Both squads earned top-20 finishes and one athlete won a national championship in the men's hammer throw event. The Hokie women earned 12<sup>th</sup> place at the national meet, which marked the highest finish by the women's squad in its history at the outdoor event, while the Hokie men finished 16<sup>th</sup>.

In recognition of their dedication and accomplishments, the University proposes to reward the coaches of the track and field program, as well as the volunteer coach. The recommendation for payment of these bonuses is in accordance with the university's post season play bonus policy, and is consistent with prior practice for awarding bonuses for coaching in this sport. These bonuses are one-time awards and do not affect base salaries. All bonuses are funded from the Athletic Department budget for post-season play.

RECOMMENDATION: That the recommended bonuses for coaches of the track and field program be approved. This action is consistent with the university bonus policy and procedure statement for athletic sporting events.

August 31, 2009

**2009 NCAA MEN'S AND WOMEN'S OUTDOOR  
TRACK AND FIELD CHAMPIONSHIP BONUS RECOMMENDATIONS**

	<u>Title</u>	<u>Bonus Amount</u>
Cianelli, Dave	Director of Track and Field and Cross Country Program / Head Coach	\$ 9,500
Jack, Greg	Associate Head Men's Track and Field Coach	5,500
Daux, Emmanuel	Sprints, Hurdles and Jumps Coach	4,000
Thomas, Ben	Head Cross Country / Distance Coach	4,000
Vidt, Stacey	Assistant Cross Country / Distance Coach	4,000
Phillips, Robert H.	Volunteer Coach, Men's and Women's Track and Field	<u>4,000</u>
		\$31,000

*NOTE: The recommendation for payment of these bonuses is in accordance with the university's post season play bonus policy, and is consistent with prior practice for awarding bonuses for coaching in this sport.*

## **2009 NCAA MEN'S SWIMMING CHAMPIONSHIP BONUS RECOMMENDATIONS**

The Virginia Tech Men's Swimming team participated in the NCAA Championships on March 25-28 in College Station, Texas. The Hokies were represented by two team members competing in individual events. Tech junior Mikey McDonald competed in the platform dive and the 1- and 3- meter events, while freshman Charlie Higgins competed in the 100 and 200 back events. The Hokies concluded championship competition posting in 36<sup>th</sup> place and scored 4.5 points.

In recognition of their dedication and accomplishments, the University proposes to reward the coaches of the men's swimming program, as well as the volunteer coach. The recommendation for payment of these bonuses is in accordance with the university's post season play bonus policy and is consistent with prior practice for awarding bonuses for coaching in this sport. These bonuses are one-time awards and do not affect base salaries. Funds for the bonuses are budgeted within the Athletic Department's budget for post-season play.

RECOMMENDATION: That the recommended bonuses for coaches of the swimming program be approved. The recommendation for payment of bonuses is in accordance with the university's post season play bonus policy and is consistent with prior practice for awarding bonuses for coaching in this sport.

August 31, 2009

**2009 NCAA MEN'S SWIMMING CHAMPIONSHIP  
BONUS RECOMMENDATIONS**

	<u>Title</u>	<u>Bonus Amount</u>
Borendame, Genevieve	Assistant Swim Coach	\$ 1,000
Holloway, Braden	Associate Head Swim Coach	1,000
Piemonte, Ron	Diving Coach	1,000
Skinner, Ned	Head Coach	2,000
Dillon, Lauren	Volunteer Coach	<u>1,000</u>
		\$ 6,000

*NOTE: The recommendation for payment of these bonuses is in accordance with the university's post season play bonus policy and is consistent with prior practice for awarding bonuses for coaching in this sport.*