

# Virginia Tech Board of Visitors Meeting

## June 2-3, 2013

### Minutes

- A. **Minutes:** June 2, 2013, Information Session
- B. **Minutes:** Academic Affairs Committee
- C. **Resolution:** Discontinuance of the B.A. Degree in Interdisciplinary Studies
- D. **Resolution:** Approval of the Master of Arts in Education Degree in Higher Education
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- G. **Resolution:** Approval of the Bachelor of Science Degree in Packaging Systems and Design
- H. **Resolution:** Approval of the Bachelor of Science Degree in Fish and Wildlife Conservation
- I. **Resolution:** Approval of the Doctor of Philosophy Degree in Translational Biology, Medicine, and Health
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- K. **Resolution:** Authorizing the Demolition of University Building Rasche Hall
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- M. **Minutes:** Finance and Audit Committee
- N. **Resolution:** Approval of the Year-to-Date Financial Performance Report (July 1, 2012 - March 31, 2013)
- O. **Resolution:** Approval of the 2013-2014 Faculty Compensation Plan
- P. **Resolution:** Approval of the 2013-2014 University Budgets: Operating and Capital, Hotel Roanoke Conference Center Commission, and Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences
- Q. **Resolution:** Approval of the 2013-2014 Auxiliary Systems Budget: Dormitory and Dining Hall System, Electric Service System, University Service System, and Intercollegiate Athletics System
- R. **Resolution:** Approval of the 2013-2014 Pratt Fund Budgets Proposal
- S. **Resolution:** Approval of Capital Lease for Dairy Center Relocation
- T. **Resolution:** Amendment of University Policy 1025: Anti-Discrimination and Harassment Prevention Policy
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BB. [Resolution](#): Changes to the Hokie Handbook: Modifications to the Student Code of Conduct - Unauthorized Entry Policy

CC. [Resolution](#): Adoption of a Code of Ethics for the Virginia Tech Board of Visitors

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## MINUTES

June 3, 2013

The Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, June 3, 2013, at 1:10 p.m. in Torgersen Boardroom, Virginia Tech Campus, Blacksburg, Virginia.

### **Present**

Dr. Nancy V. Dye  
Mr. William D. Fairchild, III  
Mr. Cordel Faulk  
Mr. B. Keith Fulton  
Mr. William B. Holtzman  
Mr. George Nolen (Vice Rector)  
Ms. Suzanne Obenshain  
Ms. Deborah Leigh Martin Petrine  
Mr. Michael J. Quillen (Rector)  
Mr. John G. Rocovich, Jr.  
Mr. Paul W. Rogers, Jr.  
Mr. Dennis H. Treacy

### **Absent**

Ms. Michele Duke  
Mr. John C. Lee IV

Dr. Sarah Karpanty, Faculty Representative  
Ms. Sue Teel, Staff Representative  
Ms. Robyn T. Jones, Graduate Student Representative  
Mr. Nicholas A. Onopa, Undergraduate Student Representative

Also present were the following: Dr. Charles Steger, Dr. Rosemary Blieszner, Mr. Ralph Byers, Ms. Shelia Collins, Dr. John Dooley, Dr. Jack Finney, Dr. Elizabeth Flanagan, Deputy Chief Kevin Foust, Dr. Guru Ghosh, Ms. Natalie Hart, Ms. Kay Heidbreder, Mr. Larry Hincker, Mr. Tim Hodge, Ms. Elizabeth Hooper, Dr. Paul Knox, Ms. Sharon Kurek, Dr. Will Lewis, Dr. Joe Merola, Ms. Heidi McCoy, Dr. Mark McNamee, Dr. Scott Midkiff, Ms. Kim O'Rourke, Dr. Patty Perillo, Dr. Ellen Plummer, Ms. Savita Sharma, Mr. Dwight Shelton, Ms. Sandra Smith, Dr. Tom Tillar, Dr. Robert Walters, Dr. Sherwood Wilson, faculty, staff, students, guests, and reporters.

\* \* \* \* \*

In conjunction with the full Board meeting on June 3, there was an Information Session for the Board of Visitors of Virginia Polytechnic Institute and State University on Sunday, June 2, 2013. The purpose of the meeting was to brief the members of the Board on the status of the search to find a successor for Dr. Charles W. Steger, who announced on May 14, 2013, his plans to step down as President of the University. Dr. Steger will continue to serve as President until his successor assumes the position. For a portion of the meeting, the Board was joined by the Presidential Search Committee. (Copies of the minutes of the Information Session and Search Committee meeting are attached to the permanent minutes and marked Attachment A.)

\* \* \* \* \*

Rector Quillen asked for a motion to approve the minutes of the March 25, 2013, and April 28, 2013, meeting as distributed. The motion was made by Mr. Rocovich and seconded by Mr. Nolen. The minutes were approved.

\* \* \* \* \*

**REPORT OF THE ACADEMIC AFFAIRS COMMITTEE**

Rector Quillen called on Ms. Obenshain for a report of the Academic Affairs Committee. (Copy filed with the permanent minutes and marked Attachment B.)

\* \* \* \* \*

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Rogers, and approved unanimously.

**Resolution to Discontinue B.A. Degree  
in Interdisciplinary Studies**

**That the resolution to discontinue the Bachelor of Arts (B.A.) degree in Interdisciplinary Studies be approved.** (Copy filed with the permanent minutes and marked Attachment C.)

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As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Rogers, and approved unanimously.

**Resolution to Approve Master of Arts  
in Education Degree in Higher Education**

**That the resolution to approve the Master of Arts in Education (M.A.Ed.) degree in higher education be approved.** (Copy filed with the permanent minutes and marked Attachment D.)

\* \* \* \* \*

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Rogers, and approved unanimously.

**Resolution to Approve Doctor of Philosophy Degree  
in Higher Education**

**That the resolution to approve the Doctor of Philosophy (Ph.D.) degree in higher education be approved.** (Copy filed with the permanent minutes and marked Attachment E.)

\* \* \* \* \*

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Rogers, and approved unanimously.

**Resolution to Approve the Bachelor of Science Degree  
in Sustainable Biomaterials**

**That the resolution to approve the Bachelor of Science (B.S.) degree in Sustainable Biomaterials be approved.** (Copy filed with the permanent minutes and marked Attachment F.)

\* \* \* \* \*

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Rogers, and approved unanimously.

**Resolution to Approve the Bachelor of Science Degree  
in Packaging Systems and Design**

**That the resolution to approve the Bachelor of Science (B.S.) degree in packaging systems and design be approved.** (Copy filed with the permanent minutes and marked Attachment G.)

\* \* \* \* \*

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Treacy, and approved unanimously.

**Resolution to Approve the Bachelor of Science  
Degree in Fish and Wildlife Conservation**

**That the resolution to approve the Bachelor of Science (B.S.) degree in Fish and Wildlife Conservation be approved.** (Copy filed with the permanent minutes and marked Attachment H.)

\* \* \* \* \*

As part of the Academic Affairs Committee report, approval of the following resolution was moved by Ms. Obenshain, seconded by Mr. Rocovich, and approved unanimously.

**Resolution to Approve the Doctor of Philosophy Degree in  
Translational Biology, Medicine, and Health**

**That the resolution establishing the Doctor of Philosophy (Ph.D.) degree in Translational Biology, Medicine, and Health be approved.** (Copy filed with the permanent minutes and marked Attachment I.)

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**REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE**

Rector Quillen called on Mr. Rocovich for a report of the Buildings and Grounds Committee. (Copy filed with the permanent minutes and marked Attachment J.)

\*\*\*\*\*

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

**Resolution to Demolish University Building  
Rasche Hall**

**That the resolution authorizing the demolition of residence hall Rasche Hall, building number 4, located on the central campus in Blacksburg, be approved.** (Copy filed with the permanent minutes and marked Attachment K.)

\*\*\*\*\*

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

**Resolution to Demolish University Building  
Brodie Hall**

**That the resolution authorizing the demolition of residence hall Brodie Hall, building number 5, located on the central campus in Blacksburg, be approved.** (Copy filed with the permanent minutes and marked Attachment L.)

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## **REPORT OF THE FINANCE AND AUDIT COMMITTEE**

Rector Quillen called on Ms. Petrine for the report of the Finance and Audit Committee.  
(Copy filed with the permanent minutes and marked Attachment M.)

\*\*\*\*\*

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

### **Resolution for Approval of the Year-to-Date Financial Performance Report (July 1, 2012 – March 31, 2013)**

**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, 2012, through March 31, 2013, and the Capital Outlay report be accepted.** (Copy filed with the permanent minutes and marked Attachment N.)

\*\*\*\*\*

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

### **Resolution for Approval of 2013-14 Faculty Compensation Plan**

**That the proposed 2013-14 Faculty Compensation Plan for Teaching and Research, Administrative and Professional, and Special Research Faculty be approved.** (Copy filed with the permanent minutes and marked Attachment O.)

\*\*\*\*\*

As part of the Finance and Audit Committee report, approval of the following resolutions as a group was moved by Ms. Petrine, seconded by Mr. Nolen, and approved unanimously.

**Resolution for Approval of 2013-14  
University Budgets**

**a. Operating and Capital Budgets**

**That the proposed 2013-14 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved.**

**b. Hotel Roanoke Conference Center Commission Budget**

**That the budget for The Hotel Roanoke Conference Center Commission for 2013-2014 be approved.**

**c. Virginia Tech-Wake Forest University School of  
Biomedical Engineering and Sciences Budget**

**That the 2013-14 budget for the Virginia Tech-Wake Forest School of Biomedical Engineering and Sciences be approved.**

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

\* \* \* \* \*

As part of the Finance and Audit Committee report, approval of the following resolutions as a group was moved by Ms. Petrine, seconded by Mr. Fulton, and approved unanimously.

**Resolution for Approval of 2013-14  
Auxiliary Systems Budgets**

**a. Dormitory and Dining Hall System Budget**

**That the recommended budget for the fiscal year July 1, 2013, to June 30, 2014, for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.**

**b. Electric Service System Budget**

**That the recommended budget for the fiscal year July 1, 2013, to June 30, 2014, for the operation of the Electric Service System and the report of the Annual Inspection be approved.**

**c. University Services System Budget**

**That the recommended budget for the fiscal year July 1, 2013, to June 30, 2014, for the operation of the University Services System and the report of the Annual Inspection be approved.**

**d. Intercollegiate Athletics System Budget**

**That the recommended budget for the fiscal year July 1, 2013, to June 30, 2014, for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.**

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

\* \* \* \* \*

As part of the Finance and Audit Committee report by Ms. Petrine and with the endorsement of the Academic Affairs Committee, the following resolution was moved by Ms. Petrine, seconded by Mr. Rocovich, and approved unanimously.

**Resolution for Approval of the 2013-14 Pratt Fund Budgets**

**That the proposed 2013-2014 allocation and use of Pratt Funds be approved.** (Copy filed with the permanent minutes and marked Attachment R.)

\* \* \* \* \*

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

**Resolution to Approve Capital Lease for Dairy Center Relocation**

**That the resolution authorizing Virginia Tech to enter into a capital lease with the Virginia Tech Foundation for the Dairy Center Relocation Phase One be approved.** (Copy filed with the permanent minutes and marked Attachment S.)

\* \* \* \* \*

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

**Resolution to Amend University Policy 1025:  
Anti-Discrimination and Harassment Prevention Policy**

**That the resolution amending University Policy 1025 to add genetic information to the non-discrimination statement in compliance with federal law, and to reflect other technical corrections, be approved.** (Copy filed with the permanent minutes and marked Attachment T.)

\* \* \* \* \*

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

**Resolution to Amend Process for Providing Vehicle Stipends or  
Courtesy Vehicles within the Department of Athletics**

**That the resolution authorizing an annual vehicle stipend of up to \$7,500 each, or a courtesy vehicle, for specified individuals in the Department of Athletics be approved, effective July 1, 2013.** (Copy filed with the permanent minutes and marked Attachment U.)

\* \* \* \* \*

**REPORT OF THE RESEARCH COMMITTEE**

Rector Quillen called on Mr. Nolen for the report of the Research Committee. (Copy filed with the permanent minutes and marked Attachment V.)

\* \* \* \* \*

As part of the Research Committee report, approval of the following resolution was moved by Mr. Nolen, seconded by Mr. Rocovich, and approved unanimously.

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

**That William L. Blanchfield, K. Scott Keim, Michael Onifer, and Peter Su be appointed as members of the Virginia Center for Coal and Energy Research and Development Advisory Board for 2013-2017.** (Copy filed with the permanent minutes and marked Attachment W.)



\* \* \* \* \*

As part of the Research Committee report, approval of the following resolution was moved by Mr. Nolen, seconded by Mr. Rocovich, and approved unanimously.

**Resolution to Revise University Policy 13000:  
Policy on Intellectual Property**

**That the revision to Policy 13000 on Intellectual Property be approved, effective immediately.** (Copy filed with the permanent minutes and marked Attachment X.)

\* \* \* \* \*

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

Rector Quillen called on Mr. Faulk for the report of the Student Affairs and Athletics Committee. (Copy filed with the permanent minutes and marked Attachment Y.)

\* \* \* \* \*

As part of the Student Affairs and Athletics Committee report, approval of the following resolution was moved by Mr. Faulk, seconded by Dr. Dye, and approved unanimously.

**Resolution for Changes to the Hokie Handbook:  
Modifications to the Student Code of Conduct -  
Abusive Conduct Policy**

**That the resolution for modifications to the Student Code of Conduct - Abusive Conduct Policy be approved.** (Copy filed with the permanent minutes and marked Attachment Z.)

\* \* \* \* \*

As part of the Student Affairs and Athletics Committee report, approval of the following resolution was moved by Mr. Faulk, seconded by Dr. Dye, and approved unanimously.

**Resolution for Changes to the Hokie Handbook:  
Modifications to the Student Code of Conduct - Drug Policy**

**That the resolution for modifications to the Student Code of Conduct - Drug Policy be approved.** (Copy filed with the permanent minutes and marked Attachment AA.)

\* \* \* \* \*

As part of the Student Affairs and Athletics Committee report, approval of the following resolution was moved by Mr. Faulk, seconded by Dr. Dye, and approved unanimously.

**Resolution for Changes to the Hokie Handbook:  
Modifications to the Student Code of Conduct –  
Unauthorized Entry Policy**

**That the resolution for modifications to the Student Code of Conduct - Unauthorized Entry Policy be approved.** (Copy filed with the permanent minutes and marked Attachment BB.)

\* \* \* \* \*

**PRESIDENT'S REPORT**

President Steger noted that the 2013 Virginia General Assembly passed legislation, subsequently signed into law by the Governor, that requires each board of visitors to develop a code of ethics, to identify the qualifications and competencies desired for membership on the board, and to review and revise as necessary the board's bylaws. In turn, the Rector formed an ad hoc committee to take on this task and the committee has responded with three resolutions for Board approval.

As part of the President's report, approval of the following resolution was moved by Mr. Treacy, seconded by Mr. Rocovich, and approved unanimously.

**Resolution to Adopt a Code of Ethics for the  
Virginia Tech Board of Visitors**

**That the resolution adopting the Virginia Tech Board of Visitors Code of Ethics be approved and become effective immediately.** (Copy filed with the permanent minutes and marked Attachment CC.)

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As part of the President's report, approval of the following resolution was moved by Mr. Treacy, seconded by Mr. Rocovich, and approved unanimously.

**Resolution to Approve Recommended Qualifications and Competencies for Membership on the Virginia Tech Board of Visitors**

**That the set of "Recommended Qualifications and Competencies for members of the Virginia Tech Board of Visitors" be approved and submitted to the Governor.** (Copy filed with the permanent minutes and marked Attachment DD.)

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As part of the President's report, approval of the following resolution was moved by Mr. Treacy, seconded by Mr. Rocovich, and approved unanimously.

**Resolution to Revise the By-Laws of the Virginia Tech Board of Visitors**

**That the proposed revision to the By-laws of the Board of Visitors be approved, effectively immediately.** (Copy filed with the permanent minutes and marked Attachment EE.)

Rector Quillen commended the committee, consisting of board members Dennis Treacy and Cordel Faulk and university staff Kay Heidbreder and Kim O'Rourke, for their work on drafting these resolutions.

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**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 FF.)

\* \* \* \* \*

President Steger announced that the new Vice President for Outreach and International Affairs, Guru Ghosh, just returned from India where he and a representative from MARG, Ltd. registered the VT MARG Swarmabhoomi India Trust (a not-for-profit Indian corporation), which is a joint endeavor between Virginia Tech and the university's business partner through which Virginia Tech will conduct sponsored research in Chennai, India. He publicly thanked Dr. Ghosh, Ms. Kay Heidbreder, and others who had worked on the agreement.

\* \* \* \* \*

### **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. Appointment of faculty to Emeritus status, the consideration of individual salaries of faculty, consideration of Endowed Professors, review of departments where specific individuals' performance will be discussed, and consideration of personnel changes including appointments, resignations, tenure, and salary adjustments of specific employees and faculty leave approvals.
2. The status of current litigation and briefing on actual or probable litigation.
3. Special recognitions.

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

The motion was seconded by Mr. Faulk and passed unanimously.

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### **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 Quillen 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 provision of The Virginia Freedom of Information Act; and

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

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

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

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Upon motion by Mr. Rocovich and second by Mr. Holtzman, unanimous approval was given to the resolutions for approval of **Naming of University Facilities (2)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment GG.)

\* \* \* \* \*

Upon motion by Ms. Obenshain and second by Mr. Rocovich, unanimous approval was given to the resolutions for approval of **Emeritus status (5)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment HH.)

\* \* \* \* \*

Upon motion by Ms. Obenshain and second by Mr. Rogers, unanimous approval was given to the resolutions for approval of **Endowed Professorships and Fellowships (7)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment II.)

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Upon motion by Ms. Obenshain and second by Mr. Holtzman, unanimous approval was given to the resolutions for approval of **University Distinguished Professors (2)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment JJ.)

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Upon motion by Ms. Obenshain and second by Mr. Rocovich, unanimous approval was given to a resolution for approval of **Faculty Leave (1)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment KK.)

\* \* \* \* \*

Upon motion by Ms. Petrine and second by Mr. Nolen, unanimous approval was given to the resolution for ratification of the **2013-2014 Promotion, Tenure, and Continued Appointment Program (112)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment LL.) This item was reviewed by the Finance & Audit and Academic Affairs Committees.

\* \* \* \* \*

Upon motion by Ms. Petrine and second by Mr. Rocovich, unanimous approval was given to the resolution for ratification of the **2013-2014 Faculty Salary Adjustments** and the resolution to approve the change in the **President's Compensation** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment MM.) These items were reviewed by the Finance & Audit and Academic Affairs Committees.

\* \* \* \* \*

Upon motion by Ms. Petrine and second by Mr. Rocovich, unanimous approval was given to the resolution for ratification of the **Personnel Changes Report** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment NN.) This item was reviewed by the Finance & Audit and Academic Affairs Committees.

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### **Litigation Report**

### **Not for Approval**

\* \* \* \* \*

### **Election of Officers of the Board**

Mr. Quillen called on Mr. Fairchild for the report of the Nominating Committee. Committee members include: Mr. William Fairchild, Chair; Dr. Nancy Dye; and Mr. Cordel Faulk.

#### **Nominations:**

Rector - Michael Quillen

Vice Rector - Deborah Petrine

Secretary - Kim O'Rourke

Rector Quillen called for further nominations or discussion from the floor. There being none, Mr. Fairchild made a motion to elect the nominees. The motion was seconded by Mr. Rocovich and approved unanimously.

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**Constituent Reports (No action required.)**

- **Undergraduate Student Representative to the Board – Mr. Nicholas Onopa**
- **Graduate Student Representative to the Board – Ms. Robyn Jones**
- **Staff Representative to the Board – Ms. Sue Teel**
- **Faculty Representative to the Board – Dr. Sarah Karpanty**

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

Rector Quillen presented certificates of appreciation to Mr. Onopa, Ms. Jones, and Dr. Karpanty. Ms. Teel will serve as the Staff Representative to the Board for an additional year. Rector Quillen also thanked Vice Rector Nolen and Mr. Rogers for their service.

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The date for the next regular meeting is September 8-9, 2013, in Blacksburg, Virginia.

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The meeting adjourned at 2:50 p.m.

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Michael J. Quillen, Rector

\_\_\_\_\_  
Kim O'Rourke, Secretary



## MINUTES

### INFORMATION SESSION

Sunday, June 2, 2013

In conjunction with the full Board meeting on June 3, there was an Information Session for the Board of Visitors of Virginia Polytechnic Institute and State University on Sunday, June 2, 2013, at 2:00 p.m. in Latham Ballrooms D, E, and F in the Inn at Virginia Tech, Blacksburg, Virginia.

The purpose of the meeting was to brief the members of the Board on the status of the search to find a successor for Dr. Charles W. Steger, who announced on May 14, 2013, his plans to step down as President of the University. Dr. Steger will continue to serve as President until his successor assumes the position.

#### **Present**

Dr. Nancy V. Dye  
Mr. William D. Fairchild, III  
Mr. Cordel Faulk  
Mr. B. Keith Fulton  
Mr. William B. Holtzman  
Mr. John C. Lee IV  
Mr. George Nolen (Vice Rector)  
Ms. Suzanne Obenshain  
Ms. Deborah Leigh Martin Petrine  
Mr. Michael J. Quillen (Rector)  
Mr. John G. Rocovich, Jr.  
Mr. Paul W. Rogers, Jr.  
Mr. Dennis H. Treacy

#### **Absent**

Ms. Michele Duke

Also present were the following: Dr. Charles Steger, Mr. Corey Earles, Mr. Ron Forehand, Ms. Kay Heidbreder, Mr. Larry Hincker, Ms. Kim O'Rourke, Mr. Minnis Ridenour, and Ms. Erica Wood. Also attending were three consultants from the executive search firm of Russell Reynolds Associates: Dr. Amy Hayes, Ms. Mirah Horowitz, and Ms. Mary Tydings.

Rector Quillen convened the meeting and introduced Mr. Ron Forehand from the office of the Attorney General of Virginia. Mr. Forehand has been designated by the Attorney General to serve as counsel to the Presidential Search Committee. Mr. Quillen noted that Senior Fellow for Resource Development Minnis Ridenour and his staff will be providing support for the search. Mr. Quillen reported that the Presidential Search Committee consists of 22 members, each of whom represents at least two constituencies. Of the 22 members, four are also members of the Board of Visitors: Vice Rector George Nolen, who is chairing the search committee; John Lee; Debbie Petrine; and John Rocovich. Mr. Nolen introduced the three search consultants.

The consultants described the process and timeline for the search that they are recommending to the search committee. The "due diligence phase" will occur over the summer. During this time, the consultants will seek to understand the university culture and key competencies desired in the next president and qualities the CEO must possess to implement the university's new strategic plan, and to identify key constituents of the university. By the end of the summer, they will present to the search committee draft specifications for the position and the search will get under way.

An external website is being developed to provide information to the public about the status of the search and to enable people to nominate candidates or for potential candidates to express their interest. There will be a link from the university's home page to the website. The consultants asked the members of the board to provide them with names of individuals who may be interested in the position.

There are typically two rounds of confidential interviews for the short list of candidates with the search committee. Candidates will be asked to provide a list of references and to grant permission also for people not on the list to be contacted. The consultants will prepare a script for the search committee to use in speaking with references.

The charge to the search committee is to recommend to the Board approximately three candidates unranked. Members of the Board can then meet with candidates, and the Board as a whole will make the hiring decision. The search firm will help the Board to develop the offer and remain engaged until the search is complete. If, however, the Board does not find any of the finalists to be suitable, the search will continue.

Mr. Nolen will provide an update on the search at each meeting of the Board of Visitors until the search is completed. The search is expected to take six to 12 months.

Noting that President Steger has valuable insights, several members of the Board spoke in favor of his being involved in the search process.

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### **Motion to Begin Closed Session**

Ms. Petrine made a motion to go into closed session pursuant to the Code of Virginia:

1. Section 2.2-3711.A.1 to discuss personnel matters that will involve discussion of assignment, appointment, promotion, and performance of specific public officers and employees; and will further involve the evaluation of performance of departments or schools of the university where the evaluation will necessarily involve the discussion of the performance of individuals; and
2. Section 2.2-3711.A.4 for the protection of privacy of individuals in personal matters not related to public business; and
3. Section 2.2-3711.A.7 for consultation with legal counsel;

More specifically, all three grounds related to appointment of a new president for the University.

The motion was seconded by Mr. Lee and passed unanimously.

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The Presidential Search Committee, which had already moved into closed session, then joined the Board meeting. Accompanying the search committee were several staff members and graduate students from the Office of the Senior Fellow for Resource Development who are assisting with the search process.

\* \* \* \* \*

**Board of Visitors and Presidential Search Committee  
Joint Motion to Return to Open Session and for Certification**

Ms. Petrine made the following motion:

That the Board of Visitors and the Search Committee go back into open meeting, and that we certify by roll call vote that to the best of each member's knowledge (i) only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and (ii) only matters identified in the respective motion to have the closed session were discussed.

The motion was seconded by Mr. Holtzman on behalf of the Board of Visitors. A roll call vote of the Board members was taken, and the motion passed unanimously.

The motion was seconded by Mr. Rocovich on behalf of the Presidential Search Committee. A roll call vote of the Search Committee members was taken, and the motion passed unanimously.

**(Copy of the report of the Presidential Search Committee filed with the permanent Board minutes and marked Attachment 1.)**

\* \* \* \* \*

The meeting was adjourned at 3:45 p.m.

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Michael J. Quillen, Rector

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Kim O'Rourke, Secretary



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

**Lavery Hall Room 320**  
**9:00 – 11:30 a.m.**

**June 3, 2013**

**Board Members Present:**

Robyn Jones (graduate student representative), Suzanne Obenshain (Chair), Mike Quillen (Rector), Paul Rogers, Dennis Treacy; also in attendance: Sarah Karpanty (faculty representative)

**Guests:**

Rosemary Blieszner, Kris Bush, Robert Bush, Wanda Hankins Dean, Jack Finney, Marvin Foushee, Mike Friedlander, Guru Ghosh, Jennifer Harris, Natalie Hart, Michael Herndon, Larry Hincker, Joan Hirt, Elizabeth Hooper, Pat Hyer, Mildred Johnson, Peggy Layne, William Lewis, Laura Mills-Smith, Ken Smith, Joe Merola, Kim O'Rourke, Sue Ott Rowlands, Robin Panneton, Ellen Plummer, Karen Eley Sanders, Judy Taylor, Bob Walters, Tod Whitehurst, Paul Winistorfer, Audrey Zink-Sharp

**OPEN SESSION**

**1. Welcome.**

Suzanne Obenshain welcomed committee members and guests.

**2. Approval of Minutes.**

**A motion was made and passed unanimously to approve the minutes of the committee's March 25, 2013 meeting.**

- 3. Report of Closed Session Action Items.** The committee approved a resolution to move into closed session to consider five emeriti resolutions, seven endowed professorships, two resolutions for appointments to University Distinguished Professor, a resolution to approve one research leave, approval of 112 tenure, promotion, and continued appointments, approved the 2013-2014 faculty salary adjustments, approved a resolution to approve change in the president's compensation, and to ratify the faculty personnel changes report.

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

**4. Provost's Update.** Jack Finney, vice provost for faculty affairs, introduced Joe Merola, professor of chemistry, as the incoming faculty representative to the board. Nick Warrington, graduate student in the higher education program will serve as the graduate representative to the board. Finney introduced Guru Ghosh as the recently appointed vice president for outreach and international affairs.

Seven candidates were finalists for the position of dean of the Virginia-Maryland Regional College of Veterinary Medicine. Three of these finalists will be invited to campus for interviews. A search will soon be announced for the position of vice president of the national capital region.

At the request of members of the committee, Finney provided data on the university's undergraduate completion rates. In addition, the committee received information on the university's annual degree completion rates.

A name change has been approved in the College of Liberal Arts and Human Sciences. The school of performing arts and cinema will be called the school of performing arts and will include music, cinema, and theatre.

Several individuals were acknowledged for their service to the academic affairs committee: Paul Rogers who has been on the board since 2009 and served on the academic affairs committee since 2010, and Sarah Karpanty and Robyn Jones who both served over the past year. In addition, the service of Daniel Wubah, vice president for undergraduate education, was acknowledged. Wubah begins his appointment as provost at Washington and Lee University in July.

## **5. Academic Initiatives: Degree Actions.**

**a. Resolution to Discontinue the B.A. Degree in Interdisciplinary Studies.** Sue Ott Rowlands, dean of the College of Liberal Arts and Human Sciences, presented a resolution to discontinue the B.A. degree in interdisciplinary studies. The B.A. degree in religion and culture that was approved by the State Council of Higher Education for Virginia (SCHEV) in 2012 replaces the B.A. in interdisciplinary studies.

**The resolution to discontinue the B.A. in Interdisciplinary Studies was approved unanimously by the committee.**

**b. Resolution to Approve the M.A.Ed. Degree in Higher Education.** Joan Hirt, professor of higher education, and interim director of the School of Education, presented information to the committee on the formalization of the M.A.Ed. degree in higher education. Currently, the M.A.Ed. degree is offered in educational leadership to students pursuing careers across the educational spectrum including PK-12 and higher education. Approval of this degree provides the university the opportunity to distinguish between those prepared for careers in PK-12 and students prepared for careers in higher education.

**The resolution to approve the M.A.Ed. degree in higher education was approved unanimously by the committee.**

**c. Resolution to Approve the Ph.D. Degree in Higher Education.** Joan Hirt presented information to the committee on the formalization of the Ph.D. degree in higher education. Currently, the Ph.D. degree is offered in educational leadership to students pursuing careers across the educational spectrum including PK-12 and higher education. Approval of this degree provides the university the opportunity to distinguish between those prepared for careers in PK-12 and students prepared for careers in higher education.

**The resolution to approve the Ph.D. degree in higher education was approved unanimously by the committee.**

**d. Resolution to Approve the B.S. Degree in Sustainable Biomaterials.** Paul Winistorfer, dean of the College of Natural Resources and Environment presented information on the three bachelor's degrees proposed by the faculty in his college. Winistorfer introduced Professor Audrey Zink-Sharp who provided information on the sustainable biomaterials degree as a reflection of the evolution of the forestry and wildlife curricula, and in response to student demand. The degree originated in 1979 as wood science and forest products, was renamed in 2012, and is now proposed as the B.S. degree in sustainable biomaterials as the result of redesigned curricula.

**The resolution to approve the B.S. degree in sustainable biomaterials was approved unanimously by the committee.**

**e. Resolution to Approve the B.S. Degree in Packaging Systems and Design.** Professor Robert Bush provided information on the proposed B.S. degree in packaging systems and design. The curriculum originated in 1976 within the pallet and container research laboratory, and became associated with the Center for Packaging and Unit Load Design in the 1990's. The proposed B.S. degree is responsive to student and employer demand.

**The resolution to approve the B.S. degree in packaging systems and design was approved unanimously by the committee.**

**f. Resolution to Approve the B.S. Degree in Fish and Wildlife Conservation.** Professor Sarah Karpanty provided information on the proposed degree. As part of the alignment of the curriculum within the college, the B.S. in fish and wildlife conservation encompasses the study and management of aquatic and terrestrial species. The degree will include a major that is focused on the study and conservation of fish, and a major dedicated to the study and conservation of wildlife.

**The resolution to approve the B.S. degree in fish and wildlife conservation was approved unanimously by the committee.**

**g. Resolution to Approve the Ph.D. in Translational Biology, Medicine, and Health.** Mike Friedlander, associate provost for health sciences and executive director of the Virginia Tech Carilion Research Institute, presented information on the proposed Ph.D. degree. In addition to advancing the university's strategic goal of growing graduate enrollment, the degree offers students opportunities for advanced study in multiple disciplines at the forefront of translational biology, medicine, and health sciences. The degree will include course work and research with faculty members from across the university, and result in professionals prepared for employment in medicine and science fields.

**The resolution to approve the Ph.D. degree in translational biology, medicine, and health was approved unanimously by the committee.**

- 6. Academic Initiatives: Administration.** Wanda Hankins Dean, assistant vice president for enrollment and degree management, presented to the committee the annual report on enrollment and degree management. The presentation included information on strategic initiatives designed to recruit and yield a diverse and robust class of undergraduate students. In addition, enrollment management includes initiatives designed to improve access to a variety of students from low income, first generation, and other underrepresented student populations. The undergraduate class of 2017 will result from 13,407 offers of admission.
- 7. Pratt Funds Overview.** Finney presented the 2013-2014 Pratt Fund budget proposal. This fund supports activities in the College of Engineering and in areas associated with animal nutrition. This resolution is considered in conjunction with the Finance and Audit committee of the board.

**The resolution to approve the 2012-2013 Pratt Fund budget proposal was approved unanimously by the committee.**

- 8. Global Strategies.** Guru Ghosh, vice president for outreach and international affairs, presented information about the variety of international activities in which the university is involved. Research, teaching, and learning occur in varied international settings and include ground-breaking and important research in countries across the globe on food, violence prevention, and sustainable economic development. The university will continue to develop an international brand that has impact and can recruit students and researchers from all over the world. In addition, the university will review its investments in its international regional centers. The future includes study in Arabic and Chinese, and the study of languages and cultures that can expand the careers of students in all sectors. The university's vision to have standing in India continues to come to fruition – the university has legal standing in the country that will allow for growth in research funding.

- 9. Adjournment.** There being no further business, the meeting adjourned at 11:20.



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# **Enrollment & Degree Management**

***Virginia Tech***  
***Board of Visitors***

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***June 2013***



# Strategic Initiatives

**ACCESS**

Virginia Indians Pre-College  
Partnership for the Future  
Achievable Dream  
Presidential Scholarship Initiative

Expanded Social Media  
Targeted Communication



**VARSDITY  
OUTREACH**



**zinch**

**RECRUITMENT**

**YIELD**

Summer Academy  
Targeted and Early Scholarships  
Calling Project

 **livestream**





# Underrepresented Students

**Race/Ethnicity**

**Gender**

**Area of Study**

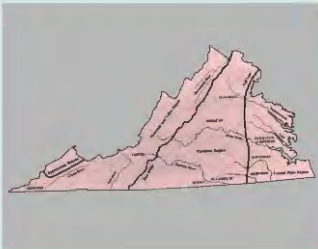
**Geography**

**Socioeconomic  
Status**

**Parent's Level  
of Education**

# Access Initiatives

**Virginia Indians  
Pre-College**



**Lucy Addison  
Middle School**

aerospace  
magnet  
school

**Partnership  
for the Future**



**Achievable  
Dream Academy**



**Presidential  
Scholarship  
Initiative**

changing  
lives....

# Access Initiatives

## Presidential Scholarship Initiative

High  
School  
GPA

Family  
Size

Low  
Income

First  
Generation



# Changing lives ... **Reco Charity**

**Partnership for the Future**  
**PSI Recipient**  
**Major: Finance**  
**Minor: Political Science**  
**Fall 2013: Howard University**



# Strategic Initiatives

**ACCESS**

Virginia Indians Pre-College  
Partnership for the Future  
Achievable Dream  
Presidential Scholarship Initiative

Expanded Social Media  
Targeted Communication



**VARSDITY  
OUTREACH**



**zinch**

**RECRUITMENT**

**YIELD**

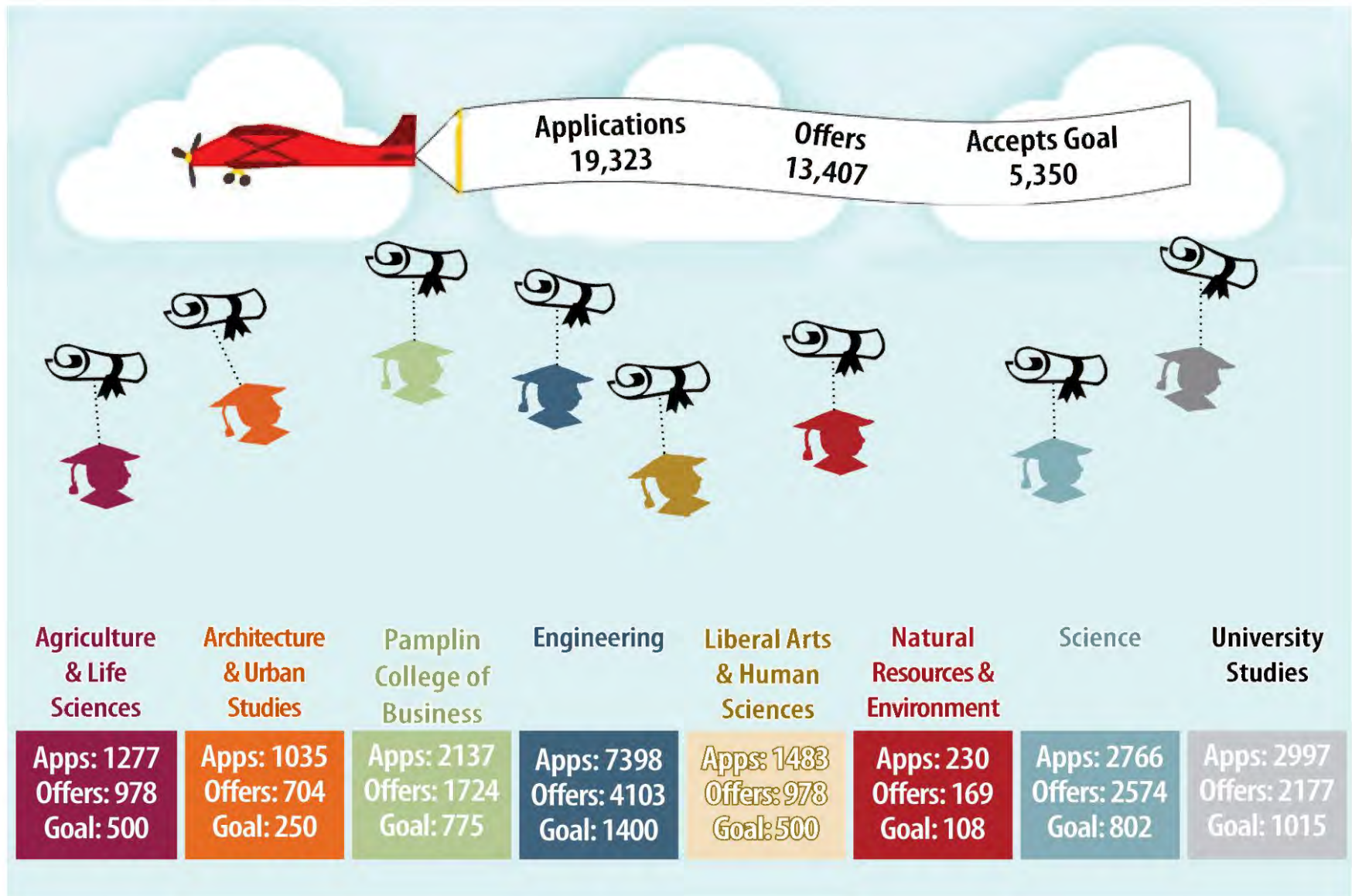
Summer Academy  
Targeted and Early Scholarships  
Calling Project

 **livestream**

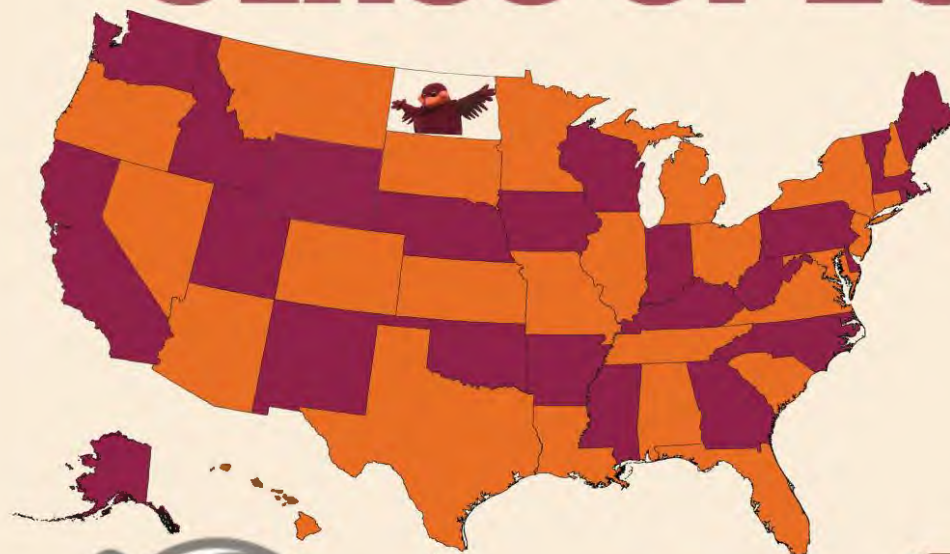








# CLASS OF 2017



Over 5,350  
new Hokies  
ready to  
**INVENT**  
their  
future



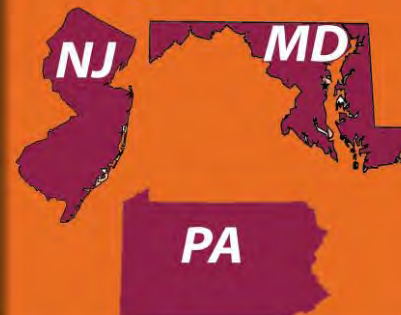
**1,244**  
International  
Applicants

Applications:  
**19,323**



Offers: **13,407**

**Top States:**





## Enrollment & Degree Management

**Class**



**Sections  
5,964**

**Total**

**31,051**

**Undergrads  
23,823**

**Enrollment**

Managing  
Resources

Strategic  
Planning

Recruitment  
& Retention

Access &  
Affordability

**Retention  
Rate  
92.6%**

Targeted  
Enrollment



**Grads  
2013  
4,325**

**Scholarships  
Aid  
60%**

**Financial**

# Virginia Tech: **A GLOBAL VISION**

**Guru Ghosh**  
VICE PRESIDENT,  
OUTREACH AND INTERNATIONAL AFFAIRS





Teaching children in Haiti in 2011





Student Stephen Perkins talks  
with a former poacher in Zambia





Patricia Kelly  
in Malawi



Bryan Cloyd in Haiti



Joe Falkinham in Jordan



Tom Hammett in Nepal



VirginiaTech





Rangaswamy "Muni" Muniappan  
discovered the giant whitefly in Indonesia





Marketplace in Bangladesh





Maria Elisa Christie in Uganda



Katy Powell and friend  
in Sri Lanka



Bridges to Prosperity  
project in Haiti



Virginia Tech





Language and Culture Institute booths in Argentina, China, and Saudi Arabia





Sister Petronella Mwila  
in Zambia





Father Joseph Philippe of Haiti



# Center for European Studies and Architecture in Riva San Vitale, Switzerland





# International Street Fair in Blacksburg











VT Engage Interfaith Service Immersion  
trip to the Dominican Republic





Education Abroad group in New Zealand





## **RESOLUTION TO DISCONTINUE THE BACHELOR OF ARTS DEGREE IN INTERDISCIPLINARY STUDIES**

**WHEREAS**, the bachelor of arts degree in interdisciplinary studies originally grew out of the bachelor of arts in liberal arts and sciences in 1996, as a way to provide degree support to the various majors in the newly formed Interdisciplinary Studies Program in the College of Human Resources and Education, now the College of Liberal Arts and Human Sciences; and

**WHEREAS**, the Interdisciplinary Studies Program underwent substantial reorganization and realignment in 2008-2009, resulting in moving several majors encompassed by this degree program to various existing departments, and creating a new Department of Religion and Culture (consolidating religious studies, Judaic studies, humanities, and Appalachian studies); and

**WHEREAS**, the bachelor of arts in interdisciplinary studies was the sole degree available to students in the Department of Religion and Culture until 2012, at which time the department successfully received approval from the State Council of Higher Education for Virginia (SCHEV) for a new bachelor of arts in religion and culture; and

**WHEREAS**, the bachelor of arts in interdisciplinary studies no longer serves the needs of students in the Department of Religion and Culture, or any other existing department at the university; and

**WHEREAS**, current students enrolled in the bachelor of arts in interdisciplinary studies degree will be notified of its discontinuance and given five years to complete the degree, with no new students admitted after December 2012;

**NOW, THEREFORE, BE IT RESOLVED**, that the bachelor of arts in interdisciplinary studies be discontinued effective fall 2017.

### **RECOMMENDATION:**

That the resolution to discontinue the bachelor of arts degree in interdisciplinary studies be approved.

June 3, 2013

# Resolution to Discontinue the B.A. in Interdisciplinary Studies

- The former Department of Interdisciplinary Studies was restructured to become the Department of Religion and Culture (2009).
- The Bachelor of Arts in Religion and Culture was approved by SCHEV (July 2012).
- The B.A. in Interdisciplinary Studies no longer serves the needs of students in the Department of Religion and Culture or any other existing department on campus.
- All students currently enrolled in the B.A. in Interdisciplinary Studies will be notified and given five years to complete the degree.



**RESOLUTION TO APPROVE  
MASTER OF ARTS IN EDUCATION DEGREE  
IN HIGHER EDUCATION**

**WHEREAS**, the existing master of arts degree in educational leadership and policy studies has two distinct tracks – educational leadership for K-12 educators and administrators, and higher education for student affairs practitioners in a collegiate setting; the two tracks share no coursework, faculty, or students; and

**WHEREAS**, a separate degree in higher education allows for meaningful and important system-level tracking of applications, enrollments, individual student progress and completions, and other evidence used for program evaluation and improvement, which is not possible in the current context of a merged degree; and

**WHEREAS**, the State Council of Higher Education for Virginia (SCHEV) staff requested that separation of the programs be accomplished through a “new” degree program proposal because the areas of emphasis lacked the specified level of shared course content required for a “spin off” proposal; and

**WHEREAS**, the proposed master of arts in education degree in higher education already benefits from a regional and national reputation, engendering a significant number of inquiries and applications, a 100% placement rate upon graduation, and expressed student satisfaction from students and alums; and

**WHEREAS**, establishment of a separate master of arts in education degree in higher education does not require new institutional or School of Education resources to sustain current and proposed student enrollment;

**NOW, THEREFORE BE IT RESOLVED**, that the master of arts in education degree in higher education be approved effective spring 2014.

**RECOMMENDATION:**

That the resolution to approve the master of arts degree in higher education be approved.

June 3, 2013

**Virginia Tech Degree Proposal**  
**Master of Arts in Education in Higher Education**  
**(CIP: 13.0406)**

**Type of degree action (circle one):** New   Spinoff   Revision   Discontinuance

**Program description**

This proposal requests to establish a standalone Master of Arts in Education (M.A.Ed.) degree in Higher Education, a track that has been in place for many years within the existing degree, M.A.Ed. in Educational Leadership and Policy Studies. The sponsoring unit is the Department of Educational Leadership and Policy Studies within the School of Education in the College of Liberal Arts and Human Sciences at Virginia Tech. Once approved by SCHEV, the new degree title would be effective Spring 2014 and graduates would be awarded the renamed Higher Education degree at the May 2014 commencement.

The proposed M.A.Ed. in Higher Education (HED) is a 48-hour program that provides entry-level professionals with the essential knowledge, skills, values, and attitudes necessary for a wide variety of student affairs positions in higher education. Graduates will be eligible for employment in positions at colleges and universities in residence life, student activities, student success, academic advising, new student orientation, leadership development, multicultural affairs, and career services, among others. The existing track enjoys a positive regional and national reputation, a strong applicant pool for each entering cohort, and a 100% placement rate upon graduation. It is highly integrated with the larger university community, offering students a wealth of real-world student affairs experiences for their graduate assistantships, internships, and practica. Students generally enroll full-time and complete the program in two years, including summer enrollment.

**Curriculum summary**

The M.A.Ed. curriculum consists of 48 credit hours in Educational and Professional Foundations, Research, a Concentration area, and Cognate studies. There are no new courses in the HED curriculum; all courses are currently being taught.

**Educational and Professional Foundations (21 hours required of all students)**

EDHE 5304 Student Development in Higher Education (3 credits)  
 EDHE 5314 Theory & Appraisal of College Student Development (3 credits)  
 EDHE 5334 The College Student & the College Environment (3 credits)  
 EDHE 6054 College & University Administration (3 credits)  
 EDHE 6064 Higher Education in the United States (3 credits)  
 EDHE 6074 Higher Education Law (3 credits)  
 EDHE 6114 Staffing Practices (3 credits)

Research (6 hours required of all students)

EDHE 6424 Institutional Effectiveness & Outcomes Assessment (3 credits)

EDHE 5604 Seminar: Assessment in Student Affairs (3 credits)

Concentration (Total of 15 hours required)

EDHE 5284 Practicum (6 credits required of all students)

EDHE 5974 Independent Study (3 hours required of all students)

Students choose 6 credit hours from the following list:

EDHE 5614 Internship (variable credits)

EDHE 5604 Seminar: (variable topics; 3 credits)

EDCO 5214 Theories of Counseling & Consultation (3 credits)

EDCO 5224 Counseling Techniques (3 credits)

EDCO 5234 Group Counseling (3 credits)

EDCO 5244 Counseling Diverse Populations (3 credits)

EDCO 5254 Career Development & Information Services (3 credits)

Cognate (6 hours required)

Six hours of study in a discipline outside one's major area of study and normally outside of the area of education, for example Sociology, Human Development, Psychology, Management, or Instructional Technology. Students select cognate courses in consultation with their advisor.

**Relevance to university mission and strategic planning**

The Higher Education (HED) program participates in the university and college missions through its focus on preparing professionals and leaders for postsecondary education who use and produce high-impact research as part of their practice and who are committed to service in both professional and personal contexts. This new M.A.Ed. Higher Education degree also supports two of the primary goals of Virginia Tech's 2012-1018 strategic plan, *A Plan for a New Horizon*: (1) to grow graduate enrollment by an additional 1000 students over the next six years, and (2) to create and sustain environments for educational and research programs that support innovated, high-quality, and high-impact research.

**Justification for the proposed program**

In the past 25 years, a sea of change in the life of faculty has expanded the role of student affairs administrators and situated their work at the heart of the instructional mission: student retention and success. While faculty still deliver instruction, student affairs administrators increasingly are responsible for academic success by integrating the curricular and the co-curricular experiences of students.

Well-trained student affairs professionals play a critical role in addressing some of the most pressing issues facing higher education at this time, particularly issues related to serving a more diverse student body and student retention and

degree completion. Access and success issues for first-generation, low-income students, ethnic minorities and immigrants, returning veterans, and displaced workers present profound challenges for institutional leaders. Effective policies and programs need to be carefully crafted, based on evidence, and continuously evaluated. Student affairs graduate programs have addressed the growing diversity of students enrolling in postsecondary education by expanding the theoretical underpinnings that aspiring professionals must master to help students succeed. Both coursework and practical experiences prepare students to help institutions address the challenges and opportunities of an increasingly diverse student body.

There is convincing evidence that the work of student affairs professionals directly contributes to student retention, particularly in a residential setting. In summarizing a vast body of research on student retention, Tinto (2012) articulates the critical role of student engagement in retention as follows:

The more students are academically and socially engaged with other people on campus, especially with faculty and student peers, the more likely (other things being equal) they will stay and graduate from college. During the critical first year, involvement serves as a foundation upon which subsequent student and faculty affiliations are built and academic and social memberships established. This appears to be true for all students, majority and minority alike, and applies even after controlling for background attributes. (p. 64)

Student retention results not just from involvement in extracurricular activities but also from an engaged and supportive academic environment. Academic advising, service learning, peer study groups and mentoring programs, residential and non-residential learning communities, orientation and bridge programs, first-year seminars and study skills courses, and a host of related academic support services are designed, offered, and evaluated by student affairs professionals.

The need for student affairs expertise has never been greater. If students from all types of backgrounds are to succeed in college, they need the knowledge and skills that student affairs professionals bring to bear on the educational process. The Virginia Tech M.A.Ed. program is designed to produce today's student affairs practitioners and tomorrow's higher education leaders.

Since the Higher Education track is already in operation, actual applicant data amply document interest in the program and support enrollment projections of 11 new master's students per cohort. Over the last five years, there have been four to five applications for each available slot in the master's cohort. Moreover, the existing track has an excellent record of placement: all graduates in recent years have secured employment by July 1. Graduates are employed by a wide variety

of institutional types (liberal arts colleges, community colleges, master's and doctoral institutions, non-profit educational programs) throughout the country. Virginia Tech also benefits by hiring one or more HED graduates annually.

**Resource Needs/Savings**

This is an existing program. No new resources or additional reallocation are required to sustain the program at the proposed level.

<b>RESOURCE</b>	<b>ESTIMATED COSTS (use NA if not applicable)</b>
<b>Faculty</b>	NA
<b>Administrative Staff</b>	NA
<b>Graduate Teaching/ Graduate Research Assistants</b>	NA
<b>Space</b>	NA
<b>Library</b>	NA
<b>Equipment</b>	NA
<b>Other</b>	NA

References

Tinto, V. (2012). *Completing college: Rethinking institutional action*. Chicago: The University of Chicago Press.



## M.A.Ed. and Ph.D. in Higher Education

Joan B. Hirt, Professor and Interim Director, School of Education,  
College of Liberal Arts and Human Sciences

Academic Affairs Committee – June 3, 2013

## Background

- College/School reorganization
- School of Education degree realignment initiative
  - Consultation with SCHEV, VT Registrar, NCATE (accreditor)
  - Three stage process:
    - Stage 1: Degree discontinuances (2011-2012)
    - Stage 2: Educational Leadership degrees (2012-2013)
    - Stage 3: Learning Sciences degrees (2013-14)

## **Educational Leadership current status:**

- 2 programs share M.A.Ed. And Ph.D. degrees
- PK-12 program: prepares school leaders (principals, superintendents)
  - Focus on personnel management, facilities, school law, curriculum development
- Higher education program: prepares college/university leaders, policy analysts, faculty
  - Focus on policy, finance, organizational management, student learning

## **Proposed change**

- Retain M.A.Ed. and Ph.D. in Educational Leadership
- New M.A.Ed. and Ph.D. in Higher Education



## Demand

- 19% job growth rate predicted for 2010-2020, Bureau of Labor Statistics
- Kiplinger's *13 Careers for the Next Decade*
- <130 Higher Education Degree programs in United States
- 2 Higher Education Degree programs in Virginia
- Demonstrated demand for admission

## Program Outcomes

- 95% on-time graduation
- 100% job offers by July 15
- Alumni employed in:
  - 34 states
  - 4 countries outside of the United States

## Graduate and Alumni Careers

### Presidents

- Big Sandy Community and Technical College, President Emerita
- Millennium University, President

### Policy Leaders

- Jack C. Kemp Foundation, Higher Education Program Associate
- Maryland Higher Education Commission, Director of Outreach and Grants Management
- National Center for Higher Education Management Systems, Research Associate
- UC Berkley, Center for Studies in Higher Education
- Virginia Community College System, Vice Chancellor for Workforce Development Services

### University Leaders

- Arizona State University, Academic Success Coordinator
- Brevard Community College, Vice President for Enrollment Management and Student Success
- Coastal Georgia College, Assistant Vice President for Student Services
- CUNY Potsdam, Vice President for Enrollment Management
- Emory University, Senior Associate Dean & Director of Campus Life External Relations
- North Carolina State University, Director of Assessment for College of Engineering
- UCLA Foundation, Assistant Vice Chancellor and Vice President for Finance/Treasury
- University of Virginia, Executive Director of Career Services
- University of Wisconsin, Madison, Assistant Vice Provost for Student Diversity and Academic Excellence
- Winthrop University, Associate Dean of Students

### Faculty Leaders

- Atlantic Coast Community College, Dean and Professor
- East Tennessee State University, Assistant Professor of Postsecondary and Private Sector Leadership
- Florida Atlantic University, Professor of Higher Education Leadership
- Indiana State University, Associate Dean
- Marywood University, Assistant Professor of Higher Education Administration
- Ohio University, Professor of Counseling and Higher Education
- Rowan University, Assistant Professor of Educational Leadership
- The Ohio State University, Associate Professor of Student Affairs and Higher Education

### Student Affairs Leaders

- Duke University, Assistant Dean of Students
- Southern Methodist University, Associate Director of Residential Life
- The College of William and Mary, Assistant Dean of Students
- Virginia Commonwealth University, Assistant Dean of Student Affairs
- Winthrop University, Associate Dean of Students

## Virginia Tech Leadership



**Dr. Catherine Amelink,**  
Research Analyst and  
Assessment Specialist,  
College of Engineering



**Dr. John Dooley,**  
Chief Operating  
Officer, Virginia Tech  
Foundation



**Dr. Rodd Hall,**  
Senior Associate Director  
for Operations and  
Finance, Virginia Tech  
Transportation Institute



**Dr. Michael Herndon,**  
Director, University  
Summer Sessions



**Dr. David Kniola,**  
Assistant Director,  
Office of Assessment  
and Evaluation



**Dr. Ellen Plummer,**  
Assistant Provost



**Dr. Donna Cassell Ratcliffe,**  
Director, Career Services



**Dr. Susan Short,**  
Associate Vice President  
for Engagement



**Dr. Ken Smith,**  
Vice Provost, Resource  
Management and  
Planning

## **Request for Board to Approve**

- M.A.Ed., Higher Education
- Ph.D., Higher Education



# M.A.Ed. and Ph.D. in Higher Education

Questions?

**RESOLUTION TO APPROVE  
DOCTOR OF PHILOSOPHY DEGREE  
IN HIGHER EDUCATION**

**WHEREAS**, the existing doctor of philosophy degree in educational leadership and policy studies has two distinct tracks – educational leadership for K-12 educators and administrators, and higher education for administrators, policy analysts, and future faculty in colleges and universities; the two tracks share no coursework, faculty, or students; and

**WHEREAS**, a separate degree in higher education allows for meaningful and important system-level tracking of applications, enrollments, individual student progress and completions, and other evidence used for program evaluation and improvement, which is not possible in the current context of a merged degree; and

**WHEREAS**, the State Council of Higher Education for Virginia (SCHEV) staff requested that separation of the merged programs be accomplished through a “new” degree program proposal because the tracks lacked the specified level of shared course content required for a “spin off” proposal; and

**WHEREAS**, the proposed doctor of philosophy degree in higher education already enrolls more than three dozen full and part-time students, including a number of Virginia Tech employees, who expand their understanding of the complex issues facing contemporary higher education, greatly strengthen their leadership and research capabilities; and enhance their career prospects through completion of the doctorate; and

**WHEREAS**, establishment of a separate doctor of philosophy does not require new institutional or School of Education resources to sustain current and proposed student enrollment;

**NOW, THEREFORE BE IT RESOLVED**, that the doctor of philosophy degree in higher education be approved effective spring 2014.

**RECOMMENDATION:**

That the resolution to approve the doctor of philosophy degree in higher education be approved.

June 3, 2013

**Virginia Tech Degree Proposal**  
**Doctor of Philosophy in Higher Education**  
**(CIP: 13.0406)**

**Type of degree action (circle one):** New Spinoff Revision Discontinuance

**Program description**

This proposal requests to establish a standalone Doctor of Philosophy (Ph.D.) degree in Higher Education (HED), a track that has been in place for many years within the existing degree, Ph.D. in Educational Leadership and Policy Studies. The sponsoring unit is the Department of Educational Leadership and Policy Studies within the School of Education in the College of Liberal Arts and Human Sciences at Virginia Tech. The new degree title would be effective Spring 2014 and graduates would be awarded the renamed Higher Education degree at the May 2014 commencement.

The proposed Ph.D. is a 96-hour program designed for those who seek to advance to the highest levels of administrative leadership at the institutional level or in policy-making bodies. Graduates are prepared to work as senior, cabinet-level administrators at colleges and universities and as policy analysts for state and federal agencies or professional organizations. The program also prepares students for faculty positions in graduate programs in higher education administration. Doctoral students enroll both full-time and part-time, the latter completing their degrees while employed at Virginia Tech or colleges in the region. Coursework is generally delivered in classroom settings on the Blacksburg campus or as independent study or internships; some required coursework is available on-line during summer term.

Whereas the master's program in Higher Education focuses primarily on preparation for careers in student affairs administration, the doctoral program prepares graduates for a broader range of administrative and leadership positions in colleges and universities, including academic affairs; student affairs; roles in policy, planning, and resource management; assessment; enrollment management; and others. Students' plans of study are individually tailored to help achieve their varying career goals. Those seeking administrative positions may participate in coursework and internships designed to give them exposure to new aspects of university operations, or they may use independent study hours to add greater depth or breadth to their knowledge and/or skills. By virtue of their past experiences and newly acquired knowledge and doctoral credentials, some graduates move rapidly into senior leadership positions at a variety of institutional types.

**Curriculum summary**

The doctoral curriculum consists of 96 credit hours in Educational and Professional Foundations; Research, Measurement, and Statistics; a Concentration or Applied Studies; Cognate studies; and Dissertation. Nine to 12

credit hours of relevant master's-level work may be transferred in with approval of the faculty and Graduate School. There are no new courses included in the HED curriculum; all courses are currently being taught.

Educational and Professional Foundations Core (18 hours required of all students)

EDHE 6074 Higher Education Law (3 credits)  
 EDHE 6084 Financial Administration in Higher Education (3 credits)  
 EDHE 6094 Educational Administration Processes & Skills (3 credits)  
 EDHE 6204 Policy Studies in Education (3 credits)  
 EDHE 6214 State Role in Education (3 credits)  
 EDHE 6304 Theories of Educational Organizations (3 credits)

Research, Measurement and Statistics Core (12 credit hours required of all students)

EDRE 6605 Quantitative Research Methods in Education I (3 credits)  
 EDRE 6606 Quantitative Research Methods in Education II (3 credits)  
 EDRE 6504 Qualitative Methods in Educational Research I (3 credits)  
 EDRE 6524 Qualitative Methods in Educational Research II (3 credits)

Research, Measurement and Statistics Restricted Electives (at least 6 additional credits)

EDCI 6534 Ethnographic Methods of Research in Education (3 credits)  
 EDRE 6624 Measurement Theory in Education (3 credits)  
 EDRE 6634 Advanced Statistics (Regression) (3 credits)  
 EDRE 6654 Multivariate Statistics for Education Applications (3 credits)  
 EDRE 6664 Applications of Structural Equations in Education (3 credits)  
 EDRE 6794 Advanced Topics Research (Survey Design) (3 credits)  
 EDRE 6644 Advanced Research Design and Methodology (3 credits)

Concentration Restricted Electives (Up to 21 credits)

EDHE 5304 Student Development in Higher Education (3 credits)  
 EDHE 5974 Independent Study (variable credits)  
 EDHE 6044 Governance and Policy in Education (3 credits)  
 EDHE 6054 College and University Administration (3 credits)  
 EDHE 6064 Higher Education in the United States (3 credits)  
 EDHE 6114 Staffing Practices in Education (3 credits)  
 EDHE 6914 Problems in Education: Advanced Topics in Law (3 credits)  
 EDHE 6924 Professional Seminar: Designing Research in Education (3 credits)  
 EDHE 7714 Internship (variable credits)  
 EDCI 6024 The Analysis of Educational Concepts (3 credits)  
 EDCI 6644 College Teaching (3 credits)

Cognate (9 hours required)

Nine hours of study normally in a single discipline outside of one's primary area of study, such as psychology, management, political science, or business,

constitutes a cognate. The cognate might include concentrated studies in educational technologies, for example, or thematically linked studies across two disciplines (such as planning courses in the Department of Public Administration and the Department of Management). The cognate should complement the student's professional interests and, therefore, is individually designed by the student and the faculty advisor.

Dissertation (A minimum of 30 credits)  
EDHE 7994 Research and Dissertation

### **Relevance to university mission and strategic planning**

The Higher Education (HED) program participates in the university and college missions through its focus on preparing leaders for postsecondary education who use and produce high-impact research as part of their practice and who are committed to service in both professional and personal contexts. The program prepares students to collect, interpret, and understand data, fostering genuine competence in conducting inquiry for both scholarly and practical applications. As befits one of the Commonwealth's leading research universities, the HED program contributes to well-prepared leaders and future faculty members for postsecondary education in the Virginia, the nation, and globally. This new Ph.D. in Higher Education degree also supports two of the primary goals of Virginia Tech's 2012-1018 strategic plan, *A Plan for a New Horizon*: (1) to grow graduate enrollment by an additional 1000 students over the next six years, and (2) to create and sustain environments for educational and research programs that support innovated, high-quality, and high-impact research.

### **Justification for the proposed program**

The Ph.D. degree program in Higher Education will prepare administrators and faculty members for a rapidly changing and highly challenging environment in higher education. Increasing access and degree completion, and addressing affordability and accountability are among the most compelling issues facing higher education in the U.S. at present. The calls for transformative change come from every direction - the press, parents, political and thought leaders, and even some higher education insiders. Providing perspective on these issues, and preparing leaders who can address them in a wide variety of institutional contexts and roles, is paramount for any doctoral program in higher education.

It was not so long ago that virtually all college and university senior leadership positions were filled by former faculty members with past successful careers in teaching and scholarly research in an academic discipline. While this former-faculty profile is still a pattern for some institutional leadership roles, the increasingly complex and technical aspects of college and university administration have led to a greater need for doctoral preparation in higher education administration. Higher education administration is an appropriate preparation for literally dozens of institutional mid-management and leadership roles in student affairs, academic affairs, and general administrative areas.



Indeed, education or higher education was the most common degree preparation for college presidents, based on the most recent demographic profile of presidents by the American Council on Education (Stripling, 2012, Table section).

Doctoral students in the HED track read widely and think deeply about issues of access, student success, affordability, and accountability from both a programmatic and a public policy viewpoint. They learn about the legal and financial issues that face today's administrators. They learn, observe, and apply theories of organizational behavior that prepare them to lead change in a higher education setting. The solid grounding in research methods and the dissertation experience itself prepare them to collect, interpret, and use data for decision-making and to improve administrative practice. Whether as career administrators or as faculty members, researchers, or policy analysts, HED program graduates are expected to contribute to the scholarly and practitioner-related research in their fields—a commitment that many graduates share and act on.

Over the last five years, there has been an average of 13.5 applications per year for the doctoral program. The program expects to maintain or exceed a 2:1 ratio of applications to admissions. In Fall 2011, there were 37 students (headcount) enrolled in the doctoral program track. Full-time students generally complete the program in about 4 – 4.5 years. Part-time students generally take about 7 years to complete the program.

Recent graduates of the HED track are employed at institutions and policy-making bodies throughout the country. Graduates who pursued (or continued) their administrative careers in higher education now serve as vice presidents, directors, and other senior-level or mid-management positions in both public and private colleges and universities. Additionally, graduates of the VT HED track have been or are employed as policy analysts, researchers, or administrators at the Virginia Community College System, National Center for Higher Education Management Systems, the Carnegie Foundation, the National Center for Public Policy and Higher Education, and the Maryland Commission of Higher Education, among others.

### **Resource Needs/Savings**

This is an existing program. No new resources or additional reallocation are required to sustain the program at the proposed level of six new students per year (three full-time, three part-time).

RESOURCE	ESTIMATED COSTS (use NA if not applicable)
Faculty	NA
Administrative Staff	NA
Graduate Teaching/ Graduate Research Assistants	NA
Space	NA
Library	NA
Equipment	NA
Other	NA

### References

Stripling, J. (2012, March 12). Survey finds a drop in minority presidents leading colleges. *The Chronicle of Higher Education*. Retrieved from <http://chronicle.com/article/Who-Are-College-Presidents-/131138/>



## M.A.Ed. and Ph.D. in Higher Education

Joan B. Hirt, Professor and Interim Director, School of Education,  
College of Liberal Arts and Human Sciences

Academic Affairs Committee – June 3, 2013

## Background

- College/School reorganization
- School of Education degree realignment initiative
  - Consultation with SCHEV, VT Registrar, NCATE (accreditor)
  - Three stage process:
    - Stage 1: Degree discontinuances (2011-2012)
    - Stage 2: Educational Leadership degrees (2012-2013)
    - Stage 3: Learning Sciences degrees (2013-14)



## **Educational Leadership current status:**

- 2 programs share M.A.Ed. And Ph.D. degrees
- PK-12 program: prepares school leaders (principals, superintendents)
  - Focus on personnel management, facilities, school law, curriculum development
- Higher education program: prepares college/university leaders, policy analysts, faculty
  - Focus on policy, finance, organizational management, student learning

## **Proposed change**

- Retain M.A.Ed. and Ph.D. in Educational Leadership
- New M.A.Ed. and Ph.D. in Higher Education

## Demand

- 19% job growth rate predicted for 2010-2020, Bureau of Labor Statistics
- Kiplinger's *13 Careers for the Next Decade*
- <130 Higher Education Degree programs in United States
- 2 Higher Education Degree programs in Virginia
- Demonstrated demand for admission

## Program Outcomes

- 95% on-time graduation
- 100% job offers by July 15
- Alumni employed in:
  - 34 states
  - 4 countries outside of the United States

**Graduate and Alumni Careers****Presidents**

- Big Sandy Community and Technical College, President Emerita
- Millennium University, President

**Policy Leaders**

- Jack C. Kemp Foundation, Higher Education Program Associate
- Maryland Higher Education Commission, Director of Outreach and Grants Management
- National Center for Higher Education Management Systems, Research Associate
- UC Berkley, Center for Studies in Higher Education
- Virginia Community College System, Vice Chancellor for Workforce Development Services

**University Leaders**

- Arizona State University, Academic Success Coordinator
- Brevard Community College, Vice President for Enrollment Management and Student Success
- Coastal Georgia College, Assistant Vice President for Student Services
- CUNY Potsdam, Vice President for Enrollment Management
- Emory University, Senior Associate Dean & Director of Campus Life External Relations
- North Carolina State University, Director of Assessment for College of Engineering
- UCLA Foundation, Assistant Vice Chancellor and Vice President for Finance/Treasury
- University of Virginia, Executive Director of Career Services
- University of Wisconsin, Madison, Assistant Vice Provost for Student Diversity and Academic Excellence
- Winthrop University, Associate Dean of Students

**Faculty Leaders**

- Atlantic Coast Community College, Dean and Professor
- East Tennessee State University, Assistant Professor of Postsecondary and Private Sector Leadership
- Florida Atlantic University, Professor of Higher Education Leadership
- Indiana State University, Associate Dean
- Marywood University, Assistant Professor of Higher Education Administration
- Ohio University, Professor of Counseling and Higher Education
- Rowan University, Assistant Professor of Educational Leadership
- The Ohio State University, Associate Professor of Student Affairs and Higher Education

**Student Affairs Leaders**

- Duke University, Assistant Dean of Students
- Southern Methodist University, Associate Director of Residential Life
- The College of William and Mary, Assistant Dean of Students
- Virginia Commonwealth University, Assistant Dean of Student Affairs
- Winthrop University, Associate Dean of Students



## Virginia Tech Leadership



**Dr. Catherine Amelink,**  
Research Analyst and  
Assessment Specialist,  
College of Engineering



**Dr. John Dooley,**  
Chief Operating  
Officer, Virginia Tech  
Foundation



**Dr. Rodd Hall,**  
Senior Associate Director  
for Operations and  
Finance, Virginia Tech  
Transportation Institute



**Dr. Michael Herndon,**  
Director, University  
Summer Sessions



**Dr. David Kniola,**  
Assistant Director,  
Office of Assessment  
and Evaluation



**Dr. Ellen Plummer,**  
Assistant Provost



**Dr. Donna Cassell Ratcliffe,**  
Director, Career Services



**Dr. Susan Short,**  
Associate Vice President  
for Engagement



**Dr. Ken Smith,**  
Vice Provost, Resource  
Management and  
Planning

## **Request for Board to Approve**

- M.A.Ed., Higher Education
- Ph.D., Higher Education

**Questions?**

## **RESOLUTION TO APPROVE THE BACHELOR OF SCIENCE DEGREE IN SUSTAINABLE BIOMATERIALS**

**WHEREAS**, the Department of Sustainable Biomaterials has grown and diversified over the past 10 years to help address global technological and social interests related to the sustainable use of materials derived from our natural resources; and

**WHEREAS**, the bachelor of science in sustainable biomaterials will prepare students to analyze and respond to pressing global resource issues including the efficient and wise use of natural resources for shelter, materials and energy, and how to address the demand for products made from non-sustainable and non-renewable sources, and how future generations will address life-cycle issues with sustainable biomaterials from environmental, economic, and social perspectives; and

**WHEREAS**, the bachelor of science in sustainable biomaterials will prepare graduates for careers where there is strong demand, ranging from positions in the commonwealth's \$25 billion forest products industry to innovation-based business and manufacturing in allied natural resources fields; and

**WHEREAS**, the degree is unique within the Commonwealth of Virginia and one of a very few similar programs within the United States; and

**WHEREAS**, the bachelor of science in sustainable biomaterials supports the commitment of the Department of Sustainable Biomaterials, the College of Natural Resources and Environment, and the university to educate students in environmentally sound technologies and innovations through the development and use of sustainable biomaterials;

**NOW, THEREFORE BE IT RESOLVED**, that the bachelor of science in sustainable biomaterials be approved effective fall 2013 and the proposal forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval, and to the Southern Association of Colleges and Schools - Commission on Colleges (SACS - COC) for notification.

### **RECOMMENDATION:**

That the resolution to approve the bachelor of science degree in sustainable biomaterials be approved.

June 3, 2013



**Virginia Tech Degree Proposal**  
**Bachelor of Science in Sustainable Biomaterials**  
**(CIP: 03.0509)**

**Type of degree action (circle one):** New   Spinoff   Revision   Discontinuance

**Program description**

Virginia Tech requests approval for a Bachelor of Science (B.S.) degree in Sustainable Biomaterials to commence in the fall semester of 2014. This proposed degree program is a revision to and expansion of an existing degree, B.S. Forestry and Wildlife, located in the College of Natural Resources and Environment. For this degree, the term “sustainable” is defined as a multi-faceted balance of long-term environmental, economic, and social priorities as applied to natural and renewable biomaterials. “Sustainable biomaterials” are materials systems based on woody plant biomaterials (lignocellulosic materials) such as wood, bamboo, rattan, and palm used for residential construction and production of consumer goods. The B.S. degree in Sustainable Biomaterials will be unique in the Commonwealth and will rely on the use of innovation theory to catalyze education efforts in both sustainability and biomaterials under a new educational option. The goal of this program will be to provide students with the requisite knowledge and skills to transform traditional biomaterials production methods, building construction methods, and current business management practices into lasting and value-added solutions for the benefit of human society and the environment.

This degree will serve the needs of Virginia and the \$25.2 billion forest products industry in the Commonwealth, as this industry seeks to adopt sustainable solutions because this approach permits conservation of the resource and is compatible with a growing national demand for renewable, green materials. In addition, the intent is for this degree to provide students with a national and global perspective on the use of sustainable biomaterials for structural and consumer products.

The proposed degree program will permit students to create, convey, and apply knowledge to expand their personal growth, advance social and community development, foster economic competitiveness, and improve quality of life through a focused curriculum in the development and use of sustainable materials, innovations in housing, and entrepreneurial activities. Graduates from the proposed degree will be proficient in the high-demand field of sustainable biomaterials and will provide an exceptional talent pool to sustain a vibrant Virginia economy.

**Curriculum summary**

The goal of this degree program is to give students a strong technical foundation in understanding natural biomaterials and how they perform as basic building blocks for structures and products that society needs, as well as how their

application scores in terms of environmental life-cycle impacts. Students can then build upon this technical foundation through one of three tracks with which to further develop their knowledge base: (a) Sustainable Enterprise, (b) Creating Sustainable Society, and (c) Sustainable Residential Structures. Respective learning outcomes in each of these tracks leads to a deeper understanding of how business, society, design, and housing technologies can influence overall sustainability issues when sourcing, using, maintaining, and recycling natural biomaterials. These tracks have been planned such that students gain appreciation of how disciplines in engineering, marketing, product design, process technology, and management can contribute towards the best sustainable use of our natural resources in meeting the needs of society.

The Sustainable Biomaterials degree comprises 120 credit hours distributed among the following categories: (a) Curriculum for Liberal Education (CLE) [36 credits]; (b) Sustainable Biomaterials common core courses [30 credit hours; listed below]; (c) Track courses [18-19 credit hours]; and (d) 12 free electives (35-36 credit hours).

#### Common Core in Sustainable Biomaterials (30 credit hours)

SBIO 1234 Introduction to Wood, Design and Craftsmanship (3)  
 SBIO 2124 Structure and Properties of Biomaterials (3)  
 STAT 3615 Biological Statistics I (3)  
 STAT 3616 Biological Statistics II (3)  
 SBIO 3004 Sustainable Nature-based Enterprise (3)  
 SBIO 3445-3446 Entrepreneurial Wood Design and Innovation (6)  
 SBIO 3454 Society, Sustainable Biomaterials, and Energy (3)  
 SBIO 4715-4716 Wood House (6)

#### Track Courses

##### *Sustainable Enterprise Track: (18 credit hours)*

SBIO 2614 Introduction to Forest Products Marketing (3)  
 SBIO 3464 Forest Products Business Systems (3)  
 SBIO 3554 Sustainable Biomaterials Enterprises (3)  
 ACIS 2115 Principles of Accounting (3)  
 FOR 4014 Natural Resources Economics (3)  
 MKTG 3104 Marketing Management (3)

##### *Creating Sustainable Society Track: (18 credit hours)*

FOR 2554 Nature and American Values (3)  
 SBIO 3324 Green Building Systems (3)  
 FOR 4014 Natural Resources Economics (3)  
 SBIO 2994 or 4994 Undergraduate Research; SBIO 2964 or 4964 Field Study; or  
 SBIO 3954 Study Abroad (at least 3 credit hours)  
 SBIO 3554 Sustainable Biomaterials Enterprises (3)  
 AAEC 3314 Environmental Law (3)

*Sustainable Residential Structures Track: (19 credit hours)*

CHEM 1036 General Chemistry (3)

PHYS 2205 General Physics (3)

SBIO 2384 Behavior of Biomaterials (3)

SBIO 3314 Wood Mechanics (4)

SBIO 3324 Green Building Systems (3)

SBIO 4984 Design of Wood Structures (3)

Free Electives (35-36 credit hours)**Relevance to university mission and strategic planning**

Virginia Tech's mission is to create, convey, and apply knowledge to expand personal growth and opportunity, advance social and community development, foster economic competitiveness, and improve the quality of life. The proposed degree program accomplishes these goals through a focused curriculum in the development and use of sustainable materials, innovations in housing, and entrepreneurial activities. The graduates from the proposed degree will be proficient in the high-demand field of biomaterials and will provide an exceptional talent pool to sustain a vibrant Virginia economy consistent with Virginia Tech's mission statement. Advancing community development, improving the quality of life, and fostering economic competitiveness are embodied within the Sustainable Biomaterials degree. Furthermore, this degree is STEM-H-oriented in that it provides all students in the curriculum with specific course-based core curriculum training in science, technology, mathematics, and health topics.

**Justification for the proposed program**

The Commonwealth of Virginia's forest resources contribute over \$25.2 billion annually and 184,000 jobs to our economy, one of the largest contributors to the Gross State Product. This is a key statistic with regard to job creation in the field, and why the B.S. Sustainable Biomaterials degree is needed at this time. The proposed degree will enable graduates to make Virginia and the United States more competitive in the world economy through the innovative use of sustainable biomaterials from Virginia's forests and agricultural lands. To promote the wise use of this natural resource, the Commonwealth needs leaders trained to utilize, market, and manage products and services while recognizing long-term environmental, economic, and social priorities. Continued innovation will be required to serve human needs using forest biomaterials productively and sustainably, minimizing the amount of materials used to produce products, and reducing associated environmental impacts.

The goal of the B.S Sustainable Biomaterials degree is to produce graduates who can create and implement innovative solutions to the challenges of providing sustainable supplies of housing, home furnishings, and other renewable products which society demands. The proposed new degree will serve the growing green sector, equip our students with the skills and leadership necessary to be competitive, and help the Commonwealth maintain and expand its economic

development and employment in this sector.

Number of Students in Sustainable Biomaterials  
(Wood Science and Forest Products) as of fall Census, September 2012

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013 – Spring*
SBIO (WOOD)	50	49	46	37	32	38	41	40	36	32	28	43	53	58
Packaging**							1	1	7	6	9	10	19	36
Total Students	50	49	46	37	32	38	42	41	43	38	37	53	71	94

\* As of May 14, 2013

\*\* Packaging became an option in 2006. The numbers assume that students not in the Packaging major will be in the Sustainable Biomaterials Major

**Resource Needs/Savings**

Given that this degree is a revision to an existing degree program, no new resources are needed at this time. Faculty members for the newly named degree in Sustainable Biomaterials are currently housed within the existing Department of Sustainable Biomaterials. No additional space, equipment, administrative support, nor library resources are needed to implement this degree program.

RESOURCE	ESTIMATED COSTS (use NA if not applicable)
Faculty	NA
Administrative/Classified Staff	NA
Graduate Teaching/ Graduate Research Assistants	NA
Space	NA
Library	NA
Equipment	NA
Other	NA





# *College of Natural Resources and Environment*

Curriculum Update – Dr. Paul Winistorfer, Dean

## ***Background***

- ❖ The College of Natural Resources and Environment is nationally and internationally recognized for the quality and effectiveness of our faculty, students and alumni; we are leaders across all disciplines of the college. Our undergraduate and graduate academic programs are renowned for quality and innovation.
- ❖ We are one of the largest, most productive and effective programs in North America. We are in a position of leadership.

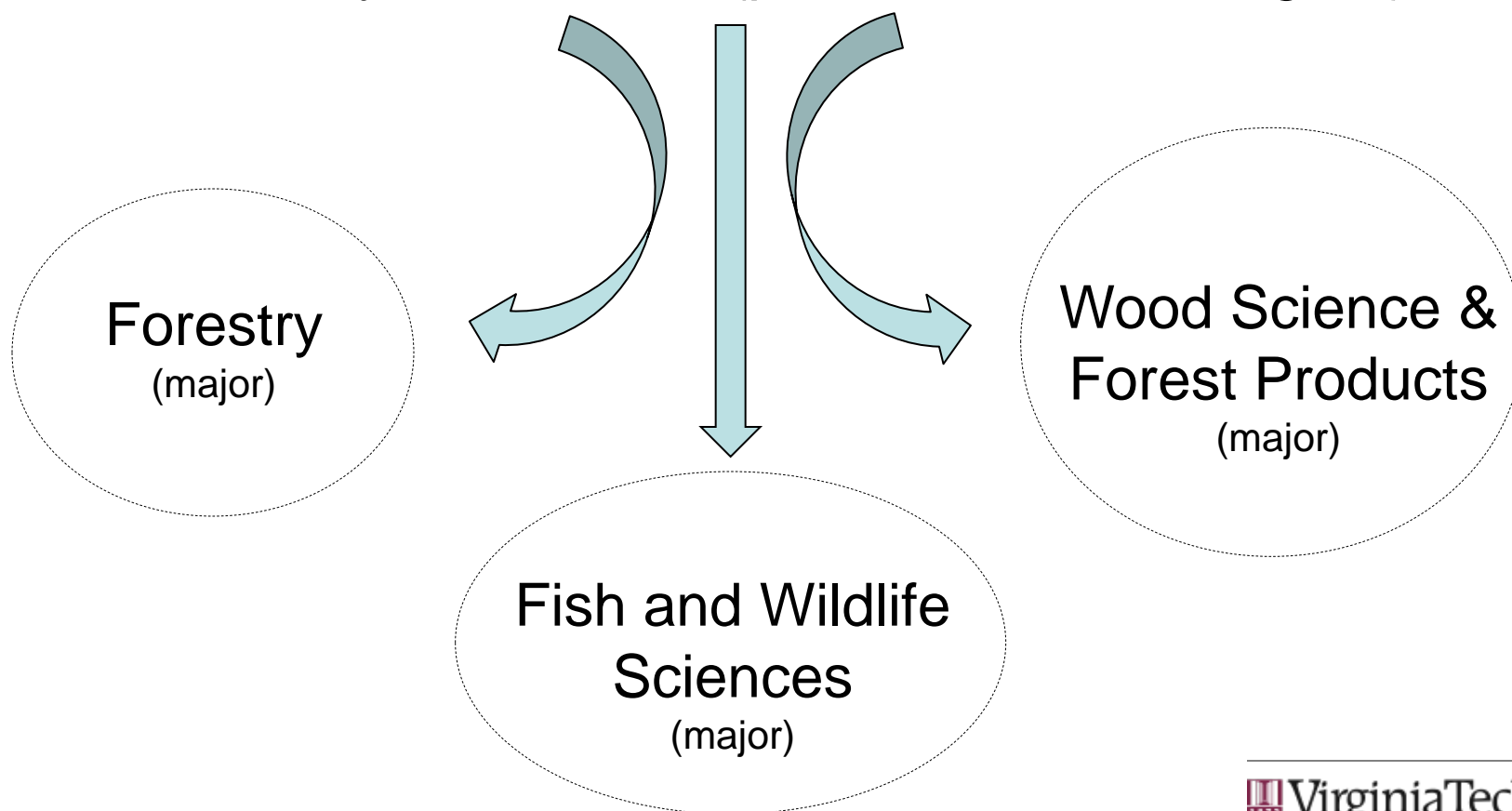
# ***Background***

- ❖ With the exception of the Geography program, all undergraduate students in the college come under a single B.S. degree program.

B.S. Forestry and Wildlife

## College of Natural Resources and Environment

### B.S. Forestry and Wildlife (present status of degree)



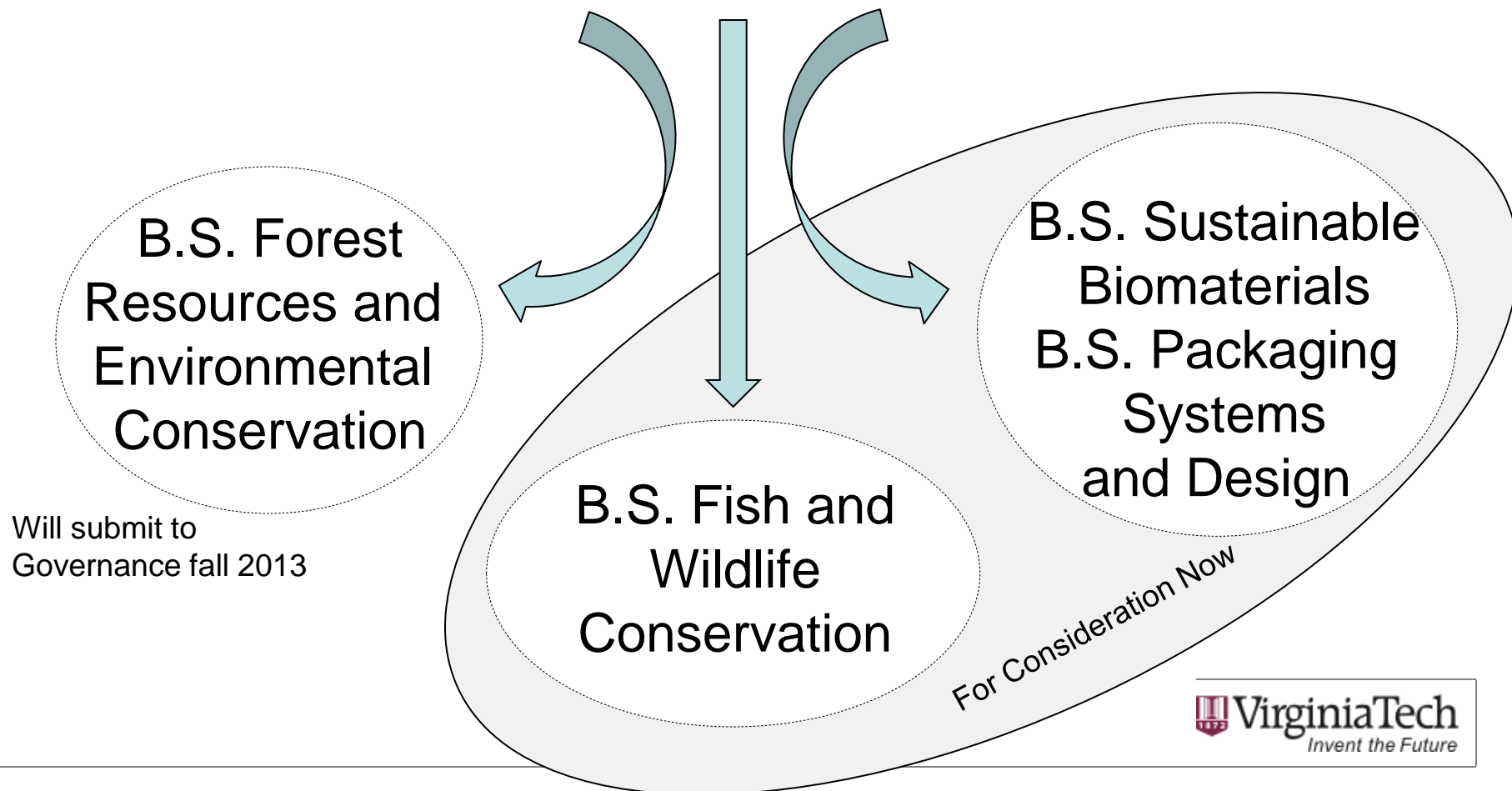


# *Background*

- ❖ Policy requires that majors within a degree program must have in common 25% of their total credit hours; i.e., the disciplines of forestry, fisheries and wildlife, and wood science must have in common 25% of their course credits. We have evolved to the point where this credit overlap no longer serves the needs of our students and employers.
- ❖ We are moving to create separate degree programs in the disciplines. We are innovating to create leading academic programs that align with college and university strategic goals. We are positioning for the future.

## College of Natural Resources and Environment

### B.S. Degree Portfolio (future status of degrees)



## *Outcome*

- ❖ All departments of the college will offer their own B.S. degree program.
  - ❖ B.S. degree programs in the disciplines will be independent of each other.
  - ❖ B.S. degree programs will serve the needs of our students and future employers.
  - ❖ B.S. degree programs will enable us to continue to lead the North American landscape of academic programs

## *Outcome*

- ❖ As a STEM-H college, we anticipate a growth in our college undergraduate enrollment.
- ❖ These new degree programs will create opportunities for existing STEM-H students on our campus.
- ❖ Ultimately, we are positioning our academic programs for the future, as we have positioned the entire college portfolio for the future.





# Sustainable Biomaterials

A proposed Bachelor of Science degree program – Dr. Audrey Zink-Sharp

# ***Background***

- ❖ Department of Sustainable Biomaterials
  - ❖ Established in 1979 as Wood Science and Forest Products
    - ❖ Renamed in 2012 to reflect growth and diversification
- ❖ Repositioning our department with 2 new proposed B.S. degree programs
  - ❖ Sustainable Biomaterials
  - ❖ Packaging Systems and Design

## ***B.S. Sustainable Biomaterials***

- ❖ Strong employer and student demand
- ❖ Unduplicated within the Commonwealth
- ❖ Supports departmental and college goals toward sustainable utilization and conservation of natural resources

# ***B.S. Sustainable Biomaterials***

- ❖ Aligns with Virginia Tech's educational missions
  - ❖ Social and community development
  - ❖ Economic competitiveness
  - ❖ Improved quality of life
  
- ❖ Complements the strategic plan "A Vision for a New Horizon"
  - ❖ Environmental Stability
    - ❖ Materials and Technology
    - ❖ Natural Resources
  - ❖ International Profile
  - ❖ Diversity



# ***B.S. Sustainable Biomaterials***

❖ Redesign of existing curriculum with new and revised courses

❖ Proposed Degree Program

❖ 120 total credit hours

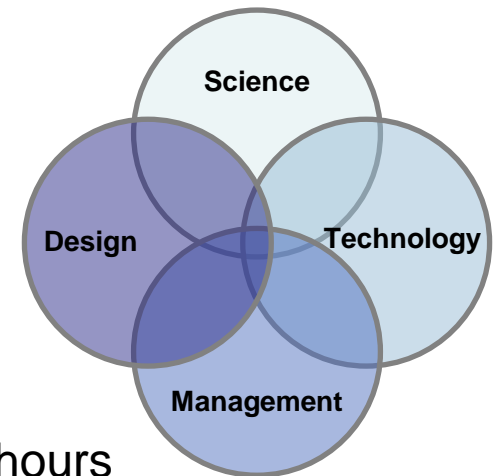
❖ SBIO core: 30 credit hours

❖ Curriculum for Liberal Education: 36 credit hours

❖ Track electives: 18 – 19 credit hours depending on track

❖ Business, Society & Values, Residential Structures

❖ Free electives : 35 – 36 credit hours



❖ Distinctive experiential learning capstone

# *Outcomes*

- ❖ Graduates with unique problem-solving skills, knowledge, and perspectives
- ❖ Improved engagement and economic development opportunities
- ❖ New growth areas

*Questions ?*

## **RESOLUTION TO APPROVE THE BACHELOR OF SCIENCE DEGREE IN PACKAGING SYSTEMS AND DESIGN**

**WHEREAS**, the Department of Sustainable Biomaterials has grown and diversified over the past 10 years to help address global technological and social interests related to the sustainable use and development of packaging materials derived from natural materials and allied hybrid material systems; and

**WHEREAS**, the bachelor of science in packaging systems and design will prepare students to analyze and respond to the needs of both consumers and industry partners in a field that broadly intersects many important areas of the global economy; and

**WHEREAS**, Virginia has a growing need for packaging professionals given that it serves as a hub for manufacturing and global transportation of goods and products that require packaging materials for containment, preservation, protection, dispersal, and communication about the content and value of those products; and

**WHEREAS**, the bachelor of science in packaging systems and design will prepare graduates for careers in the \$420 billion global packaging industry ranging from design of international shipping containers to the development of non-toxic films for the encapsulation and packaging of food and pharmaceuticals; and

**WHEREAS**, the degree is unique within the Commonwealth of Virginia and one of a very few similar programs in the United States; and

**WHEREAS**, the bachelor of science in packaging systems and design supports the commitment of the Department of Sustainable Biomaterials, the College of Natural Resources and Environment, and the university to educate students in the environmentally sound development and use of sustainable packaging materials;

**NOW, THEREFORE BE IT RESOLVED**, that the bachelor of science in packaging systems and design be approved effective fall 2013 and the proposal forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval, and to the Southern Association of Colleges and Schools – Commission on Colleges (SACS - COC) for notification.

### **RECOMMENDATION:**

That the resolution to approve the bachelor of science in packaging systems and design be approved.

June 3, 2013



**Virginia Tech Degree Proposal**  
**Bachelor of Science in Packaging Systems and Design**  
**(CIP: 15.1503)**

**Type of degree action (circle one):** New Spinoff Revision Discontinuance

**Program description**

Virginia Tech requests approval for a Bachelor of Science (B.S.) degree in Packaging Systems and Design to commence in the fall semester of 2014. This proposed degree program is a revision to and expansion of an existing degree, B.S. Forestry and Wildlife, located in the College of Natural Resources and Environment. The revised B.S. degree in Packaging Systems and Design will be housed in the Department of Sustainable Biomaterials, will be unique in the Commonwealth, and will meet a growing demand for education in the area of packaging science which is being driven both by societal needs for environmentally sound packaging and by industrial growth. Packaging is currently the third-largest industry in the United States (and part of a \$420 billion packaging industry worldwide) and the need for well-educated graduates is particularly strong in states like Virginia that serve as international transportation hubs.

The B.S. program in Packaging Systems and Design will prepare students for careers in industries producing and utilizing packaging materials of all types. Packaging is an essential part of industrialized economies and it functions to protect, preserve and facilitate the transport of products while aiding marketing. Demand and necessity for packaging materials and services related to virtually all industrial sectors dictate that graduates in this field also must play key roles in interfacing with many industries.

Graduates from the Packaging Systems and Design degree program will have the capability to optimize packaging processes, to design environmentally-appropriate packaging systems as part of the entire packaging life cycle chain, and to develop the next generation of advanced packaging technologies. Graduates from the program will serve regional, national and global community needs, as well as the multibillion-dollar international industry. Several packaging industry partners are strongly supportive of the development of this degree at Virginia Tech.

We anticipate that offering this degree at Virginia Tech will permit residents of the Commonwealth to take advantage of education in this field without having to travel to out-of-state universities, and in turn, our program will attract out-of-state students.

**Curriculum summary**

The curriculum for the B.S. in Packaging Systems and Design has been developed based on a review of curricula at major packaging programs throughout the U.S., on our review of the needs of various packaging industries, and on direct discussion with and input from packaging companies.

The course content for the degree combines critical content from the fields of industrial engineering, industrial design, chemistry, material science, and marketing. Providing the

opportunity to gain hands-on experience in various packaging areas is an essential part of the proposed degree program. Students are encouraged to obtain experience either through activities sponsored by the Center for Packaging and Unit Load Design within the Department of Sustainable Biomaterials (a Center that has existed for 30 years at Virginia Tech and provides infrastructure support for the developing degree program) and/or related summer employment and student club activities.

The proposed B.S. Packaging Systems and Design degree program includes 120 credit hours distributed among the following categories: (a) Curriculum for Liberal Education (36 credits); (b) Packaging Systems and Design core (42 credits; listed below); (c) statistical analysis (3 credits); (d) writing skills (3 credits); (e) chemical and physical sciences (6 credits); and (f) free electives (30 credit hours).

### **Packaging Systems and Design Core: (42 credits)**

SBIO 2104 Principles of Packaging (3)  
 SBIO 2114 Packaging Law and Regulation (3)  
 SBIO 2124 Structure and Properties of Sustainable Biomaterials (3)  
 SBIO 2384 Behavior of Sustainable Biomaterials (3)  
 SBIO 2614 Introduction to Forest Products Marketing (3)  
 SBIO 3124 Paper and Paperboard Packaging (3)  
 SBIO 3214 Food and Health Care Packaging (3)  
 SBIO 3224 Packaging Distribution Systems (3)  
 SBIO 3284 Packaging Polymers and Production (3)  
 SBIO 4024 Packaging Design for Global Distribution (3)  
 SBIO 4054 Packaging Systems Design Practicum (3)  
 SBIO 4224 Wood Pallet, Container & Unit Load Design (3)  
 MKTG 3104 Marketing Management (3)  
 MKTG 4204 Consumer Behavior (3)

### **Relevance to university mission and strategic planning**

The proposed program supports the missions of the Department of Sustainable Biomaterials in the College of Natural Resources and Environment, and Virginia Tech as a public land-grant university serving the Commonwealth of Virginia, the nation, and the world community. Through the discovery and dissemination of new knowledge, Virginia Tech's Vision and Mission ([http://www.president.vt.edu/mission\\_vision/mission.html](http://www.president.vt.edu/mission_vision/mission.html)) focus on the creation, conveyance, and application of knowledge to improve the quality of life for our populace. In that spirit, the Packaging Systems and Design degree program in the Department of Sustainable Biomaterials will strive to embody Virginia Tech's mission as it invents the future of the packaging world, providing a creative environment to grow educational and public service programming that will lead to a higher quality of life both within and beyond the Commonwealth. The B.S. in Packaging Systems and Design also adheres to Virginia Tech's *A Plan for a New Horizon* (2012-2018) in engaging in meaningful undergraduate experiences and opportunities that allow students to explore and discover solutions to the world's pressing issues. Furthermore, this degree is STEM-H-

oriented in that it provides all students in the curriculum with specific course-based core curriculum training in science, technology, mathematics, and health topics.

### **Justification for the proposed program**

Packaging is a cutting-edge discipline requiring a highly educated workforce, with the capacity to provide a variety of employment opportunities in diverse industries. Consumers, industries, and communities have demanded multi-functional packaging systems serving various roles in the 21<sup>st</sup> century. According to the US and Global Market Size Study, packaging is the third largest industry in the US with \$120 billion in annual revenues. The industry's market size in 2014 is forecast to have a value of \$126 billion in the US alone, an increase of 4.8% from 2009 during a recessionary period. More detailed analyses suggest that the packaging industry market growth potential is far greater than these statistics suggest.

Regulation to reduce the environmental impact of packaging has resulted in the need for continual innovation by educated professionals in the field to develop optimized packaging systems and designs through the whole packaging life cycle chain. As a result, there has been a strong demand in the field for college graduates with training in technical areas to help businesses keep up with continued demand in the field while adapting to changing business and technology environments. Undergraduate educational programming in the field of packaging is in demand particularly with regard to degree programs that have a focus on issues such as environmental sustainability, economic efficiency, and social aspects to meet societal demands in the packaging field.

The proposed B. S. degree in Packaging Systems and Design will focus on the multidimensional aspects of packaging technology to meet unique needs for society and fit the diverse needs of an industry that has many niche markets. The success of major and minor academic programs in the field has already been demonstrated by universities in several other states, (e.g., California, Michigan, New York, Wisconsin, South Carolina) but no other state (other than perhaps California) has as great a need for highly educated packaging experts than Virginia because of its strong industrial base, its geographic positioning as a transportation hub, and its status with major port cities on the eastern seaboard (including the major shipping ports of Norfolk, Portsmouth, and Newport News). There is a clear need for an undergraduate packaging degree program that can serve both industry and non-profit organizations. Implementation of the B.S. Packaging Systems and Design degree program would move the Commonwealth into the educational forefront of this vital and expanding field.

### **Resource Needs/Savings**

Given that this is a revision to an existing degree program, no new resources are required for its implementation or maintenance. The primary faculty members involved in the B.S. Packaging Systems and Design degree are currently employed in the Department of Sustainable Biomaterials at Virginia Tech. The administrative staff currently serving the needs of the majors in the Department of Sustainable Biomaterials is sufficient to take on responsibilities associated with the new degree. Adequate

space, equipment, library resources, and other infrastructure needs are currently available for this new degree.

Number of Students in Sustainable Biomaterials  
(Wood Science and Forest Products) as of fall Census, September 2012

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013 – Spring*
SBIO (WOOD)	50	49	46	37	32	38	41	40	36	32	28	43	53	58
Packaging**							1	1	7	6	9	10	19	36
Total Students	50	49	46	37	32	38	42	41	43	38	37	53	71	94

\* As of May 14, 2013

\*\* Packaging became an option in 2006. The numbers assume that students not in the Packaging major will be in the Sustainable Biomaterials Major

RESOURCE	ESTIMATED COSTS (NA if not applicable)
Faculty	NA
Administrative Staff	NA
Graduate Teaching/Research Assistants	NA
Space	NA
Library	NA
Equipment	NA
Other	NA





# *Packaging Systems and Design*

A Proposed Baccalaureate Degree Program – Dr. Robert Bush

## ***Background***

- ❖ William H. Sardo, Jr. Pallet and Container Research Laboratory (1976)
- ❖ Center for Packaging and Unit Load Design (1990s)
- ❖ Established Option and Minor

## ***Justification***

- ❖ Unduplicated in the Commonwealth of Virginia and surrounding states
- ❖ Serves a broad Virginia industrial sector
- ❖ Strong employment and career opportunities for students

## *Justification*

- ❖ Supports Departmental and College strategic goals
- ❖ Growth Areas: Nano-materials; flexible packaging, smart packaging, sustainable packaging



## ***Proposed Program***

- ❖ Packaging Core (42 credit hours)
- ❖ Curriculum for Liberal Education (36)
- ❖ Chemical and Physical Sciences (6)
- ❖ Statistics (3)
- ❖ Technical Writing (3)
- ❖ Free Electives (30)

# *Support*

- ❖ Trade and Professional Associations
  - ❖ AF&PA – Paperboard Packaging Alliance
  - ❖ Glass Packaging Institute
  - ❖ Sustainable Packaging Coalition
  - ❖ Technical Association of the Pulp and Paper Industry

# *Support*

## ❖ Businesses

- ❖ MeadWestvaco
- ❖ Corrugated Container Corporation
- ❖ Phoenix Packaging Group
- ❖ Printpack, Inc.
- ❖ Packaging Corporation of America
- ❖ ESKO Software
- ❖ Gerber Scientific

# *Outcomes*

- ❖ Discovery
  - ❖ Undergraduate research
  - ❖ Preparation for graduate study
- ❖ Engagement
  - ❖ Center for Packaging and Unit Load Design
  - ❖ VT Engage
- ❖ Learning



***Questions ?***

## **RESOLUTION TO APPROVE THE BACHELOR OF SCIENCE DEGREE IN FISH AND WILDLIFE CONSERVATION**

**WHEREAS**, fish and wildlife populations comprise a significant natural resource, providing the basis for both consumptive and non-consumptive uses, and fish and wildlife resources must be managed effectively to be sustainable and to maintain biodiversity, which is important for conserving the ecosystems that are critical to humans; and

**WHEREAS**, the bachelor of science degree in fish and wildlife conservation will prepare students with the base of knowledge, technical skills, quantitative analytical skills, problem-solving experiences, communication skills, and human dimensions background needed to become effective fish and wildlife scientists and managers; and

**WHEREAS**, the bachelor of science in fish and wildlife conservation will prepare graduates for post-baccalaureate training , employment in local, state and federal government agencies, non-profit groups, and the private sector; and

**WHEREAS**, the degree is unique within the Commonwealth of Virginia;

**NOW, THEREFORE BE IT RESOLVED**, that the bachelor of science in fish and wildlife conservation be approved effective fall 2014, and that the proposal be forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval, and to the Southern Association of Colleges and Schools (SACS) for notification.

### **RECOMMENDATION:**

That resolution to approve the bachelor of science degree in fish and wildlife conservation be approved.

June 3, 2013

**Virginia Tech Degree Proposal**  
**Bachelor of Science in Fish and Wildlife Conservation**  
**(CIP: 03.0601)**

**Type of degree action:** New   Spinoff   Revision   Discontinuance

**Program description**

Faculty in the Department of Fish and Wildlife Conservation, in the College of Natural Resources and Environment at Virginia Tech propose a revised Bachelor of Science (B.S.) degree in Fish and Wildlife Conservation to begin in Fall 2014. This revised degree program is motivated by emerging issues involving the conservation and management of populations of animals -- issues that are prominent in local, regional and national discourse. Importantly, this B.S. degree reflects the growing recognition of research conducted by faculty members in the Department of Fish and Wildlife Conservation at Virginia Tech, which is focusing national concern on issues such as the precipitous decline of common mammals in the Everglades National Park, the transmission of pathogens among humans and animals, and the benefits as well as risks of producing genetically engineered animals as food. Enrollment in fisheries and wildlife programs nationwide tends to rise and fall in parallel with interest in environmental issues, and are rising again, most recently due to increasing awareness of such environmental issues as global climate change, rising sea levels, and ecological sustainability needs.

Fish and wildlife conservation encompasses the study and management of aquatic and terrestrial species, their habitats, and humans' exploitation of habitats, with the goal of sustaining these living resources for future generations. The proposed degree will serve two primary audiences: (1) students interested in the program for reasons of career development, and (2) employers seeking to recruit professionally trained fisheries and wildlife scientists, managers, and conservationists. The purpose of this degree program will be to produce graduates with the requisite training to handle the full range of applied issues posed by exploitation of fishes and hunted species, protection of imperiled species, and management of nuisance or invasive species. Students in this degree program will be trained in underlying theory and management practices that contribute to adaptive and effective fish and wildlife conservation. Moreover, two lines of curricular focus are extended to all of the majors in this degree, after completing their strong common core: (1) Fish Conservation: for students interested in research and management of aquatic animals and ecosystems, including shellfish, endangered species, sport fish, and aquaculture fish, and (2) Wildlife Conservation: for students interested in research and management of terrestrial species; game birds and mammals; and other nongame birds, mammals, reptiles, and amphibians. Collectively, all graduates will be competitive for entry-level employment in fish and wildlife conservation and management, as well as successful pursuit of graduate training. There are no other undergraduate degree programs in fish and wildlife conservation at public institutions within the Commonwealth of Virginia.

**Curriculum summary**

The proposed B.S. in Fish and Wildlife Conservation degree comprises 120 credits, distributed as follows:

**I. Curriculum for Liberal Education (CLE); (all students; 36 credit hours)****II. Degree Core Requirements (all students; 40-42 credit hours)****Fundamentals of Science – 17-18 credit hours**

CHEM 1035 General Chemistry (3)  
CHEM 1036 General Chemistry (3)  
CHEM 1045 General Chemistry Laboratory (1)  
CHEM 1046 General Chemistry Laboratory (1)  
STAT 3615 Biological Statistics (3)

**Organic Chemistry restricted elective (take one of the following)**

CHEM 2514 Survey of Organic Chemistry (3)  
CHEM 2535: Organic Chemistry (3)

**Physical Science elective (take one of the following)**

CSES 3114 Soils (3) (requires concurrent enrollment in CSES 3124 Soils Lab[1])  
CSES 3134 Soils in the Landscape (3)  
GEOS 3034 Oceanography (3)  
GEOG 3114 Introduction to Meteorology (3)  
GEOS 1004 Physical Geology (3)  
PHYS 2205 General Physics (3)  
PHYS 2206 General Physics (3)

**Degree Core Courses – 17 credit hours**

NR 1114: Introduction to Renewable Natural Resources (2)  
FIW 2114 Principles of Fisheries and Wildlife Management (3) (can be applied towards CLE Area 7 requirement)  
FIW 4414 Population Dynamics and Estimation (3)  
FIW 4464 Human Dimensions of Fisheries and Wildlife (3)  
BIOL 2704 Evolutionary Biology (3)

**Legal foundation restricted elective (take one of the following)**

AAEC 3314: Environmental Law (3)  
FOR 4434 Forest Resource Policy (3)  
UAP 4344: Law of Critical Environmental Areas (3)

**Communications – 6 credit hours****Speaking restricted elective (take one of the following)**

COMM 2004 Public Speaking (3)  
AEE 3634 Communicating Agriculture and Life Sciences in Speaking (3)



Writing restricted elective (take one of the following)

ENGL 3764 Technical Writing (3)

ENGL 3774 Business Writing (3)

AEE 3624 Communicating in Agriculture and Life Sciences in Writing (3)

**III. Major Requirements:** Two distinct major concentrations are available to the students in this degree program: Fish Conservation or Wildlife Conservation, both focused on research and management issues related to conservation and environmental consultancy.

**Fish Conservation Major (23 credit hours)**

FiW 4424: Ichthyology (4)

FiW 4614: Fish Ecology (3)

FiW 4714: Fisheries Management (4)

FiW 3514: Fisheries Techniques (3) or FiW 4624: Marine Ecology (3)

BIOL 2804: Ecology (3)

STAT 3616: Biological Statistics (3)

FiW 4314: Conservation of Biological Diversity (4) or GEOS 3034: Introduction to Oceanography (3)

**Wildlife Conservation Major (27 credits)**

FiW 2314: Wildlife Biology (3)

FiW 2324: Wildlife Field Biology (3) FiW

4214: Wildlife Field Techniques (3) BIOL

3204: Plant Taxonomy (3)

BIOL 4404: Ornithology (4)

BIOL 4434: Mammalogy (4)

FOR 2324: Dendrology Laboratory (1)

FOR 4114: Information Technology for Natural Resources Management (3) or GEOG 4084: Introduction to Geographic Information Systems (3) or GEOG 4354: Introduction to Remote Sensing (3) or FOR 4124: Forest Photogrammetry and Spatial Data (3)

FiW 3414: Disease Ecology and Ecosystem Management (3) or FiW 4454: Vertebrate Pest Management (3) or FiW 4534 Ecology and Management of Wetland Systems (3)

**Free Electives** (9-12 credits)

**Relevance to university mission and strategic planning**

The proposed program supports the mission of the Department of Fish and Wildlife Conservation, the College of Natural Resources and Environment, and Virginia Tech. The mission of the Department of Fish and Wildlife Conservation ([http://fishwild.vt.edu/pdf\\_files/strategic\\_plan\\_07.pdf](http://fishwild.vt.edu/pdf_files/strategic_plan_07.pdf)) is to be a center of academic excellence in aquaculture, conservation ecology, and fisheries and wildlife sciences by providing quality programs in teaching, research, and outreach that will enhance fish and wildlife management at state, national, and international levels. We aim to graduate high quality professional fisheries and wildlife researchers and managers

who will assume leadership positions in resource agencies, the professions, citizen organizations, and the private sector. We are the only teaching program in Virginia that trains fisheries or wildlife scientists that are certifiable by our professional societies. Moreover, ours is the only program conducting research and practicing extension in fisheries and wildlife in Virginia. Against this background, this degree proposal is the expression of our finding that a recognizable degree will prove attractive to a wider range of prospective students, and will contribute to growth in enrollment and recruitment into our profession.

The College of Natural Resources provides the education necessary for professional careers in conserving, using, and sustaining renewable resources, which will prepare students for a career that is personally gratifying, environmentally responsible, and of direct benefit to society. Ranked among the best in the country, the college's science-based programs address the social and human elements of resource management and instill in students a sense of stewardship and land-use ethics. Our graduates are prepared to take an active role in finding new and better ways to conserve, use, and sustain the nation's vital natural resources.

Virginia Tech is a public land-grant university serving the Commonwealth of Virginia, the nation, and the world community. The discovery and dissemination of new knowledge are central to its mission. Through its focus on teaching and learning, research and discovery, and outreach and engagement, the university creates, conveys, and applies knowledge to expand personal growth and opportunity, advance social and community development, foster economic competitiveness, and improve the quality of life. Moreover, this degree is STEM-H-oriented in that it provides all students in the curriculum with specific course-based core curriculum training in science, technology, mathematics, and health topics. Students graduating from this degree program will be STEM-H graduates and will be poised to join the STEM-H workforce.

### **Justification for the proposed program**

Because fish and wildlife resources are owned by the people and managed as a public trust in the United States, the largest employer of fish and wildlife professionals traditionally has been the public sector. The largest employer is the collection of state fish and wildlife management agencies, represented in the Commonwealth principally by the Virginia Department of Game and Inland Fisheries, and also by the Virginia Marine Resources Commission and other agencies overseen by the Secretary of Natural Resources. Collectively, these Commonwealth agencies employ several hundred fisheries and wildlife scientists and managers. The federal government has a leading role in managing migratory species, imperiled species, and marine species outside the three-mile limit offshore. Hence, federal agencies collectively employing several thousand fish and wildlife professionals include the U.S. Fish and Wildlife Service, National Marine Fisheries Service, U.S. Forest Service, U.S. Geological Survey-Biological Resources Division, Bureau of Land Management, National Park Service, and U.S. Department of Agriculture. The baccalaureate degree is the credential for entry-level employment in such agencies.

Fish and wildlife resources are inherently interesting to many people, and a variety of such issues are in the news daily (e.g., regarding wildlife management areas, blue crab management, and the collapse of marine fisheries). While we expect that many students will take this degree explicitly to find employment in the field, we are also aware that many students will just want to learn about wild living resources for personal enlightenment as a pathway to graduate professional programs in areas such as law or public administration. For such individuals, a bachelor's degree in fish and wildlife conservation is one of many pathways into professional training.

Fish Conservation major. Marine fisheries are important for production of human food and industrial products such as fish meal and oil. The capture, processing, and marketing of fishery products are important sectors of regional and international trade. Fisheries must be managed effectively in order to prove sustainable, justifying the need for professional training of fisheries conservation officers. Fishery products are at historic levels of exploitation – many fisheries have collapsed (including regional fisheries such as Chesapeake Bay oysters) or are in danger of collapse (Atlantic menhaden), leading to economic dislocation and ecological impacts. The maintenance of other fisheries (e.g., Chesapeake Bay striped bass and blue crab) underlines the value of scientifically grounded fishery management. Development and implementation of sustainable recreational fisheries plans requires fisheries professionals trained at the baccalaureate level. Monitoring and management of functioning aquatic ecosystems require the skills of fisheries professionals trained at the baccalaureate level. In the aquaculture sector, formal academic training culminating in a baccalaureate degree qualifies an individual for entry-level employment, with the possibility for progress to a supervisory position.

Wildlife Conservation major. Wildlife comprises a significant natural resource, providing the basis for both consumptive and non-consumptive uses. Consumptive utilization of wildlife includes hunting for sport, meat, or trophy purposes. The most recent survey by the U.S. Fish and Wildlife Service indicated that in 2011, 13.7 million people 16 years old and older enjoyed hunting a variety of animals within the United States. They hunted 269 million days, spending \$34.0 billion. Within the Commonwealth of Virginia, 432,000 individuals hunted 10.1 million days, an average of 13 days per hunter. Collectively, they expended \$356.2 million. Harvest for the 2009-2010 season included 256,512 deer, 2,304 black bears, and 20,149 wild turkeys. Looking back, wildlife resources of the Commonwealth of Virginia were at a low point in the early 20<sup>th</sup> century as a result of overhunting and habitat degradation. Recent successes in wildlife management are the result of seven decades of research and implementation of science-based management of hunting effort and wildlife habitat. Entry-level positions as a wildlife manager require a bachelor's degree in wildlife management, wildlife conservation, or a related field. Entry-level positions in non-game wildlife management require a bachelor's degree in wildlife conservation or a closely allied area. Whether management is aimed at consumptive or non-consumptive uses of wildlife resources, the training of bachelor-level wildlife conservationists is needed for sustaining successful wildlife management. Virginia Tech is well placed to train the wildlife managers of the future.

This is a proposal for a revised degree given that fish conservation and wildlife conservation are existing majors; hence, we are in a position to report a long-term record of student demand. Table 1 shows the numbers of students enrolled in fisheries and wildlife sciences over the past eleven years.

**Table 1. Numbers of students in fisheries and wildlife curricula at Virginia Tech, 2001-2011.**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Fisheries	58	61	48	42	44	41	47	49	51	65	65
Wildlife	139	155	153	117	97	107	112	128	148	153	148
Total	197	216	201	159	141	148	159	177	199	218	213

### **Resource Needs/Savings**

Fish and Wildlife Conservation is an existing department, with current majors aligned with this revised degree program. Thus, no additional resources are sought.

<b>RESOURCE</b>	<b>ESTIMATED COSTS (use NA if not applicable)</b>
<b>Faculty</b>	NA
<b>Administrative Staff</b>	NA
<b>Graduate Teaching/ Graduate Research Assistants</b>	NA
<b>Space</b>	NA
<b>Library</b>	NA
<b>Equipment</b>	NA
<b>Other</b>	NA





# *Fish and Wildlife Conservation*

A Proposed Baccalaureate Degree Program – Dr. Sarah Karpanty

A wide-angle photograph of a university campus. In the foreground, there are several trees with autumn-colored leaves (yellows, oranges, and reds). In the background, there are large, multi-story buildings, including a prominent one with a tall, square tower. The sky is blue with some light clouds.

# ***Background***

- ❖ Fish and wildlife conservation encompasses the study and management of aquatic and terrestrial species, their habitats, humans exploiting them, and with the goal of sustaining these living resources for future generations.

# ***Background***

- ❖ Department of Fish and Wildlife Conservation
  - ❖ Renamed department in 2011 to reflect growth and diversification, and emphasis on conservation
  - ❖ Repositioning our department with 1 new proposed B.S. degree program
    - ❖ B.S. Fish and Wildlife Conservation

# ***B.S. Fish and Wildlife Conservation***

- ❖ We have a long history of strong student demand for the major.
- ❖ We have a long history of student placement with state and federal agencies.
- ❖ We have a long history of this major being a successful path to graduate education.
- ❖ The proposed degree is not duplicated in Virginia by any other public institution.



# ***B.S. Fish and Wildlife Conservation***

- ❖ Redesign of existing curriculum to create 2 majors within the new B.S. degree:
  - ❖ Fish Conservation major: for students interested in research and management of aquatic animals and ecosystems, including shellfish, endangered species, sport fish, and aquaculture fish.
  - ❖ Wildlife Conservation major: for students interested in research and management of terrestrial species; game birds and mammals; and other nongame birds, mammals, reptiles, and amphibians.

# *Proposed Program*

- ❖ Curriculum for Liberal Education (CLE; all students; 36 credit hours)
- ❖ Degree Core Requirements (all students; 40-42 credit hours)
- ❖ Fundamentals of Science – 17-18 credit hours
- ❖ Degree Core Courses – 17 credit hours
- ❖ Communications – 6 credit hours

# ***Proposed Program***

- **Fish Conservation Major (23 credit hours)**
- FiW 4424: Ichthyology (4)
- FiW 4614: Fish Ecology (3)
- FiW 4714: Fisheries Management (4)
- FiW 3514: Fisheries Techniques (3) or FiW 4624: Marine Ecology (3)
- BIOL 2804: Ecology (3)
- STAT 3616: Biological Statistics (3)
- FiW 4314: Conservation of Biological Diversity (4) or GEOS 3034: Introduction to Oceanography (3)

# ***Proposed Program***

- **Wildlife Conservation Major (27 credits)**
- FiW 2314: Wildlife Biology (3)
- FiW 2324: Wildlife Field Biology (3)
- FiW 4214: Wildlife Field Techniques (3)
- FOR 2324: Dendrology Laboratory (1)
- BIOL 3204: Plant Taxonomy (3)
- BIOL 4404: Ornithology (4)
- BIOL 4434: Mammalogy (4)
- FOR 4114: Information Technology for Natural Resources Management (3) or GEOG 4084: Introduction to Geographic Information Systems (3) or GEOG 4354: Introduction to Remote Sensing (3) or FOR 4124: Forest Photogrammetry and Spatial Data (3)
- FiW 3414: Disease Ecology and Ecosystem Management (3) or FiW 4454: Vertebrate Pest Management (3) or FiW 4534 Ecology and Management of Wetland Systems (3)



# Outcomes

- ❖ Ranked among the best in the country, the department's science-based programs address the social and human elements of resource management and instill in students a sense of stewardship and land-use ethics. Our graduates are prepared to take an active role in finding new and better ways to conserve, use, and sustain the nation's vital aquatic and terrestrial natural resources.

*Questions ?*

**RESOLUTION TO APPROVE THE DOCTOR OF PHILOSOPHY DEGREE IN  
TRANSLATIONAL BIOLOGY, MEDICINE, AND HEALTH**

**WHEREAS**, the mission of Virginia Tech is to discover and disseminate new knowledge through its foci on teaching and learning, research and discovery, and outreach and engagement; and

**WHEREAS**, there is a critical and immediate need for interdisciplinary and transdisciplinary training of translational researchers in the biomedical and health sciences to accelerate the transformation of fundamental biological discoveries into prevention, diagnostics, treatments and cures; and

**WHEREAS**, there is a growing demand, and statewide and national need for, such programs, evidenced by initiatives to integrate translational and clinical topics into biomedical doctoral education, and calls for interdisciplinary and translationally focused research education from the National Institutes of Health, Federation of American Societies for Experimental Biology, and the Association of American Medical Colleges; and

**WHEREAS**, faculty from across departments, colleges, and disciplinary boundaries at Virginia Tech will instruct in an innovative curriculum to prepare students for research-related careers in translational health science, by providing students with an integrated interdisciplinary knowledge base, methodology, technical skills, critical thinking skills and awareness of major local, statewide and national challenges to improved health of individuals and populations, so that they may lead collaborative and leading edge translational research across a range of biomedical and health-related disciplines; and

**WHEREAS**, the program will provide breadth of training in translational biology, medicine, and health, while allowing students to specialize in areas that are strengths at Virginia Tech and funding priorities for research and training by the federal government: (a) brain and cognitive sciences; (b) immunology and infectious disease; (c) cancer; (d) metabolism and cardiovascular science; (e) development, aging, and repair; or (f) health implementation science; and

**WHEREAS**, this will be the only degree program in the Commonwealth of Virginia to cover this range of biomedical and health-related subjects with a focus on translational discoveries and their implementation, with attention to integration of the biological, computational, behavioral, health delivery, and economic underpinnings of health and disease;

**NOW, THEREFORE BE IT RESOLVED**, that the doctor of philosophy degree in translational biology, medicine and health be established, effective fall 2014, and the proposal be forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval and to the Southern Association of Colleges and Schools – Commission on Colleges (SACS – COC) for notification.

**RECOMMENDATION:**

That the resolution establishing the doctor of philosophy degree in translational biology, medicine, and health be approved.

June 3, 2013

## **Ph.D. in Translational Biology, Medicine, and Health (CIP: 26.0102)**

**Type of degree action:** New

### **Program description**

The proposed Ph.D. program in “Translational Biology, Medicine, and Health” (TBMH) is an integrative, multidisciplinary, and innovative graduate program in the biomedical and health sciences that emphasizes the concept of “translational science,” at multiple levels of investigation and across multiple disciplines. Faculty from departments across the College of Science, College of Veterinary Medicine, College of Engineering, College of Agriculture and Life Sciences, College of Natural Resources and Environment, and College of Liberal Arts and Human Sciences, as well as the Virginia Tech Carilion Research Institute, the Virginia Bioinformatics Institute, and the Fralin Life Science Institute, have developed an integrated curriculum that covers the fundamental molecular processes that dictate the development and life-long homeostatic regulatory function of cells, tissues and organs, to the dysfunction of these mechanisms in a wide range of disorders, to adoption, integration and application of translational discoveries, their cost, delivery, effectiveness and related policy issues. The program will develop students as critical and innovative researchers and thought leaders, so they may identify and address the complex interplay of multiple factors that create many challenges for improving human health, make and translate discoveries into innovative approaches to preventing, diagnosing, treating, and curing disease. We expect to begin offering the TBMH Ph.D. program in Fall 2014, with the first students graduating in May 2018. Due to the interdisciplinary nature of the program and the diversity of the faculty instructors, including clinical faculty who will instruct in formal courses and participate on committees, it is expected that formal course instruction will take place at Virginia Tech’s Blacksburg and Roanoke facilities, with some utilization of videoconferencing capabilities. Participating faculty will constitute a “Faculty of Health Sciences,” which will serve as the academic home for the program. The program will be administered through the Graduate School.

### **Curriculum summary**

Students pursuing a TBMH Ph.D. degree must earn a minimum of 100 credit hours beyond the B. S. degree. Students will perform research rotations throughout year 1, while completing most of their core coursework, and will commit to a thesis research lab at the end of year 1. Students will take an intensive “Gateway” course (TBMH 5004, 8 credits) in semester 1, where they will learn the fundamentals of biomedicine, physiological systems, and translational science. They will then select a focus area in semester 2 and take an equally intensive “Fundamentals” course (8 credits) covering in depth the fundamentals of that focus area, with heavy emphasis on translational exemplars and case studies. The six focus areas are: Brain and Cognitive Sciences; Cancer; Health Implementation Science; Metabolism and Cardiovascular Science; Immunity and Infectious Disease; and Development, Aging, and Repair. Students will continue a core curriculum in parallel with their focus-area-specific coursework, which includes professional development, ethics, seminars and scientific analysis, as well as



program retreats and presentations. In total, students will take 31 credits of core coursework, a 3-credit quantitative requirement, a 3-credit free elective, and 63 credits of dissertation research.

### **Relevance to university mission and strategic planning**

Virginia Tech is a public land-grant university dedicated to discovery and the dissemination of new knowledge. The program's focus on "teaching and learning" and "research and discovery" is evident as students embark on a combination of didactic coursework, scientific seminars, group-based educational exercises, and scientific research. The program will produce leaders in translational biological science, medicine and health, who strive to make, translate, integrate, design and implement innovative approaches to discoveries that will improve human health and "quality of life." Students will further fulfill the university's mission to "apply knowledge to expand personal growth and opportunity," as the program will arm them with the tools to succeed along a variety of career paths. The proposed interdepartmental, intercollege, and transdisciplinary program is expected to: enhance the quality and increase the quantity of the graduate student population, in alignment with the Virginia Tech strategic goals of increasing the number of graduate students, particularly in the health sciences and STEMH; facilitate interactions between faculty across disciplines without regard to departmental or college boundaries; enhance Virginia Tech's national and international identity in the biomedical and health sciences; and position Virginia Tech to substantially increase and broaden its extramural funding portfolio in the biomedical and health sciences, including research and training grants.

### **Justification for the proposed program**

Human health represents the single largest challenge and domestic expenditure of our society, and despite the progress and investment in basic biomedical research, the progress in terms of delivering successful new therapies and diagnostics has not kept pace. There is a critical immediate need for transdisciplinary training of translational researchers in the biomedical and health sciences, in order to accelerate the transformation of fundamental biological discoveries into preventions, diagnostics, treatments, cures and healthier behaviors to avoid the costs and consequences of compromised health at the individual and population levels. The growing interest and demand for such programs is evidenced by national initiatives over the past decade to integrate translational and clinical topics into basic biomedical graduate education (such as the Howard Hughes Medical Institute's "Med to Grad" initiative) and recent calls for similar interdisciplinary and translationally focused efforts from the National Institutes of Health, Federation of American Societies for Experimental Biology, and the Association of American Medical Colleges. The proposed TBMH program will incorporate these elements and expand upon them to provide a curriculum that deviates from traditional course structure to one that includes a diverse cohort of students from a wide range of educational backgrounds and fields of study, balances breadth and depth, and prepares students for the new age of biomedical and health research by focusing on how to identify the key challenges, formulate translatable hypotheses and implement the translation of discoveries (at the laboratory bench, at the patient's bedside and in real world settings in which the largest scale chronic health challenges manifest) into meaningful solutions to human health problems. This is the right time to launch such a

program at Virginia Tech, as the university merges strengths in the basic life and chemical sciences, social and behavioral sciences, bioinformatics, computational sciences, and engineering, with an expanding biomedical enterprise, producing an increasing cohort of faculty with federally funded biomedical and health related research programs that provide opportunities and needs for this type of graduate student. Additionally, the Virginia Tech Carilion School of Medicine is attracting a set of students who are interested in pursuing advanced degrees beyond the M.D., and new emerging and expanded partnerships and collaborations with medical centers (e.g., Carilion Clinic, Wake Forest University School of Medicine, and Children's National Medical Center) are providing rich new sources of collaborations, data, samples, and patients to Virginia Tech faculty and graduate students who are primarily interested in health-related research programs.

Nationally, such translational programs are attracting large cohorts of bright students. For example, among the top 20 NIH-funded universities, each has a large and vibrant graduate program in biomedical sciences that trains students in contemporary interdisciplinary approaches to biomedical, translational, and health-related research. Thus, we anticipate that this Ph.D. will assist Virginia Tech in constructively growing its graduate student body. Upon completion of the program, successful graduates will be qualified for a number of positions where a Ph.D. in a biomedical field is required or preferred. These include postdoctoral fellow, instructor, or professor at a college, university, or academic health center; research scientist in the pharmaceutical or biotechnology industry; research scientist or health science administrator in a government or other private non-profit agency, hospital or clinic; or a non-research position where biomedical/health research expertise and excellent communication skills are required, such as science writer, editor, or journalist; patent agent; public policy analyst; or scientific consultant.

### **Resource Needs**

The degree program does not seek any new targeted state resources to initiate and sustain the program. In addition to an investment by the university for initial program development, the on-going financial support for the program will be partially funded by tuition generated by the program. Teaching and dissertation mentoring by faculty will not require any additional financial resources, as they reflect the activities of faculty largely already in place at the university and available to participate in the program (letters of support from department chairs are part of the full degree proposal), and faculty who are already part of planned recruitments in clusters that reflect the university's strategic plan. In future years, we expect to offset some of these student costs through NIH institutional training grants and individual predoctoral fellowships, such as those from NIH and NSF. We also expect that by increasing the quantity of talented graduate students at Virginia Tech, investment in this graduate program will have a direct positive impact on faculty research grant funding and their research productivity by providing increased intellectual and technical capital and talent for faculty to successfully compete for contemporary research grants in a competitive environment with institutions who already have a commitment to interdisciplinary biomedical and health sciences graduate education.

**Graduate Assistantships.** Thirty graduate students per year will be fully supported in year 1 of their study while they take courses and perform research rotations. They will receive graduate assistantships competitive with the national average for similar degree programs (12 months at step 21), as well as health insurance and full tuition. Support towards assistantships, tuition, and fees will be supplemented by the program in subsequent years on a declining scale (\$15,000 in year 2, \$10,000 in year 3, and \$5,000 in year 4), and the remainder of support will be provided by the student's faculty mentor from grants, contracts, and/or start-up or operating funds available to the faculty member through their home department or institute. Total university funded support for assistantships and tuition is estimated to cost \$1,290,000 at initiation year, and \$2,190,000 at target enrollment year.

**Faculty.** The program will require one internally appointed full-time faculty member to serve as Program Director to administer the program. The current duties of the program director will be redistributed to other faculty to the extent necessary. Responsibilities will include coordinating the curriculum, advising students, coordinating student research, seeking external funding opportunities, marketing and recruitment, and chairing the Steering Committee. A full-time program coordinator is required to assist the Program Director in these duties. In addition, the program will hire a part-time webmaster to establish a website and maintain a web presence. Total for salaries and fringe for these positions is approximately \$213,900.

Many existing faculty members campus-wide have expressed interest in participating in the program to serve as research mentors, instructors, and committee members. It is expected that the teaching responsibilities of most individual faculty will be minimal, as the new coursework will be team-taught by a collection of faculty with appropriate and complementary expertise. Teaching credit will be assigned to faculty and departments commensurate with their level of involvement in each course. Faculty at the VTCRI are likely to be heavily involved, as they do not have major teaching responsibilities in departments and will be able to focus their graduate teaching efforts in this program, although faculty from many departments and colleges across the entire VT campus will be involved in teaching, mentoring and committee service, as well. Some resources will be required to buy-out time for faculty that will dedicate significant time directing TBMH courses (\$120,000). Each of the six focus areas will have a faculty coordinator responsible for the core fundamentals course and other elements specific to that focus area. The six faculty coordinators will receive compensation for the additional time spent in this role (10%), which will total approximately \$120,000.

**Classified staff.** Since the program will not be operated from any single department or college, one administrative assistant will assist with the core operations of the program. The total cost for salary and fringe will be approximately \$61,000.

**Library.** Reading assignments from the primary research literature will be critical to most of the core coursework, and access to specific key journals will be important for the students' dissertation research and education. The cost of subscriptions to important

biomedical titles currently missing from the library is \$95,000. These additional titles will also be of great benefit to many faculty and other researchers at Virginia Tech. These resources will be provided through the normal library budgetary process.

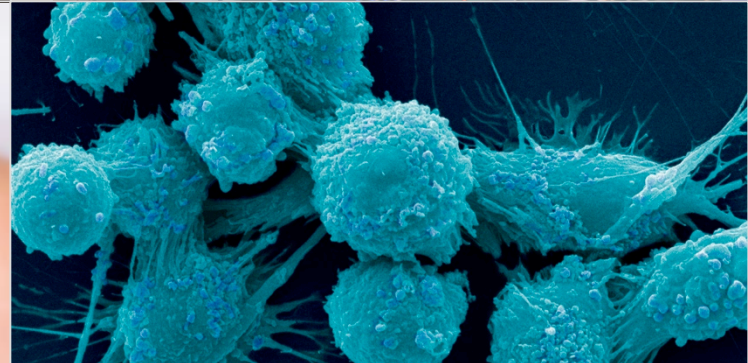
**Space.** No new resources are requested. The new TBMH courses will require space for approximately 30–36 students and multiple spaces for 5–10 students. The physical resources for this program exist in current Virginia Tech facilities, including four existing seminar rooms equipped with projectors, whiteboards, wireless internet, and interactive videoconferencing technology at the university's Virginia Tech Carilion Research Institute.

**Other.** Some additional categories of funds are also requested to operate the program, as indicated below. Some funds for computers, software, and IT support for program administrative personnel will be required (\$30,000). Additionally, resources for marketing the program (\$10,000) and supporting student recruitment and travel to campus for interviews in order to achieve and maintain an entering class size of 30 students/year, will be essential to the success of the program (\$90,000). In the core curriculum, a course is offered each semester (TBMH 5204) that includes a series of visiting scholar speakers who meet with the students and for whom the students have studied and presented their research papers (\$22,500 total). Finally, an important component of the TBMH program is the inclusion of clinical lectures, clinical case studies and presentation of patients in the core coursework (the "Gateway" course, and the six track-specific "Fundamentals" courses). Annual costs for Carilion Clinic faculty lecture time (approximately 100 hrs), as well as time and travel for visiting clinician lecturers (6 per year) from other academic health centers in the region, is \$50,000.

<b>RESOURCE</b>	<b>ESTIMATED COSTS (use NA if not applicable)</b>
<b>Faculty</b>	\$453,900
<b>Administrative Staff</b>	\$61,900
<b>Graduate Teaching/ Graduate Research Assistants</b>	\$1,290,000 (year 1) \$2,190,000 (year 4)
<b>Space</b>	NA
<b>Library</b>	\$95,000
<b>Equipment</b>	NA
<b>Clinician Lecturers (Carilion Clinic and other regional medical centers)</b>	\$50,000
<b>Graduate student visiting/recruiting travel expenses, program advertisement &amp; marketing</b>	\$100,000
<b>Computers, software, &amp; IT (administrative)</b>	\$30,000
<b>Visiting scholar speaker series</b>	\$22,500



# Proposed Ph.D. Program in Translational Biology, Medicine and Health (TBMH)



By: Mike Friedlander  
Associate Provost for Health Sciences  
Executive Director, VTCRI  
Sr. Dean for Research, VTCSOM  
June 2-3, 2013

# Background

- National need for accelerating pace of translation of biomedical discoveries for diagnostics, treatments, cures and their implementation;
- Major national organizations (e.g., NIH, FASEB, AAMC) call for new approaches to train biomedical and health scientists;
- Leading institutions (e.g. BCM, UCSF, Vanderbilt, U Pitt, JHU) implementing new approaches to train biomedical and health scientists
- Interdisciplinary approaches, communication across levels, effective discovery and translation, preparation for diverse careers in industry, academia, government; incorporating technology for timely completion;
- VT's growth in the biomedical and health sciences – STEMH – faculty and student demand

# Goals

- Attract new cohort of highly qualified graduate students;
- Offer an integrated translational research program in biomedical and health sciences;
- Provide innovative education for multiple career paths;
- Enhance overall intellectual environment in the biomedical and health sciences;
- Grow extramural funding for research and training in biomedical and health sciences;
- Leverage investments in biomedical and health sciences;
- Enhance faculty recruitment and retention.

# Organization and implementation

- Academic program and content oversight home in Faculty of Health Sciences;
- Administered through Graduate School;
- Team teaching;
- Joint dissertation mentoring;
- Personal career development plans;
- Students “undifferentiated” in first year – may chose research mentor from across multiple departments/colleges.



# 50 core faculty; over 100 participating faculty (17 departments; 7 colleges)

## Department:

- Animal and Poultry Sciences
- Biochemistry
- Biological Sciences
- Biomedical Engineering and Sciences
- Chemistry
- \*Clinical departments
- Economics
- Electrical and Computer Engineering
- Entomology
- Fish and Wildlife Conservation
- Human Development
- Human Nutrition, Food and Exercise Science
- Large Animal Clinical Sciences
- Physics
- Population Health Sciences
- Psychology

## College:

CALS  
CALS  
CoS  
CVM  
CoS  
SoM  
CoS  
CoE  
CALS  
CNRE  
CLAHS  
CALS  
CVM  
CoS  
CVM  
CoS

## Centers and Institutes:

UTCDD, CG, FLSI, ICAT, VBI, VTCRI

# Translational Biology, Medicine, and Health Program (30 students/year)

Attachment I

Students from Biological Sciences, Biochemistry, Chemistry, Computer Science, Economics, Engineering, Mathematics, Physics, Psychology, Social Sciences

## Year 1

**Gateway Introductory Course:**  
Experimental design & analysis, from molecules to systems to patients to populations to policy (8 credits)

**Research Rotation**

Additional Core Courses:

- Seminars
- Professional Development & Ethics

**Select a focus area:**

- \**Brain & Cognitive Sciences*
- \**Development, Aging, & Repair*
- \**Immunity & Infectious Disease*
- \**Health Implementation Science*
- \**Metabolic & Cardiovascular Sciences*
- \**Cancer*

**Research Rotation**

**Research Rotation**

**Focus Area Fundamentals Course (8 credits)**

**Qualifying Exam  
Select Mentor**

## Year 2 & beyond

**Dissertation Proposal**

**Advanced Electives & Dissertation Research**

**Dissertation Defense**

Additional Core Courses:

- Statistics/Computation
- Seminars
- Journal Club

Academic Health Centers, Colleges, Pharmaceutical & Biotechnology Industry, Government Agencies & Public Policy, Hospitals & Health Care, Non-Profit Organizations

# Questions?

# Example curriculum for a student with a brain and cognitive science focus

Attachment I

## Year One

Fall			Spring		
TBMH 5004	Translational Biology, Medicine, & Health	8cr	TBMH 5014	Fundamentals of Neuroscience	8cr
TBMH 5105	Professional Development & Ethics	2cr	TBMH 5106	Professional Development & Ethics	2cr
TBMH 5204	Seminar in TBMH	1cr (P/F)	TBMH 5204	Seminar in TBMH	1cr (P/F)
TBMH 5304	Research Experience in TBMH	3cr (P/F)	TBMH 5304	Research Experience in TBMH	3cr (P/F)
		14			14

## Year Two

Fall			Spring		
STAT 5674	Methods in Biostatistics ( <i>Quantitative Elective</i> )	3cr	PSYC 5344	Cognitive Psychology ( <i>Free Elective</i> )	3cr
TBMH 5204	Seminar in TBMH	1cr (P/F)	TBMH 5204	Seminar in TBMH	1cr (P/F)
TBMH 5404	Scientific Logic and Analysis	1cr	TBMH 7994	Research and Dissertation	8cr
TBMH 7994	Research and Dissertation	7cr			
		12			12

## Year Three

Fall			Spring		
TBMH 5204	Seminar in TBMH	0cr	TBMH 5204	Seminar in TBMH	0cr
TBMH 7994	Research and Dissertation	12cr	TBMH 7994	Research and Dissertation	12cr
		12			12

## Year Four

Fall			Spring		
TBMH 5204	Seminar in TBMH	0cr	TBMH 5204	Seminar in TBMH	0cr
TBMH 7994	Research and Dissertation	12cr	TBMH 7994	Research and Dissertation	12cr
		12			12

Total Credits

100



## **Committee Minutes**

### **BUILDINGS AND GROUNDS COMMITTEE**

**Tour from The Inn at 7:35 a.m.  
10:00 a.m. Open Session, Room 330 Lavery Hall**

**June 3, 2013**

**Board Members Present:** Mr. Michael Quillen, Mr. John Rocovich, Mr. William Fairchild, Mr. William Holtzman

**VPI&SU Staff:** Mr. Malcolm Beckett, Mr. Bob Broyden, Ms. Vickie Chiocca, Dr. Lance Franklin, Mr. Mark Gess, Ms. Kay Heidbreder, Ms. Natalie Hart, Mr. Larry Hincker, Mr. William Hinson, Dr. Sarah Karpanty, Ms. Leigh LaClair, Ms. Heidi McCoy, Mr. Richard McCoy, Ms. Kim O'Rourke, Mr. Charles Ruble, Dr. Jill Sible, Ms. Kayla Smith, Mr. Ken Smith, Mr. Jason Soileau, Dr. Charles W. Steger, Dr. Lisa Wilkes, Dr. Sherwood Wilson

**Guests:** Ms. Jessica Bennett, Mr. Mike Hubbard, Dr. Jeff Kirwan, Ms. Judy Kirwan, Ms. Beth Lancaster, Ms. Tonia Moxley, Ms. Rebekah Paulson, Ms. Elizabeth Sandy Umberger

#### **Open Session**

- 1. Tour of the Quarry:** The Committee toured the university-owned Quarry and went on a driving tour of the Center for the Arts, Davidson Hall, the Human and Agricultural Sciences Building (HABBI), and the Signature Engineering Building.
- 2. Opening Remarks and Approval of Minutes of the March 25, 2013 Meeting:** The minutes of the March 25, 2013 meeting were approved.
- 3. Update on Campus Security Cameras:** The Committee received an update on campus security cameras. The goal is to have 90% of the university's pedestrian ways covered by situational cameras. The cameras support campus safety and security and have proved helpful in solving crimes and reducing the university's overall liability.
- 4. Design Preview of the Classroom Building:** The Committee previewed the preliminary design for the new Classroom Building that will be home to general assignment classrooms and interdisciplinary physical science teaching laboratories. Schematic design documents are being produced for the 73,000 gross square foot, three-story Classroom Building. Break-out and study spaces are interspersed throughout the building to foster collaboration and informal learning. Building location is being evaluated through siting opportunities within the existing Derring surface lot. Mr. Rocovich asked that the planning staff work with the design to moderate the amount of precast in the design by incorporating additional Hokie Stone.
- 5. Planning Update on the Indoor Athletic Practice Facility:** The Committee received a planning update on the Indoor Athletic Practice Facility. The Assistant Vice President for Planning, working with Athletics has been evaluating potential sites for the Practice Facility. Numerous site options are being evaluated in detail, according to specific criteria, including walking time, parking, budget, safety, and tree impact. The remaining site options are in a

preliminary phase of analysis, with the primary focus being on the geometric siting of the building. The Office of University Planning will continue to work with Athletics to conduct in-depth site-specific analysis and will solicit feedback from other constituencies as planning continues. The university remains committed to not encroach on the old growth woods beyond the area that is already developed.

- \* **6. Resolution on Demolition of Rasche Hall:** The Committee recommended full board approval of a resolution requesting approval to demolish Rasche Hall. Planning and design work has started for the first of the two new Upper Quad replacement residence halls, including Intensive Level Surveys to meet Agency Environmental Impact Reporting requirements. To make way for the new replacement hall, it is recommended that Rasche Hall be demolished in the summer of 2013 during summer break. Beginning fall semester of 2013, Cadets will live in Eggleston Hall until the replacement residence hall opens in late summer of 2015.
- \* **7. Resolution on Demolition of Brodie Hall:** The Committee recommended full board approval of a resolution requesting approval to demolish Brodie Hall. Planning and design work for Brodie Hall's replacement will be developed in unison with the design work for Rasche Hall's replacement. If approved, Brodie Hall will be demolished in the summer of 2015 during summer break. The site around Brodie Hall will be fenced off and secured upon the departure of the Cadets after 2015 Spring Commencement. Corps of Cadets leadership and administrative staff currently located in Brodie Hall will be relocated to space in Lane Hall and other Upper Quad space at this time. As much work as possible will be constructed under the Rasche replacement hall project, including the site, utility, and infrastructure work. Construction for Brodie Hall's replacement is planned to commence in earnest directly upon completion of the existing building demolition, late in the summer of 2015.
- 8. Update on the Dairy Barn Relocation Project:** The Committee received an update on the Dairy Barn Relocation Project. The university has requested the Virginia Tech Foundation, Inc. design, construct, equip, and finance replacement dairy instructional facilities for the university. The relocation of the herd and operations to the new replacement facilities will occur by March 1, 2015 to allow for the construction of the new 460 Interchange.
- 9. Best Practices for Building Envelope Maintenance:** The Committee received a report on industry standards for all aspects related to post construction inspection of stone building facades. The report indicates that Virginia Tech's maintenance policies and procedures are comparable to its contemporaries and, in fact, seem to be proactive compared to most. The university has a policy in place whereby members of Facilities perform periodic visual and tactile (hands-on) inspections of many of the stone facades around campus, particularly around and above entrances where pedestrian traffic is concentrated. The process is officially memorialized through a policy directive and standardized through a computerized maintenance management system. Based on report recommendations, the current process has been modified in regards to adding oversight by a registered professional. The Committee will be provided with the final report.
- 10. University Building Official Annual Report:** The Restructured Higher Education Financial and Administrative Operations Act of 2005 and the Management Agreement with the Commonwealth of Virginia grant the university the authority to designate its own building official. The Board of Visitors approved a resolution to establish a university building official and building code review unit at its June 20, 2008 meeting and the office was established July

1, 2010. Effective June 3, 2011, the Bureau of Capital Outlay Management (BCOM) formally delegated building official authority for Virginia Tech to the university's building official. The Committee received the third annual summary report of activities from the University Building Official (UBO). As set forth in University Policy 5407, the annual report identified the code enforcement and building permit activities performed during the prior year. The number of inspections performed by the UBO office has doubled since implementation.

- 11. Capital Project Status Report:** The Committee received an update on the status of all capital projects, including the Academic Building Renovations, the Sciences Building Laboratory I, the Center for the Arts, Davidson Hall, the Human and Agricultural Sciences Building (HABBI), and the Signature Engineering Building.

#### **Adjournment**

There being no further business, the meeting adjourned at 11:20 a.m.

**\*Requires full Board approval.**

## **Committee Minutes**

### **STUDENT AFFAIRS AND ATHLETICS COMMITTEE AND BUILDING AND GROUNDS COMMITTEE OF THE BOARD OF VISITORS**

**9:30 a.m.  
350 Lavery Hall  
June 3, 2013**

#### **Board Members Present:**

Mr. Cordel Faulk, Student Affairs and Athletics Committee Chair  
Dr. Nancy Dye, Student Affairs and Athletics  
Mr. Nick Onopa, Student Affairs and Athletics  
Mr John Rocovich, Building and Grounds Committee Chair  
Mr. William Fairchild, Building and Grounds Committee  
Mr. William Holtzman, Building and Grounds Committee

#### **Guests:**

Dr. Charles Steger, Dr. Patricia Perillo, Dr. Sherwood Wilson, Dr. Elizabeth Flannagan, Major General Randal Fullhart, Dr. Frank Shushok, Dr. Cynthia Bonner, Ms. Rhonda Rogers, Ms. Sandra Broughton, Mr. Tom Brown, Mr. Robert Broyden, Mr. Jason Soileau, Mr. Steven Guess, Dr. Angela Simmons, Mr. Ken Smith, Mr. Larry Hincker, Ms. Natalie Hart, Ms. Tonia Moxley, Ms. Jessica Bennett, Ms. Elizabeth Sandy Umberger, Ms. Judy Kirwan, Ms. Rebekah Paulson, Mr. Jeff Kirwan, Ms. Penny White, Ms. Eleanor Finger, Mr. Ted Faulkner, Ms. Heather Evans, Ms. Beth Lancaster, Ms. Erica Wood, Dr. Guy Sims, Ms. Jessica Bennett

#### **Joint Session**

1. **Upper Quad Renewal Project:** Major General Randal Fullhart, Commandant of Cadets, reviewed the plans for the Upper Quad renewal project. He provided an overview of the Corps' growing membership numbers, Corps staffing structure, vision for leadership development, the unsurpassed cadet commissioning rate, and academic success of Corps members. He provided an overview of the historical context of the existing and former buildings in the Upper Quad. In describing the design concept for the renewal project, he indicated the objectives are to:
  - accommodate a Corps of Cadets that is growing in size,
  - support the Military Science programs;



- provide updated space for the Corps Museum, Rice Center for Leadership, Highty Tighties, and Tailor Shop;
- preserve the historic context of the quad and maintain Lane Hall as an historic building; and
- maintain and enhance the architectural integrity of the Upper Quad.

A new Corps Leadership and Military Science Building will be constructed to accommodate the Corps Museum, Rice Center for Leadership, Highty Tighties, and Tailor Shop. In addition, the project will replace two aging residence halls with contemporary residential facilities that will provide cadets with company meeting rooms, mail room, laundry facilities, fitness center, study lounges, and adequate in-room storage space to accommodate required uniforms and equipment.

## **2. Adjournment.**

There being no further business, the meeting was adjourned at 10:10 a.m.

## **Capital Project Information Summary – Classroom Building**

### **BUILDINGS AND GROUNDS COMMITTEE**

**June 3, 2013**

**Title of Project:**

Classroom Building

**Location:**

The 2006 Master Plan Update identified a classroom building to be placed in the Derring Lot near the corner of West Campus Drive and Perry Street. With the planned expansion of undergraduate academic and instructional research facilities into the B Lot (North Precinct), this site was identified as a prime location due to close proximity to existing undergraduate academic buildings north of the Drillfield. Currently, Virginia Tech is working with the design consultant to evaluate existing site conditions and projected impact as it relates to utilities, flood plain mitigation, and adjacent land use to determine the most suitable location within the identified area.

**Current Project Status and Schedule:**

The project is in the schematic design phase. Subsequent design phases are expected to continue through December 2013.

**Project Description:**

The 73,000 gross square foot, three story classroom building will include combinations of dividable and flexible arrangement, medium size classrooms, large dividable classrooms, large size tiered and large size scale-up classrooms, multiple interdisciplinary science instructional labs, and multiple open and private study rooms.

**Brief Program Description:**

The classroom building will provide state of the art, flexible instructional classrooms configured to facilitate group work and to support new instructional technologies now being implemented across campus. The building will seat over 1,600 students. With thousands of students using the building daily, multiple study rooms and public meeting/collaborative spaces facilitating interaction are provided throughout the building.

**Contextual Issues and Design Intent:**

Primary exterior materials will include native stone, precast concrete, curtainwall and operable windows in keeping with recent contemporary collegiate gothic buildings constructed on campus. A prominent circulation tower is the focal point for the north entry, serving as a first-view building landmark entering campus from Prices Fork Road. The building's angled shape is derived from the street frontages and by the diagonal path of the underground Stroubles Creek running east to west at the south side.

**Architect/Engineer:**

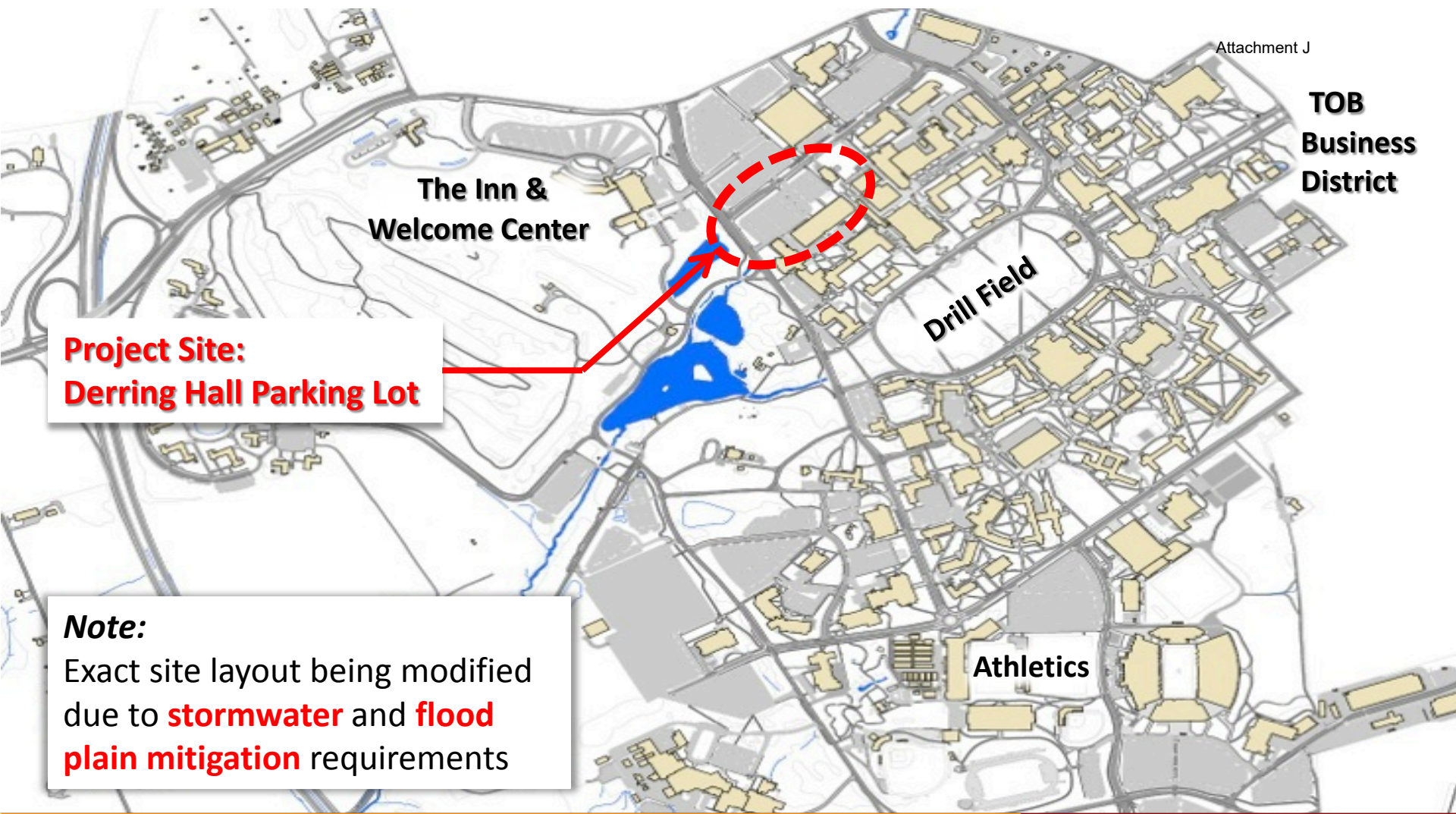
Einhorn Yaffee Prescott

**Construction Manager:**

W. M. Jordan

# **NEW CLASSROOM BUILDING**

*Board of Visitors Preview*



**Project Site:**  
**Derring Hall Parking Lot**

**Note:**  
Exact site layout being modified  
due to **stormwater** and **flood**  
**plain mitigation** requirements

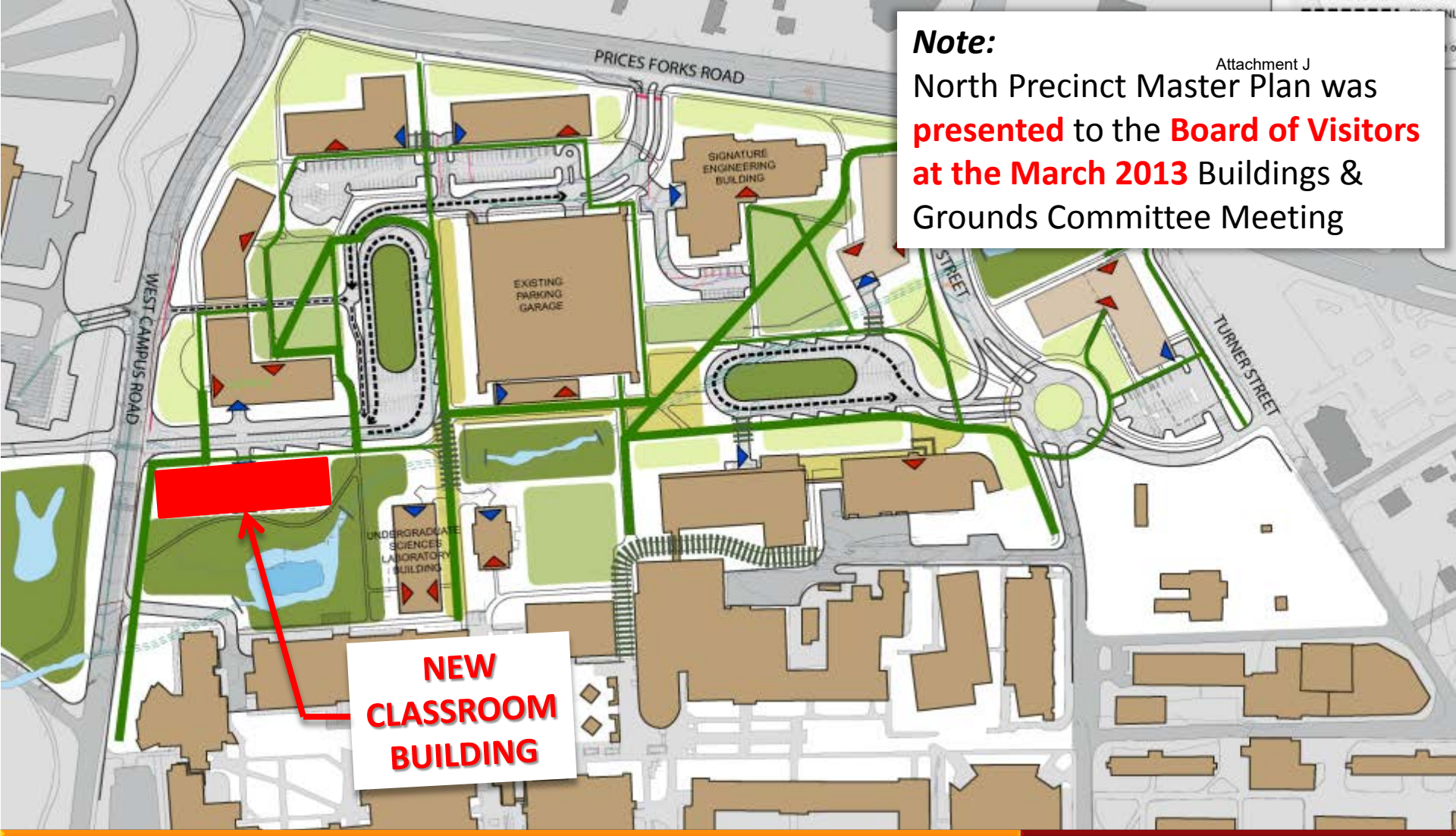
**LOCATION MAP:** *North Campus Precinct*



**Note:**

Attachment J

North Precinct Master Plan was  
**presented** to the **Board of Visitors**  
**at the March 2013** Buildings &  
Grounds Committee Meeting



**NORTH PRECINCT:** *Master Plan Site Accommodation*





**EXISTING SITE CONDITION: *Derring Hall Parking Lot***

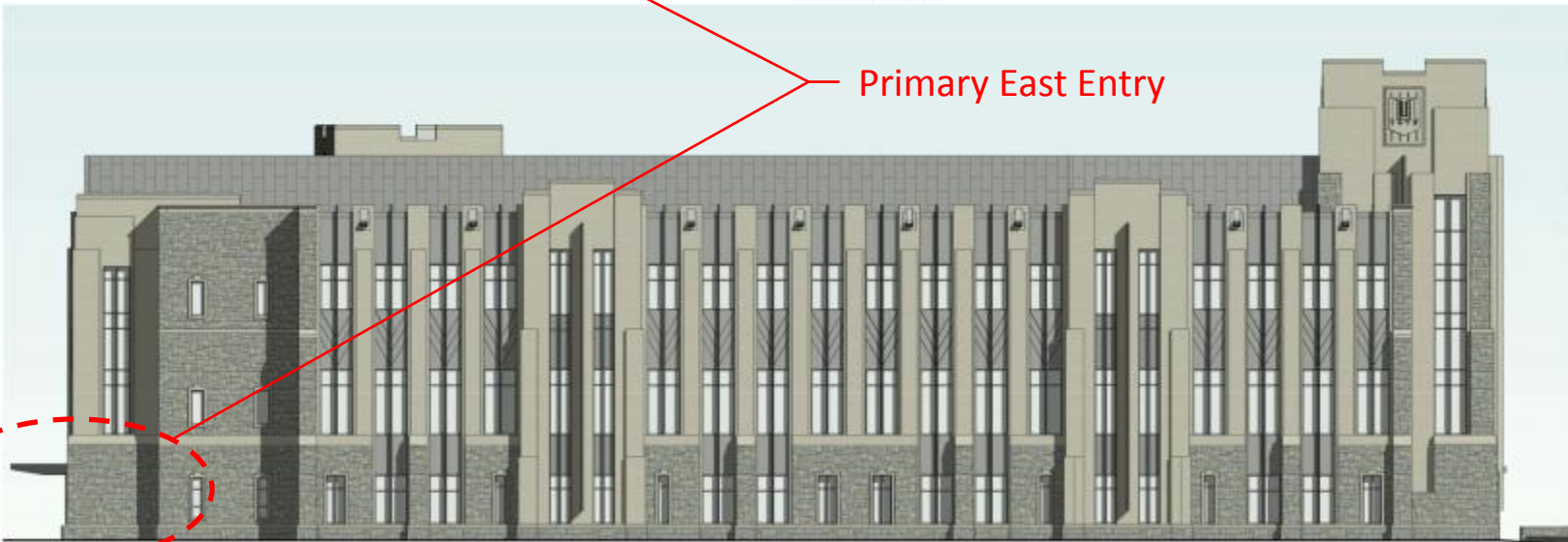


EAST ELEVATION

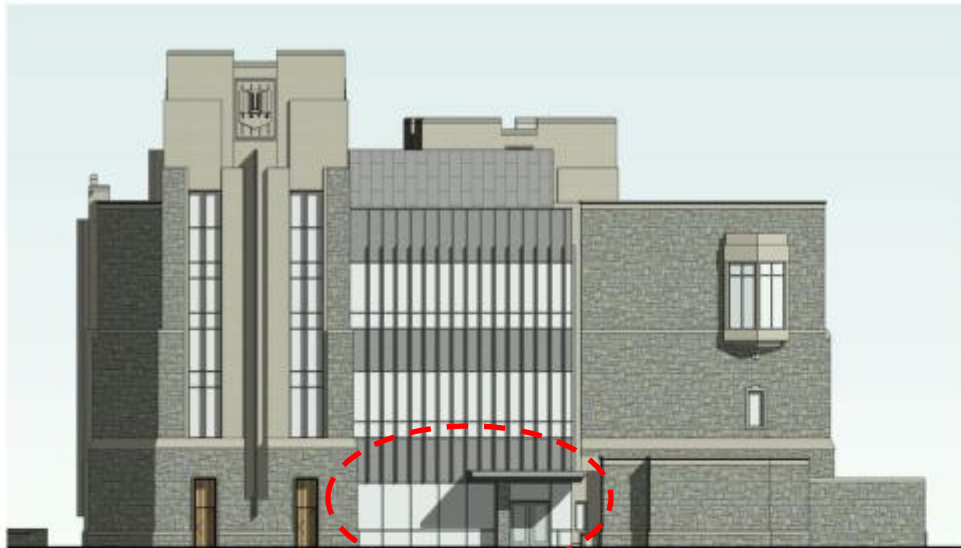
**Note:**

**Entry options** are **being refined** to make the main building entrances more prominent.

Primary East Entry



NORTH ELEVATION

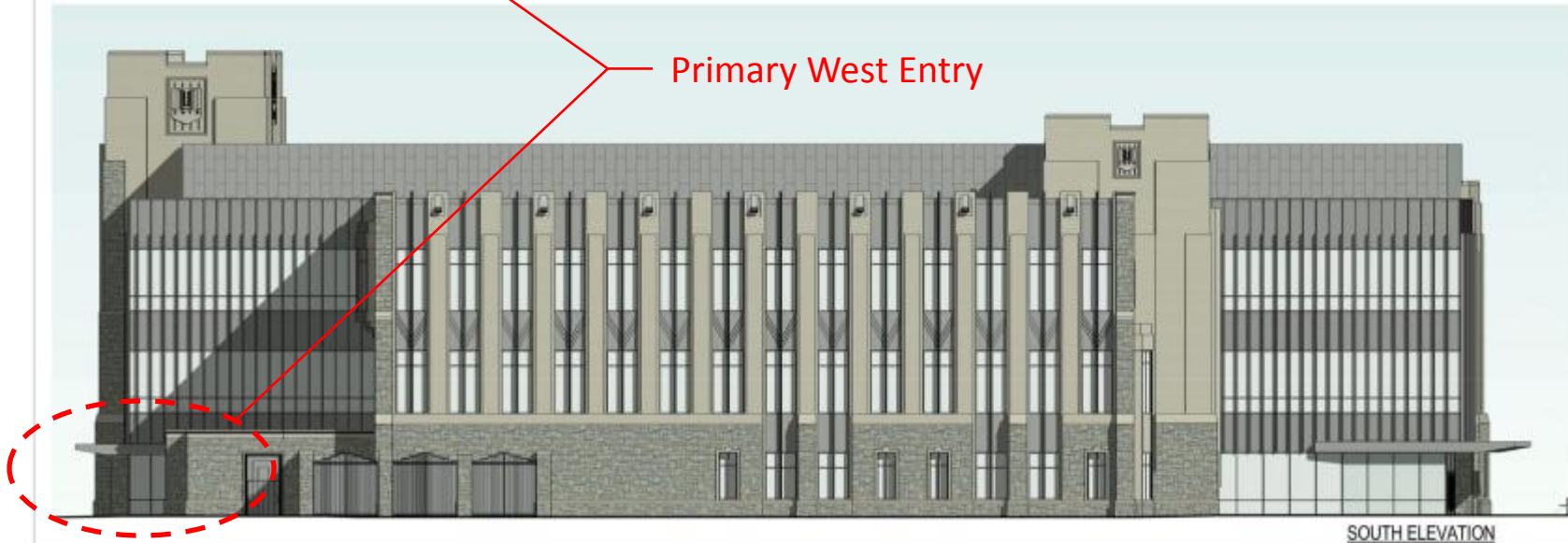


WEST ELEVATION

**Note:**

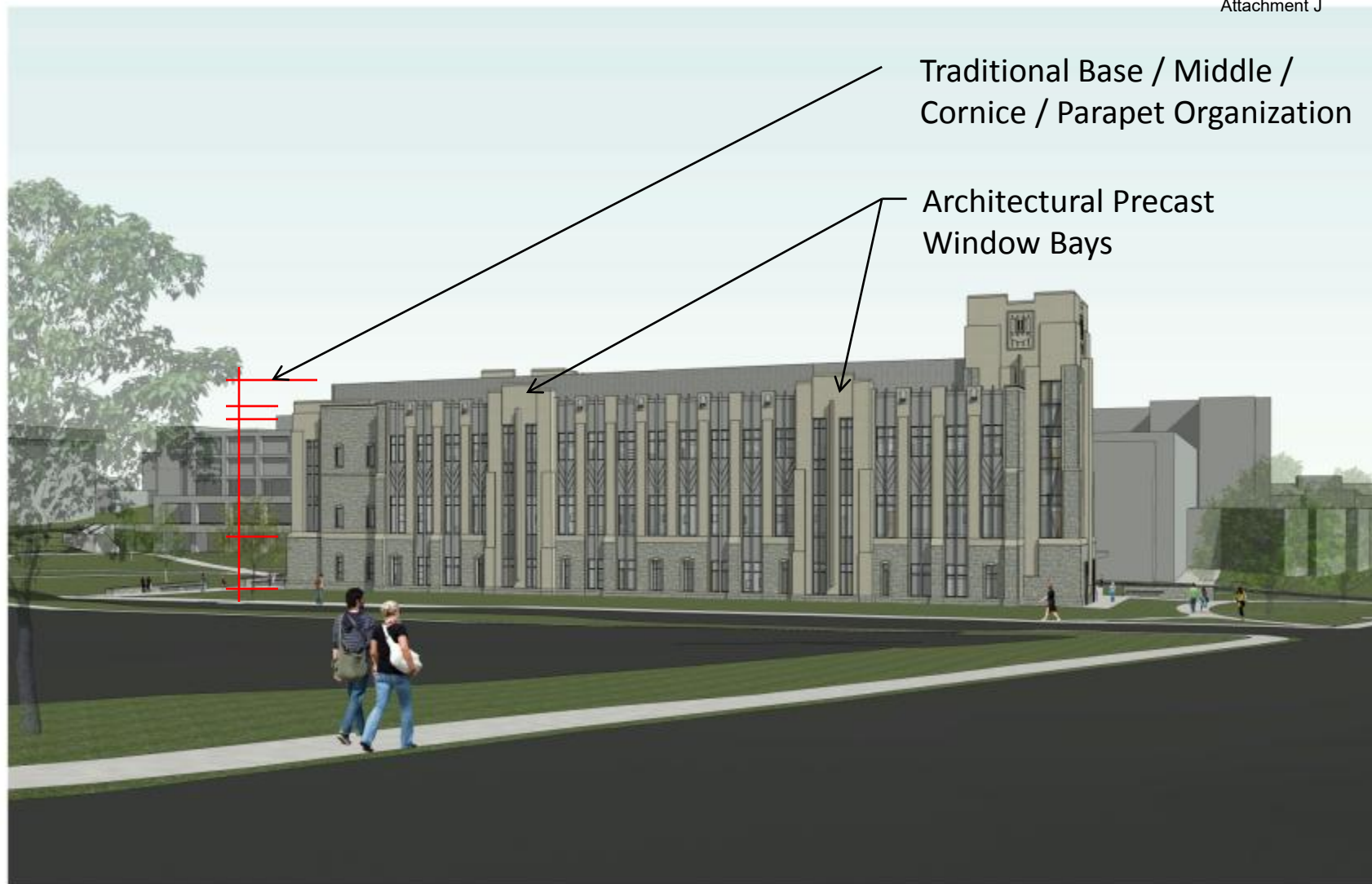
**Entry options** are **being refined** to make the main building entrances more prominent.

Primary West Entry



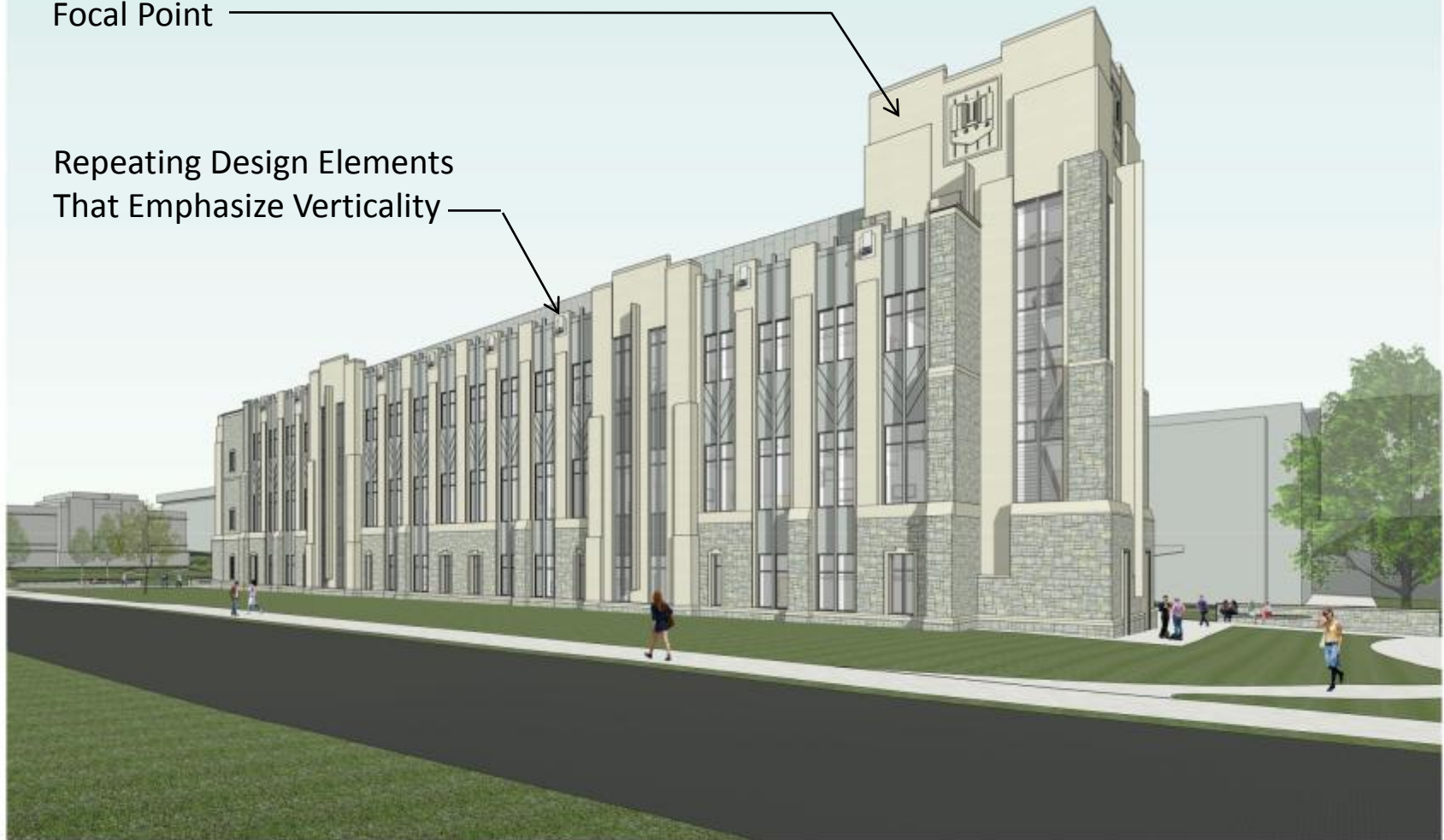
SOUTH ELEVATION





Tower as the Visual  
Focal Point

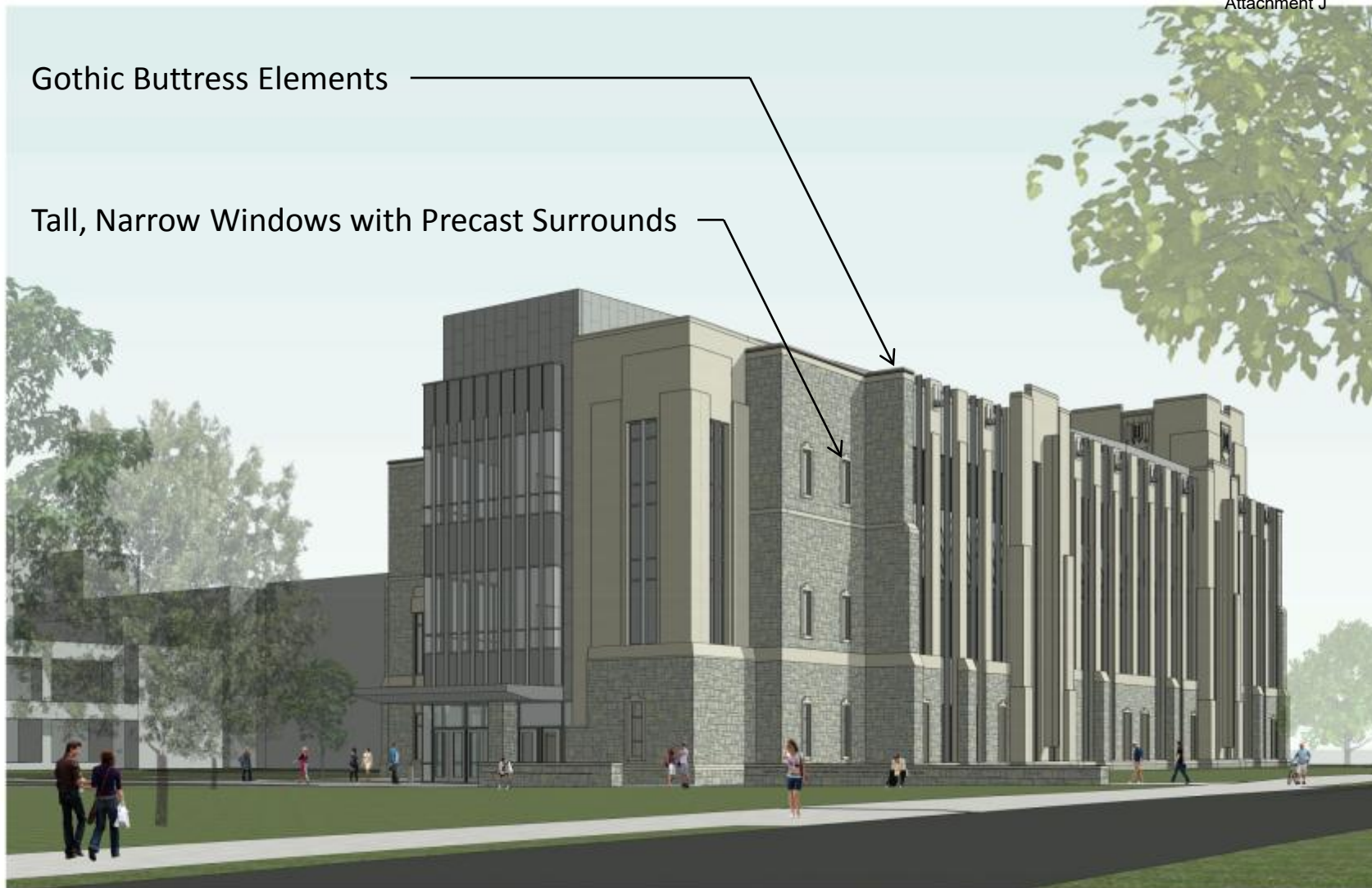
Repeating Design Elements  
That Emphasize Verticality

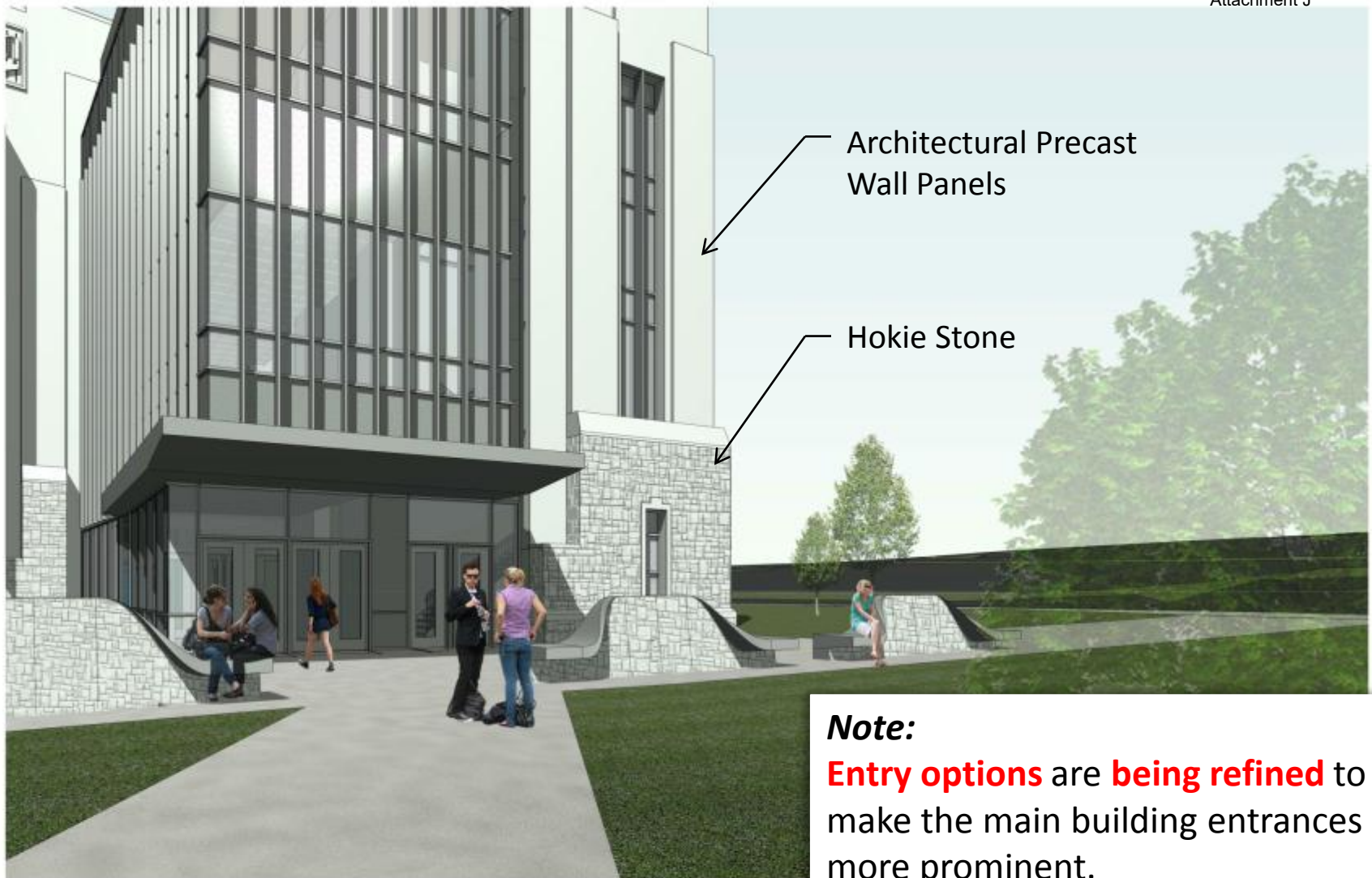




Gothic Buttress Elements

Tall, Narrow Windows with Precast Surrounds







Gothic Bay Windows

Metal & Glass Curtain  
Wall System for  
Transparency

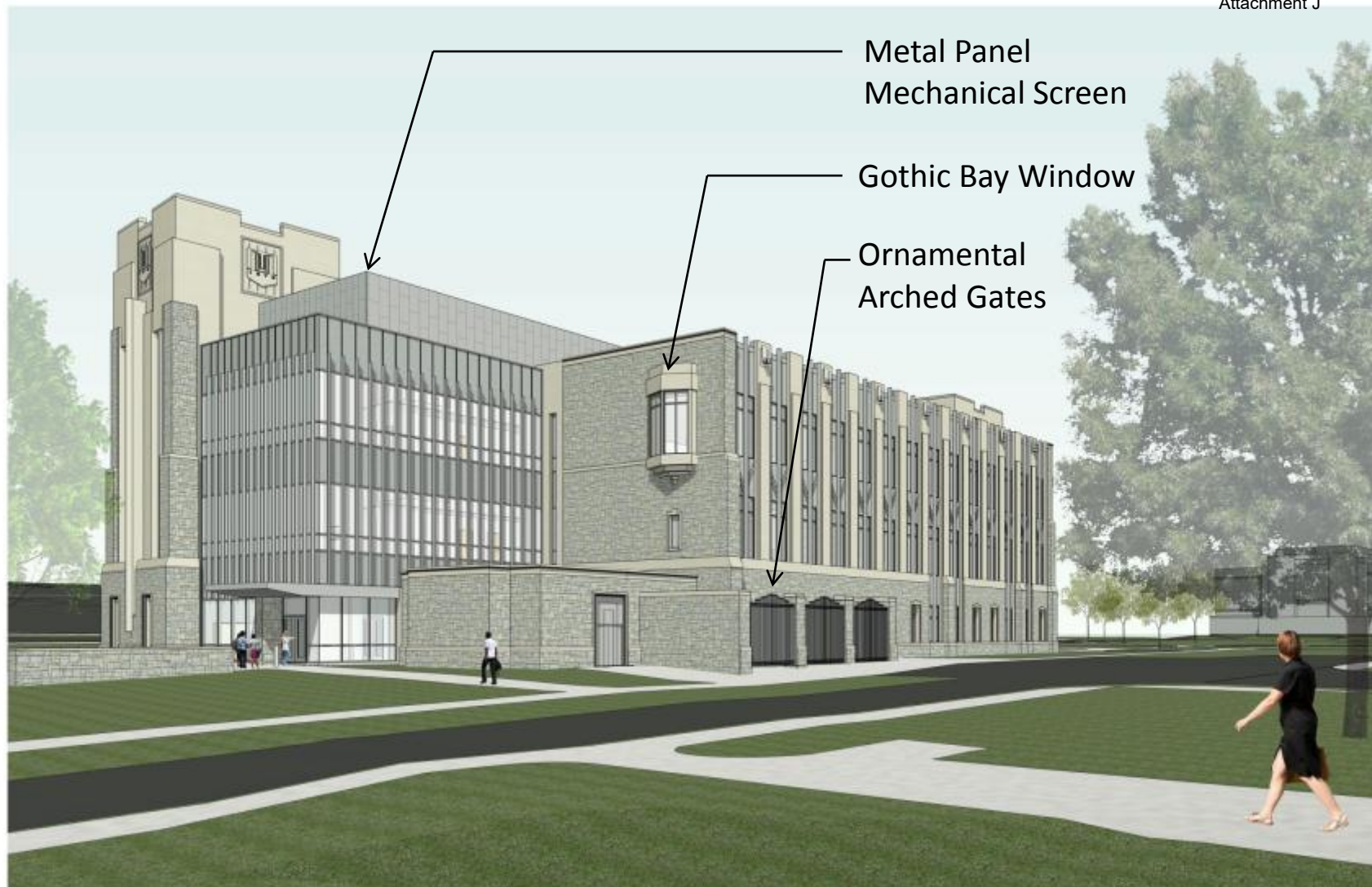


Finial Elements &

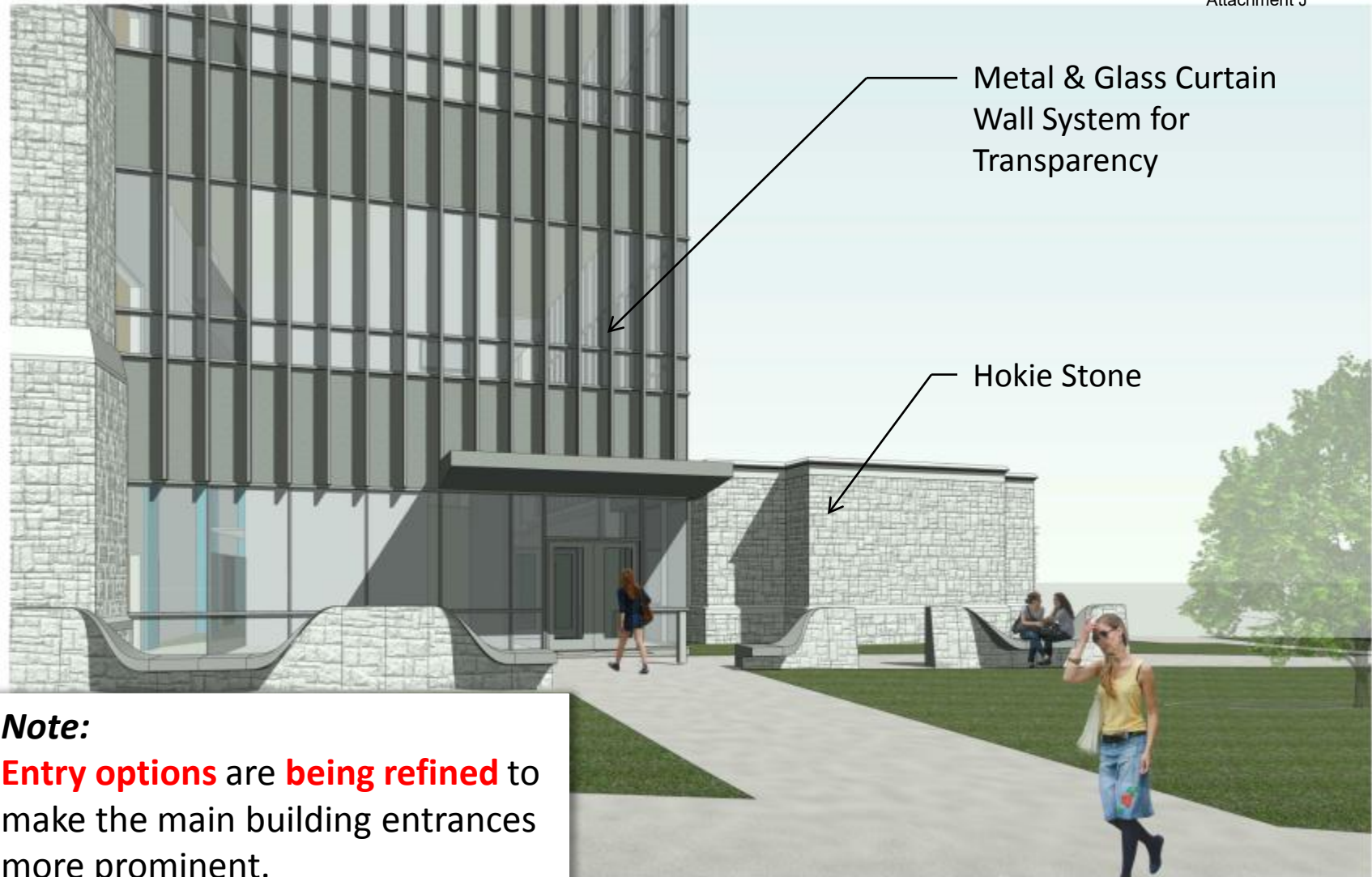
Ornamental Drainage Spouts

Gothic Crenellations









**Note:**







**Entry options** are **being refined** to make the main building entrances more prominent.

An architectural rendering of a long, multi-story building with a modern, industrial aesthetic. The building features a series of vertical columns and large windows. A prominent clock tower is visible on the right side of the building. The text "Questions or Comments?" is overlaid in a large, bold, italicized font across the center of the image. The foreground shows a paved area with a few small figures of people, suggesting a public space or plaza. The background is a light, hazy sky.

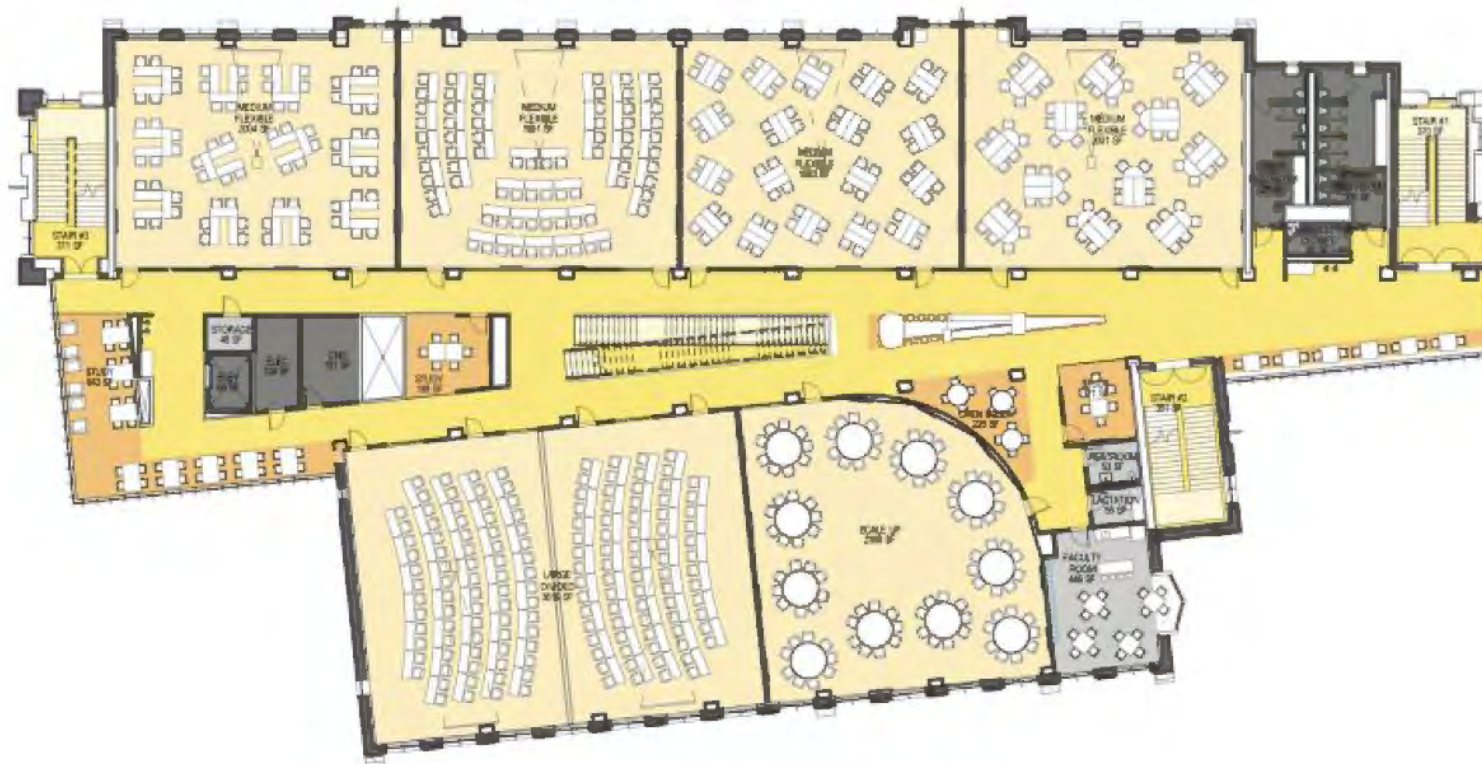
***Questions or Comments?***



### Use Legend

	Building Support		Classroom		Faculty/Student Support
	Circulation		Dedicated Support		Office





### Use Legend

	Building Support		Classroom		Faculty/Student Support
	Circulation		Dedicated Support		





**Faculty/Student Support**

Teaching Lab

3/54" = 1'-0"  
05/14/2013



# INDOOR ATHLETIC FACILITY

*Board of Visitors Site Option Presentation*





## NEEDS

- A **State-of-the-art** training **facility**
- A **Competitive** ACC & SEC **recruiting facility**
- Sized for full workouts and drills
- Provides for **Multi-sport** program **use**
- Continued **practice in Inclement weather**

## SCOPE

- Dimensions = **208' x 400'**
- To be **75'+/- Ht.**
- Field to be **Artificial turf**
- State of the art **Audio-visual system**
- Enhanced **training / medical treatment** area



# FACILITY REQUIREMENTS

## SPRING 2006

- The VT **Board of Visitors approves the Practice Facility project funding** initiated in the 2002 – 2008 Capital Funding 6 Year Plan

Attachment J

## SPRING 2010

- The Athletic Department requests that **the area directly behind the football practice fields** be studied for placement of the new facility

## WINTER 2011

- The **Athletic Practice Facility Site Evaluation Committee** is appointed to review the area directly behind the practice fields due to public concern over potential impact to the old growth forest

## SPRING 2012

- Biohabitats **Forest Ecological Assessment** completed and delivered to the Athletic Practice Facility Site Evaluation Committee

## SUMMER 2012

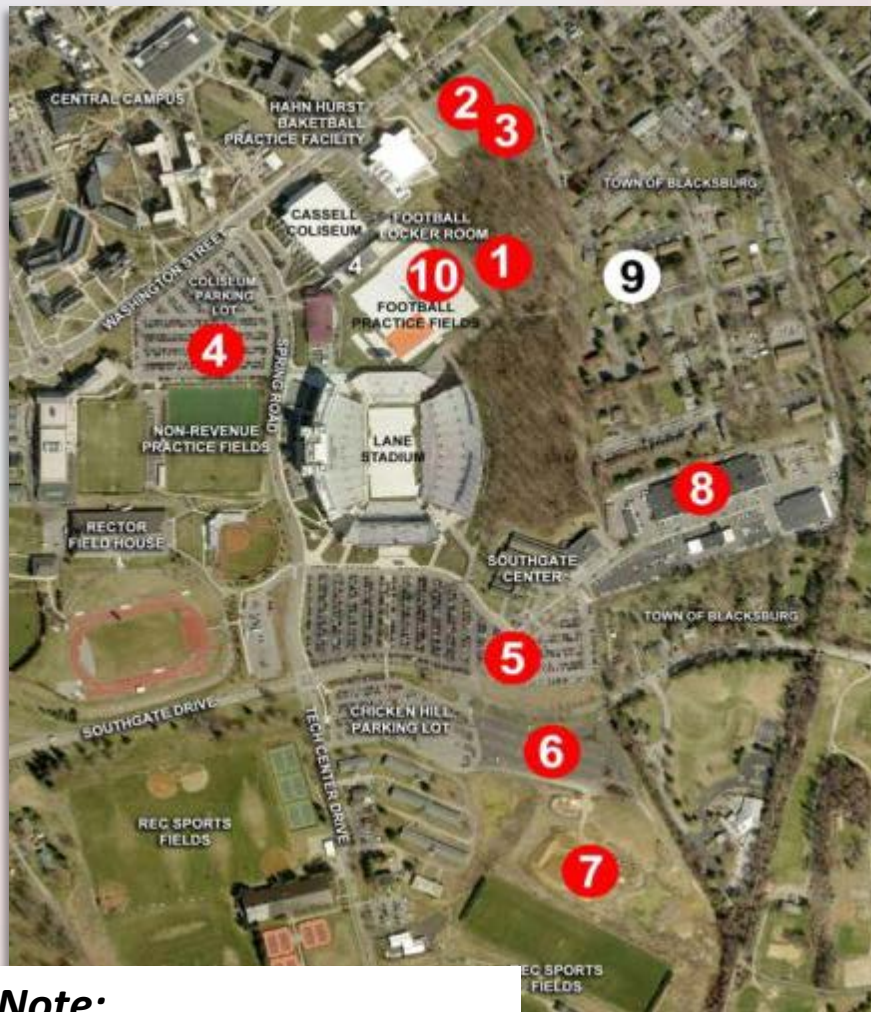
- Based upon the committee's final report, **Vice President for Administration recommends** to President Steger:
  - "...that the university **not locate** the Indoor Athletic Practice Facility in the originally proposed location directly **behind the football practice facility.**"
  - "...that our **planning staff** work with Athletics to **evaluate** the options presented by the Committee, as well as any other **potential sites** that may be appropriate."

## Fall 2012

- **THE OFFICE OF UNIVERSITY PLANNING INITIATES CAMPUS WIDE SITE EVALUATION**

# PROJECT HISTORY





**Note:**

Site 9 is private property and has not been evaluated in this study.

## WALKING TIME

Sites within a **5 minute walk** are preferred

## PEDESTRIAN SAFETY/ LIGHTNING PROTECTION

**Minimal vehicular/ pedestrian conflicts** preferred; The **ability to provide Pedestrian cover** for lightning preferred

## PARKING LOSS / REPLACEMENT

**Zero or minimal loss** preferred

## REBUILDING OF MAJOR FACILITIES

Replacement will **negatively impact project budget**

## STORMWATER MANAGEMENT

Sites that increase **impervious surface** area **require additional mitigation**

## TREE IMPACT

**Eliminating / minimizing** the **removal of mature trees** is preferred

## COMPLIANCE WITH MASTER PLAN

Relationship to **location of building site** identified on the Master Plan

## RESPECT ICONIC VIEWS / SCALE

**Project fits into/ enhance** the existing context

## MAINTAIN UNIVERSITY FUNCTIONS

Service, delivery, emergency access, etc... **must be maintained with minimal work and cost**

# SITE OPTION EVALUATION CRITERIA

## Top 3 Sites by Score

Attachment J

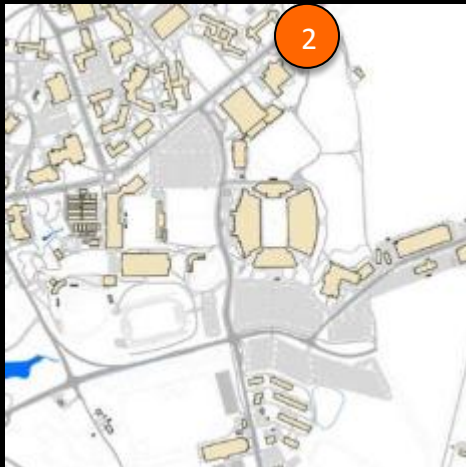
Site Evaluation Matrix for Indoor Practice Facility		Sites								
		1 Woods Site	2 Tennis Courts	3 Tennis Courts Rotated	4 Cassell Lot	5 Southgate / Stadium Lot	6 Upper Chicken Hill Lot	7 Inert Debris Site	8 Sterrett Complex	10 Practice Fields
Scoring Metrics	A Walking Time	10	10	10	10	10	7.5	5	7.5	10
	B Pedestrian Safety / Lightening Protection	3	3	3	0	10	0	0	10	10
	C Parking Loss / Replacement	10	7.5	10	2.5	7.5	2.5	10	10	10
	D Rebuilding of Major Facilities	3 <sub>(1)</sub>	3 <sub>(2)</sub>	3 <sub>(4)</sub>	10	3 <sub>(8)</sub>	10	10	0 <sub>(6)</sub>	3 <sub>(7)</sub>
	E Stormwater Management	0	2.5	2.5	5	5	5	0	5	0
	F Tree Impact	0	10	5	10	10	10	10	10	5
	G Compliance with Master Plan	0	5	0	0	0	0	0	0	0
	H Respect Iconic Views / Scale	2.5	0 <sub>(3)</sub>	2.5	0 <sub>(5)</sub>	5	2.5	2.5	2.5	5
	I Maintain University Functions	5	5	5	5	5	5	5	0	5
Total		33.5	46	41	42.5	55.5	42.5	42.5	45	48
		(1) Reforestation Costs			(4) Reforestation and Tennis Court Rebuilding Costs					
		(2) Tennis Court (12) Rebuilding			(5) Facility out of scale with McCoumas Hall					
		(3) Facility out of scale with Surrounding Structures			(6) Rebuilding of Sterrett Center					
					(7) Major Utility Relocation and Site Work					
					(8) Donor Parking Mitigation Cost					

# SITE EVALUATION MATRIX



**1: WOODS SITE (33.5 points)**

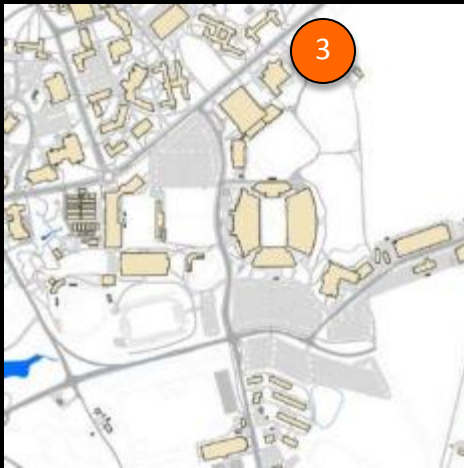
Walking Time.....	Complies
Pedestrian Safety/ Lightning Protection.....	<b>Pedestrians must cross a service drive</b>
Parking Loss/ Replacement.....	Complies
Rebuilding of Major Facilities.....	<b>Replacement of ROTC tower and tree mitigation</b>
Stormwater Management.....	<b>Significant increase in impervious surface</b>
Tree Impact.....	<b>Significant tree impact</b>
Compliance with Master Plan.....	<b>Does not comply with Master Plan</b>
Respect Iconic Views / Scale.....	<b>Negative impact on natural viewshed</b>
Maintain University Functions.....	Complies



**2: TENNIS COURTS (46 points)**

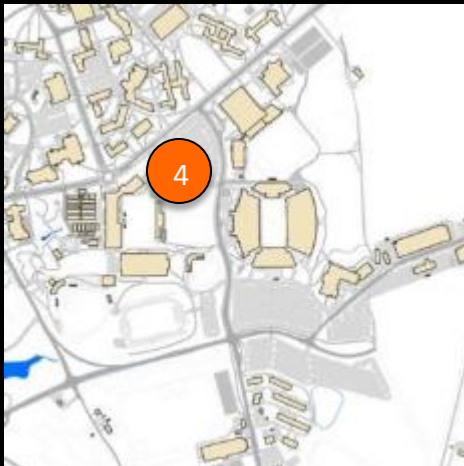
Walking Time.....	Complies
Pedestrian Safety/ Lightning Protection.....	<b>Pedestrians must cross a service road or parking lot</b>
Parking Loss/ Replacement.....	<b>Complies</b>
Rebuilding of Major Facilities.....	<b>Replacing the tennis courts will cost &lt; \$2 million</b>
Stormwater Management.....	<b>Moderate increase in impervious surface</b>
Tree Impact.....	Complies
Compliance with Master Plan.....	Complies
Respect Iconic Views / Scale.....	<b>Building creates poor entry sequence to campus</b>
Maintain University Functions.....	Complies

# SITE EVALUATION MATRIX



### 3: TENNIS COURTS ROTATED (41 points)

Walking Time.....	Complies
Pedestrian Safety/ Lightning Protection.....	<b>Pedestrians must cross a service road or parking lot</b>
Parking Loss/ Replacement.....	Complies
Rebuilding of Major Facilities.....	<b>Replacing the tennis courts will cost &lt; \$2 million</b>
Stormwater Management.....	<b>Moderate increase in impervious surface</b>
Tree Impact.....	<b>Moderate tree impact</b>
Compliance with Master Plan.....	<b>Site does not comply and creates land use conflicts</b>
Respect Iconic Views / Scale.....	<b>Building creates poor entry sequence to campus</b>
Maintain University Functions.....	Complies



### 4: CASSELL LOT (42.5 points)

Walking Time.....	Complies
Pedestrian Safety/ Lightning Protection.....	<b>Pedestrians must cross the heavily trafficked Spring Road</b>
Parking Loss/ Replacement.....	<b>Significant parking loss that is difficult to mitigate</b>
Rebuilding of Major Facilities.....	Complies
Stormwater Management.....	Complies
Tree Impact.....	Complies
Compliance with Master Plan.....	<b>Site does not comply</b>
Respect Iconic Views / Scale.....	<b>Building creates poor entry sequence to campus</b>
Maintain University Functions.....	Complies

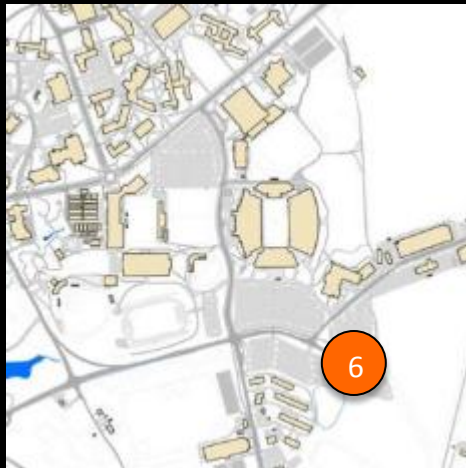
# SITE EVALUATION MATRIX





**5: SOUTHGATE / STADIUM LOT (55.5 points)**

Walking Time.....	Complies
Pedestrian Safety/ Lightning Protection.....	Complies
Parking Loss/ Replacement.....	Mitigation can increase existing parking count by 70 spaces
Rebuilding of Major Facilities.....	Increased cost; Significant utility & access drive relocation
Stormwater Management.....	Complies
Tree Impact.....	Complies
Compliance with Master Plan.....	Site does not comply
Respect Iconic Views / Scale.....	Complies
Maintain University Functions.....	Complies



**6: UPPER CHICKEN HILL LOT (42.5 points)**

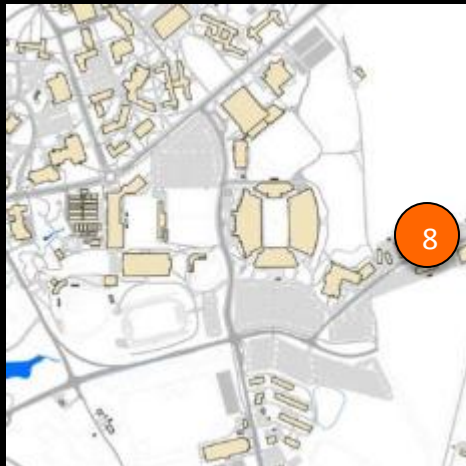
Walking Time.....	Site is in excess of the desired maximum 5 minutes
Pedestrian Safety/ Lightning Protection.....	Pedestrians must cross heavily trafficked Southgate Drive
Parking Loss/ Replacement.....	Significant parking spaces will be lost
Rebuilding of Major Facilities.....	Complies
Stormwater Management.....	Complies
Tree Impact.....	Complies
Compliance with Master Plan.....	Site does not comply
Respect Iconic Views / Scale.....	Building would be much larger than nearby structures
Maintain University Functions.....	Complies

# SITE EVALUATION MATRIX



**7: INERT DEBRIS SITE (42.5 points)**

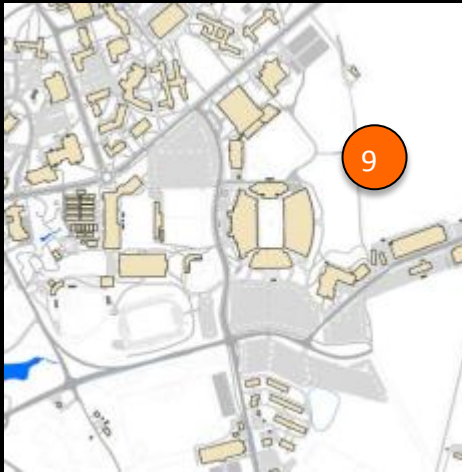
Walking Time.....	Site is in excess of the desired maximum 5 minutes
Pedestrian Safety/ Lightning Protection.....	Pedestrians must cross heavily trafficked Southgate Drive
Parking Loss/ Replacement.....	Complies
Rebuilding of Major Facilities.....	Complies
Stormwater Management.....	Significant increase in impervious surface
Tree Impact.....	Complies
Compliance with Master Plan.....	Site does not comply
Respect Iconic Views / Scale.....	Building would be much larger than nearby structures
Maintain University Functions.....	Complies



**8: STERRETT COMPLEX (45 points)**

Walking Time.....	Site is in excess of the desired maximum 5 minutes
Pedestrian Safety/ Lightning Protection.....	Complies
Parking Loss/ Replacement.....	Complies
Rebuilding of Major Facilities.....	Replacement of the existing facilities will cost > \$2 million
Stormwater Management.....	Complies
Tree Impact.....	Complies
Compliance with Master Plan.....	Site does not comply
Respect Iconic Views / Scale.....	Building would be much larger than nearby structures
Maintain University Functions.....	Facilities operations impact unknown without further study

# SITE EVALUATION MATRIX



**Note:**

Site 9 is private property and has not been evaluated in this study.

**9: PRIVATE PROPERTY**



Walking Time.....	Complies
Pedestrian Safety/ Lightning Protection.....	Complies
Parking Loss/ Replacement.....	Complies
Rebuilding of Major Facilities.....	Significant utility & access drive relocation
Stormwater Management.....	Significant increase in impervious surface
Tree Impact.....	Moderate tree impact
Compliance with Master Plan.....	Site does not comply
Respect Iconic Views / Scale.....	Complies
Maintain University Functions.....	Complies

**10: PRACTICE FIELDS (48 points)**

# SITE EVALUATION MATRIX



SITE OPTIONS IN ORDER FROM:  
**HIGHEST TO LOWEST SCORES**

**DETAILED SITE ANALYSES**



# Site 5: SOUGHTGATE / STADIUM LOT

55.5 Points  
Attachment J



## Site Enhancements

- Secure Athletics/ Pedestrian Covered Walkway
- Stadium entrance pavilion & shelter
- Game day plazas with seat walls
- Donor parking recovery
- New access drive

## Site Concerns

Parking logistics during construction

-285	Parking Space Loss
+231	Parking Recovery in Basement
+124	Parking Recovery in Motor Pool Lot
<b>+70</b>	<b>Parking Net Game Day</b>
-15	Parking w/ Potential Band Building

# DETAILED SITE ANALYSES

## Indoor Training Facility Games

*Open up for fans as a  
Revenue Generator*



**SITE PROVIDES  
OPTION FOR GAME  
DAY ACTIVITIES**



**Outdoor Game Day Plazas**  
*Fan Engagement, Brand-  
Building & Fundraising*

# DETAILED SITE ANALYSES



# Site 10: PRACTICE FIELDS: 75 YARDS

Attachment J  
**48 Points**



## Site Enhancements

Fire access lane

Game Day Plazas with seat walls

Stadium entrance pavilion/ shelter

## Site Concerns

Maintain fire rating adjacent to Jamerson

Significant underground utility relocation

Significant stormwater management issues

Moderate tree impact

# DETAILED SITE ANALYSES

# Site 10: PRACTICE FIELDS: 60 YARDS (Tree Mitigation)

Attachment J



## Site Enhancements

Fire access lane

Game Day Plazas with seat walls

Stadium entrance pavilion/ shelter

## Site Concerns

60 Yard field size **does not meet Athletics'** practice requirements

Maintain fire rating adjacent to Jamerson

Significant underground **utility relocation**

Significant **stormwater management** issues

Minor **tree impact**

# DETAILED SITE ANALYSES



## Site 2: TENNIS COURTS

Attachment J  
**46 Points**



### Site Concerns

**Visual impact** at Washington St.

**Tennis court & roller hockey relocation**

**Disrupted pedestrian corridor**

**Prime student services** site

Moderate **stormwater management** issues

Grade changes

## DETAILED SITE ANALYSES



The remaining site options are in a *preliminary phase of analysis*, with the primary focus being on the initial siting of the building.

# IN-PROGRESS SITE ANALYSES

## Site 8: STERRETT COMPLEX

Attachment J **45 Points**



### Site Concerns

**Significant relocation** of existing infrastructure

**Functionality** of Building Facilities Department **unknown**

**Adjacent to residential** neighborhood

# IN-PROGRESS SITE ANALYSES



## Site 6: UPPER CHICKEN HILL LOT

42.5 Points  
Attachment J



### Site Concerns

**Pedestrians** must cross **heavily trafficked** Spring Road

**Loss of** donor **parking** spaces

# IN-PROGRESS SITE ANALYSES



## Site 4: CASSELL LOT

42.5 Points  
Attachment J



### Site Concerns

**Pedestrians** must cross **heavily trafficked** Spring Road

**Significant cost** to **mitigate** the **loss** of donor **parking** spaces

# IN-PROGRESS SITE ANALYSES

## Site 3: TENNIS COURTS ROTATED

**41 Points** Attachment J



### Site Concerns

Moderate **tree impact**

**Visual impact** at Washington St.

**Tennis** court & **roller** hockey relocation

**Disrupted pedestrian corridor**

**Prime student services** building site

Moderate **stormwater management** issues

Grade changes

# IN-PROGRESS SITE ANALYSES



## Site 7: INERT DEBRIS SITE

42.5 Points  
Attachment J



### Site Concerns

**Pedestrians** must cross **heavily trafficked** Spring Road

**Significant increase** in **impervious surface** area

**Structural cost** due to **fill site**

**Significant distance** to **locker rooms**

# IN-PROGRESS SITE ANALYSES

## Site 1: WOODS SITE

33.5 Points  
Attachment J



### Site Concerns

Significant tree impact

Significant stormwater  
management issues

Fire access drive

# IN-PROGRESS SITE ANALYSES



## NEXT STEPS

- **Continue** to work with Athletics **to evaluate** project **scope and needs**
- Conduct in-depth **site-specific analysis**
- Perform a site-specific **cost and budget** analysis



***Questions or Comments?***

May 22, 2013

Virginia Polytechnic Institute and State University  
VP for Administrative Services Office  
248 Burruss Hall  
Blacksburg, Virginia 24061

Attention: Dr. Sherwood Wilson  
Vice President for Administration

Reference: Virginia Tech Stone Façade Inspection and  
Maintenance Information Study  
**Preliminary Report of Findings**  
WDP Project No. 13047

Dear Dr. Wilson:

Whitlock Dalrymple Poston & Associates, Inc. (WDP) is pleased to provide the following Preliminary Stone Façade Inspection and Maintenance Study report to the Virginia Tech Board of Visitors (BOV). The purpose of this document is to advise the BOV of existing information within the industry related to recommended methods and procedures for inspection, assessment and maintenance of existing masonry wall systems, specifically with respect to stone masonry, such as what is utilized predominantly on Virginia Tech's campus. WDP also performed a survey of several universities throughout the United States to determine what others have done historically to inspect and maintain their inventory of buildings. The preliminary results of this survey have been included for review by the BOV, and we hope to have additional information and responses as we move forward. It is our hope that this preliminary report will serve as a starting point for an ongoing dialogue within the Facilities Services personnel and ultimately will aid Virginia Tech in the development of a structured plan for monitoring and maintaining the condition of the University buildings.

## INTRODUCTION

Virginia Tech's facades are predominantly masonry clad with the vast majority of the facades clad in the signature "Hokie Stone" quarried locally by the University. While this provides a distinctive appearance throughout the campus, it is an uncommon cladding material for most modern buildings due to the fabrication cost and the labor intensive nature of its installation. It also has a rather unique set of requirements with regard to construction, inspection, and maintenance of the facades.

The condition of Virginia Tech's stone facades varies considerably around the campus and, in general, is not necessarily consistent with regard to the age or

exposure of the building. The evolution of stone wall construction since the first buildings were constructed at Virginia Tech has been significant. The push for more economic and energy efficient wall systems has changed virtually everything about the way the first stone buildings were constructed on campus in the 19th century. Stone was initially used in the foundation elements of many of the earliest campus buildings and was generally constructed as a monolithic or “mass” masonry wall system with multiple layers of randomly oriented stone. The oldest building that is constructed with an entire stone masonry facade is the Performing Arts Building (constructed around 1900), which utilized a combination of different stone types and masonry wall configurations. As time went on, construction of stone facades moved toward a veneer type construction with stone masonry laid over a back-up material of concrete or masonry block which is the most common configuration of stone facades at Virginia Tech encompassing the majority of the campus buildings.

## **CONSIDERATIONS FOR A FAÇADE INSPECTION AND MAINTENANCE PROGRAM**

The first step in the development of an inspection and maintenance program for buildings, and specifically for facades, is to establish what parameters are of critical importance to the University. As with most façade assessments, identification of “unsafe conditions,” such as loose stones or failing glass lites, remains paramount in the process, particularly with respect to higher education facilities where there is generally a high concentration of pedestrian traffic in or around the buildings. There are several sources of industry information regarding the assessment of facades for unsafe conditions which are discussed in more detail below. However, the specific scope of the evaluation beyond what is termed an unsafe condition is normally dictated by how proactive the University wishes to be regarding serviceability considerations and preventative maintenance and what the available budget is to affect repairs. For example, deteriorated mortar joints that have not yet resulted in the loss of the masonry unit may result in an increase in water penetration through the stone assembly and leakage to the interior, thus, impacting the level of service to the interior occupants. Similarly, if the deterioration is left to degrade over time, it can result in a higher probability that the condition will progress into an unsafe condition as the masonry unit becomes loose in the wall. Unlike typical façade inspections for unsafe conditions, these types of condition assessment surveys require careful scope development to prevent the inspection from being either too broad or too detailed to prioritize and design meaningful, cost effective repairs.

In recent years, the industry has led an effort to quantify what the minimum level of inspection should be to prevent the failure of “unsafe conditions;” however, there is still disagreement as to what exactly is an unsafe condition. The 2012 International



Property Maintenance Code is rather broad in scope and includes a variety of requirements for the exterior property areas and intends to provide the minimum level of safety for both the general public and the occupants of the structure. However, in its description of unsafe conditions, it includes several items which are generally interpretive and/or broad (see Appendix A). For example, Section 304.1.1 Item 4 states that an unsafe condition could include “Siding and masonry joints including joints between the building envelope and the perimeter of windows, doors and skylights that are not maintained, weather resistant or water tight.” By this definition, a failed sealant joint is an unsafe condition and would be required to be repaired. However, the intent of this provision is more likely intended to include items that could potentially lead to indoor air quality issues or to a progression of damage due to water infiltration and as such should be considered in context of the overall impact on the function of the assembly.

By contrast, other documents, such as ASTM E2270 “Standard Practice for Periodic Inspections of Building Facades for Unsafe Conditions,” define unsafe conditions more directly. In Section 3.2.13., it defines an unsafe condition as “a condition identified at the time of inspection of a component or system that presents an imminent threat of harm, injury, damage, or loss to persons or property.” The added context of an “imminent threat” serves to separate such conditions from “potential threats” due to a progressive condition. For these conditions, the document provides two other potential classifications of defects: “requires repair/stabilization” and “ordinary maintenance.” These conditions serve to permit the investigator to identify and report issues that are problematic and that might progress into unsafe conditions but do not need to be addressed in a time critical manner. This is generally consistent with most façade ordinance documents in large cities where the intent is to identify and eliminate threats to the public without becoming overly cumbersome to the owner.

Such a strategy provides a useful framework for higher education facilities, such as Virginia Tech, to develop a functional and consistent method for inspecting and identifying the typical problems associated with the cladding materials. As inspections are performed and deficiencies are categorized into prioritized groups, the groups can then be gathered together to establish trends with regard to certain repetitive building problems as well as projections for future repairs based on other similar conditions in the inventory. It also serves to satisfy the requirements to protect the student populous from hazards by monitoring the conditions of the buildings and helping to eliminate failures of the facades.

## **WHO PERFORMS THE INSPECTIONS?**

There is general consensus among the industry that a licensed professional (Architect or Engineer) should oversee the work performed as well as the process of evaluation. However, it is generally acceptable for the licensed professional to rely on the work of qualified inspectors for the performance of some of the field work. According to ASTM E2270, a qualified inspector should be "...familiar with the available service history and the available design documents relevant to the building façade" and "...capable of assessing both the watertight integrity and exterior conditions of the building façade to evaluate and identify potential unsafe conditions." Based on this, the inspection process for Virginia Tech could be performed by either in-house personnel, through the use of outside consultants, or by a combination of both assuming that there was a registered professional that was available to oversee the process. Clearly, education and training are important factors in the selection of those performing the inspection, particularly with regard to identification of unsafe conditions, but Virginia Tech's current facility maintenance staff could be utilized to provide vast amounts of useful information to the qualified professional in the process of performing routine inspections of the buildings.

In a policy directive from the university's Chief Facilities Officer dated October 30, 2012, attached hereto as appendix D, the University has a process in place whereby members of facilities maintenance perform periodic visual and tactile (hands-on) inspections of many of the stone facades around campus, particularly around and above entrances where pedestrian traffic is concentrated. According to the policy directive, this process is officially memorialized and standardized through a computerized maintenance management system (Hokie Serv), and it represents a significant internal effort to protect the student body and to obtain useful information regarding portions of the building inventory. This current process could be modified and expanded to meet the requirements of ASTM E2270 in regards to oversight by a registered professional.

## **IDENTIFICATION OF DEFICIENCIES**

The identification and classification of deficiencies in a masonry façade is generally the most difficult portion of any assessment. The investigator must combine their cumulative experience with available references and supplemental training to first identify a defect and to determine what has caused the condition to occur. In many cases, this cannot be performed without additional information or supplemental investigation and/or calculations. With masonry in particular, many visible defects can manifest themselves in ways that could be the result of more than one problem. For example, diagonal cracking on the corner of a building could be the result of settlement of the foundation, expansion/contraction of the building frame/veneer,

corrosion of embedded steel, seismic or wind damage, load overstress, or several other potential causes.

To simplify such a broad range of potential problems, it often helps to first organize and categorize the cladding materials by type or material (windows, stone, brick, cast stone, precast concrete, sealants, roofing, etc.) to make it easy to group conditions consistently among inspectors. Individual materials or systems can then be evaluated based on industry specific guidelines and criteria.

With regard to masonry, there are several useful documents that provide insight into the causes of deterioration and recommended repair for masonry facades. Neither is specific to stone; however, many issues speak directly to stone issues or are relevant to stone masonry as well as clay masonry (brick and terra-cotta).

The Masonry Society publishes TMS 1700-12 “Guide for Condition Assessment of Masonry Structures” that provides a useful framework for organizing and conducting inspections and assessments. The document outlines the normal tasks assumed in an evaluation and then outlines numerous conditions specific to masonry that can be documented and classified by the inspector. A similar document has been developed and published by the International Concrete Repair Institute (ICRI) termed Guideline No. 410.1-2008 “Guide for the Evaluation of Masonry Façade Structures.” Similar to the TMS document, the Guide provides a typical framework for the process for the evaluation of masonry including information on document reviews, field investigations, and reporting. However, unlike the TMS document, there are pictures of many typical conditions to assist the reader with understanding the described conditions. Both of these documents would prove to be useful to in-house inspectors for organizing internal inspections of the buildings.

There currently is no standard for assessment or maintenance specifically for random ashlar or rubble stone masonry. However, ASTM C1496 “Standard Guide for Dimension Stone Masonry Walls and Facades” outlines how to visually assess dimension stone construction, which is very similar in many aspects. Dimension stone is akin to large stone panels cut to a prescribed size rather than individual stone units laid up as an assembly. Many of the defects observed in dimension stone can also be found in ashlar stone walls, such as efflorescence, staining and cracking; and as such, the standard provides useful guidance regarding typical stone masonry defects. It is also one of the only consensus document regarding typical maintenance repairs for stone cladding systems.

Through the use of the above referenced documents and other references provided in Appendix B, a program can be developed and refined to help the University

consistently and knowledgeably perform basic visual assessments of the stone facades and identify where there are concerns that need to be investigated further by outside consultants.

## **FREQUENCY OF INSPECTION**

In general, the frequency of an inspection or assessment of a façade depends predominantly on the cladding material and the intent of the inspection. For unsafe conditions, ASTM E2270 provides a useful table of inspection intervals for several different cladding material types along with what type of inspection is generally required, based on the age of the building. For example, for brick and stone buildings more than 20 years old, facades should be inspected at least once every 5 years. Such an inspection would include a general visual inspection of the entire façade from greater than 6 feet away looking for out-of-plane displacements or distress. Additionally, representative sections of the building comprising roughly 20% of the façade area should be selected for a detailed inspection with tactile contact on the façade. The detailed inspection should also include probe openings to reveal concealed conditions (minimum of three locations) and potentially adhesion tests of adhered anchors or non-destructive testing of unobservable components.

However, while this consensus approach to identifying unsafe conditions is useful from the perspective of preventing a hazard, it does very little to assist facilities personnel with long term planning of common maintenance repairs. Therefore, additional, less invasive, but more frequent and broader ranging assessments could be performed to catalogue the progression of known problems and to help establish reasonable estimates of remaining service life in the façade before major renovation work is necessary.

It is also worthwhile to consider that the frequency of the inspections may need to be modified in the event that there are known deficiencies in the wall system. Such is the case with buildings utilizing the drypack mortar collar joint, which display significant signs of efflorescence in the facades of some buildings. In these instances, the frequency of inspection should be increased to prevent localized rapid deterioration from creating an overhead hazard from deteriorating stone units or mortar joints.

## **CONSISTENCY WITH OTHER UNIVERSITIES**

With the information that has been identified within the industry for façade maintenance and inspection, much of the attention focuses on a typical building owner and not necessarily on a typical higher education facility. The most obvious



difference is the need of a university or college to maintain its inventory in impeccable condition to present an aesthetically pleasing environment for students, faculty, and alumni and to further the prestige and reputation among its peers. Such is not the case with many building owners, and therefore, higher education facilities would be expected to be held to a higher standard than the average facility. As such, the generally accepted level of inspection and maintenance is more clearly represented by comparison to other Universities.

With that in mind, WDP performed a survey of several colleges and universities to try to better understand how others evaluate and maintain their buildings and how consistent that is with the procedures currently in place at Virginia Tech.

A total of eleven (11) universities have completed the online survey to date, including Virginia Tech. Ten more universities expressed an interest to participate after graduation and this semester have passed. The summarized results are presented below, and the survey details are attached in Appendix C.

In general, the universities that responded provided useful data that can be directly compared with Virginia Tech in each of the seven categories of the survey.

## **1. Building Inventory**

Virginia Tech holds a building inventory of more than 100 buildings as do more than 80% of the respondents, but only half of the respondents have more than 8 million square feet or more, indicating Virginia Tech has relatively more square footage per building.

All of the respondents have masonry facades, but only three have more stone than brick, and one has between 25-50% stone. One university only uses stone masonry as accent material. Virginia Tech uses relatively more stone than the majority of the other universities but can be directly compared to approximately one third of the respondents.

One university provided detailed building service life information that matched the majority of the responses: “Greater than 100 years for our world heritage historic structures that will continue to be preserved and renewed as needed. The majority of buildings will realistically be in the 50 to 100 year category; although student housing may be considered at 25 years.”

## **2. Human Resources**

The number of personnel directly involved with building inspection and employed by the universities varied widely among the respondents and may indicate different approaches to inspection. More than half indicated that less than 10 personnel are involved with building inspections with one university noting that individuals are specifically dedicated to inspection. On the other hand, two responses stated that more than 50 personnel are involved with inspection, indicating a more broadly cast responsibility for building inspection.

Building façade maintenance responses landed in a much tighter range with all universities employing less than 25 personnel and about half of them using less than 10.

### **3. Budget Allocations**

Annual building maintenance budgets correlated directly with the size of the university. The five largest universities including Virginia Tech all had \$10-50 million budgets and four of the smallest universities were all less than \$10 million budgets.

The majority of the universities spend less than 1% on façade inspection, including Virginia Tech. However, a few universities spend a disproportionately larger amount of their budget on inspections. A similar grouping holds true for monies spent on façade repairs. Most universities spend less than 5% of the maintenance budget on repairs, including Virginia Tech, and a smaller group spends more than 5% on façade repairs.

### **4. Established Practices and Frequency**

The first question in this section (#15) ties directly with question #34 regarding the proactive position the university takes with architects and engineers. Virginia Tech is included with the large majority of positive responses that do provide documents, such as building service life and other building standards, to design professionals prior to construction.

Virginia tech falls into the upper third of proactive positions taken in reviewing construction documents for targeting and identifying potential maintenance problems with the exterior façade. The comments for this question (#16) are particularly helpful in understanding the level of detail several universities shared, and we recommend reviewing them in the appendix.

Question #17 is the first of four questions regarding façade inspection practices. Virginia Tech is one of only two universities that responded positively to having a documented façade inspection program in-house. Taken by itself, this is surprising, but after reading the comments and taking the next three questions into account, it becomes clear that there is quite a range of differentiation among the universities in how in depth their inspection process is and how often it is performed. Most comments and responses indicate that inspections center around either problematic buildings or as problems arise. In all four questions, Virginia Tech appears to be among the most proactive in façade inspection.

Questions #21 through #23 focus on the closer inspection and tactile practices performed to maintain the surface integrity of masonry facades: namely re-pointing, cleaning, and sealant replacement. The overwhelming response in all three of these practices was that they were addressed: “only when problems arise.” Virginia Tech was one of two universities that responded to having a 50 year cycle for re-pointing. Two universities indicated that there was a schedule in place for cleaning, and only one university indicated a schedule for replacing sealants.

Responses for frequency of window replacement and renovations dominated the “More than 35 years” category, including Virginia Tech. Two comments in this section and one in the prior indicated that interior renovations and window replacements are performed as needed and are coupled with façade repairs.

## **5. Common Issues**

Virginia Tech is not alone in any of the following categories. All but one university has re-clad up to 5% of buildings due to façade problems.

Only one university responded to having more than 5% of the buildings exhibit problems with efflorescence or staining; all the rest (including Virginia Tech) indicated up to 5% of the buildings having issues.

Virginia Tech along with over 60% of the respondents have had problems with systemic or widespread leakage on their buildings. Only a few universities indicate no major leakage.

The final question in this section (#30) calls out specific issues with mortar, stone and brick, and sealant deficiencies. Virginia Tech and the majority of the respondents have had problems with each category. Several universities provided detailed comments that name the causes of their problems. We recommend reading the comments in questions #30 and #31 in Appendix C.

## **6. New Construction**

The respondents were evenly split into three categories on having a masonry façade design review process for new construction. Virginia Tech landed in the group that has design review fulfilled by a third party, and the other two groups either carry out design review in-house or do not have a process at this time.

Of the respondents that have a design review process, most cover all of the specific topics listed in question #33. Virginia Tech is one of three universities that include hygrothermal analysis (envelope dew point design) in the design review process.

Question #34 outlines the extent to which each university proactively provides design standards for new construction to Architects or Engineers. Virginia Tech is among the most proactive group that includes masonry façade requirements in new design standards. Almost half of the respondents do not include masonry design in their standards, or they do not provide standards.

All universities have some involvement in new construction observation with Virginia Tech and the majority of the respondents fulfilling this process in-house. The remaining universities hire a third party. Almost all of the respondents indicated that each of the specific construction observation tasks outlined in question #36 were fulfilled either in-house or by a third party.

## **7. Roof Considerations**

Although this section was optional to respond to, almost all respondents wrote in answers to each question. There is a wide range of answers to each question, and we recommend reviewing the responses in the appendix. In general, Virginia Tech was among the majority on the following responses:

- Roof systems inspected annually
- 100% of roof inspections are performed by the University
- 20 year expected service life of typical roof system
- 2 to 5 year interval for performing nondestructive surveys, such as infrared thermography

Most universities indicated requesting a 20 year warranty on new roof systems, while Virginia Tech responded requesting a 30 year warranty.



## **Summary**

Virginia Tech has established a nationally recognized form of stone masonry façade construction. The preservation and maintenance of this unique stone asset has evolved over the years along with construction methods. Not a great deal of literature has been written that addresses maintaining multiple styles of stone masonry let alone being specific to Hokie Stone construction. However, we reviewed several published documents that are germane to stone masonry construction and can be applied, in the correct context, to the conditions on the Virginia Tech campus.

A façade inspection and maintenance program can be developed utilizing the available resources in the industry in conjunction with already established internal practices. A comprehensive program will cover policies and procedures that include:

- Imminent health and safety concerns
- Identification of progressive conditions
- Frequency of inspection and who performs them
- Prioritization of the repairs.

New construction policies and procedures should also be part of this program.

Based on the information gathered in the masonry façade survey to date, Virginia Tech's maintenance policies and procedures are comparable to its contemporaries and, in fact, seem to be proactive compared to most. In a policy directive from the university's Chief Facilities Officer dated October 30, 2012, attached hereto as appendix D, the University has a process in place whereby members of facilities maintenance perform periodic visual and tactile (hands-on) inspections of many of the stone facades around campus, particularly around and above entrances where pedestrian traffic is concentrated. According to the policy directive, this process is officially memorialized and standardized through a computerized maintenance management system (Hokie Serv), and it represents a significant internal effort to protect the student body and to obtain useful information regarding portions of the building inventory. This current process could be modified and expanded to meet the requirements of ASTM E2270 in regards to oversight by a registered professional.

We trust this report has served as an informative resource for providing both a historical and current perspective and will ultimately aid Virginia Tech in the development of a structured plan for monitoring and maintaining the condition of the

university buildings. Should you have any questions regarding this report, please feel free to contact us at your convenience.

Sincerely,

**Whitlock Dalrymple Poston & Associates, Inc.**

J. Eric Peterson, P.E.  
Principal

A handwritten signature in black ink, reading "Steven T. Treser". The signature is fluid and cursive, with the first name "Steven" and last name "Treser" clearly legible.

Steven T. Treser, Assoc. AIA  
Staff Architect



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# PREFACE

## Introduction

Internationally, code officials recognize the need for a modern, up-to-date property maintenance code governing the maintenance of existing buildings. The *International Property Maintenance Code*®, in this 2012 edition, is designed to meet this need through model code regulations that contain clear and specific property maintenance requirements with required property improvement provisions.

This 2012 edition is fully compatible with all of the *International Codes*® (I-Codes®) published by the International Code Council (ICC)®, including the *International Building Code*®, *International Energy Conservation Code*®, *International Existing Building Code*®, *International Fire Code*®, *International Fuel Gas Code*®, *International Green Construction Code*™ (to be available March 2012), *International Mechanical Code*®, *ICC Performance Code*®, *International Plumbing Code*®, *International Private Sewage Disposal Code*®, *International Residential Code*®, *International Swimming Pool and Spa Code*™ (to be available March 2012), *International Wildland-Urban Interface Code*® and *International Zoning Code*®.

The *International Property Maintenance Code* provisions provide many benefits, among which is the model code development process that offers an international forum for code officials and other interested parties to discuss performance and prescriptive code requirements. This forum provides an excellent arena to debate proposed revisions. This model code also encourages international consistency in the application of provisions.

## Development

The first edition of the *International Property Maintenance Code* (1998) was the culmination of an effort initiated in 1996 by a code development committee appointed by ICC and consisting of representatives of the three statutory members of the International Code Council at that time, including: Building Officials and Code Administrators International, Inc. (BOCA), International Conference of Building Officials (ICBO) and Southern Building Code Congress International (SBCCI). The committee drafted a comprehensive set of regulations for existing buildings that was consistent with the existing model property maintenance codes at the time. This 2012 edition presents the code as originally issued, with changes reflected through the previous 2006 editions and further changes developed through the ICC Code Development Process through 2010. A new edition of the code is promulgated every three years.

This code is founded on principles intended to establish provisions consistent with the scope of a property maintenance code that adequately protects public health, safety and welfare; provisions that do not unnecessarily increase construction costs; provisions that do not restrict the use of new materials, products or methods of construction; and provisions that do not give preferential treatment to particular types or classes of materials, products or methods of construction.

## Adoption

The *International Property Maintenance Code* is available for adoption and use by jurisdictions internationally. Its use within a governmental jurisdiction is intended to be accomplished through adoption by reference in accordance with proceedings established in the jurisdiction's laws. At the time of adoption, jurisdictions should insert the appropriate information in provisions requiring specific local information, such as the name of the adopting jurisdiction. These locations are shown in bracketed words in small capital letters in the code and in the sample ordinance. The sample adoption ordinance on page xiii addresses several key elements of a code adoption ordinance, including the information required for insertion into the code text.

## Maintenance

The *International Property Maintenance Code* is kept up to date through the review of proposed changes submitted by code enforcing officials, industry representatives, design professionals and other interested parties. Proposed changes are carefully considered through an open code development process in which all interested and affected parties may participate.

The contents of this work are subject to change both through the Code Development Cycles and the governmental body that enacts the code into law. For more information regarding the code development process, contact the Codes and Standards Development Department of the International Code Council.

While the development procedure of the *International Property Maintenance Code* ensures the highest degree of care, ICC, its membership and those participating in the development of this code do not accept any liability resulting from compliance or noncompliance with the provisions because ICC does not have the power or authority to police or enforce compliance with the contents of this code. Only the governmental body that enacts the code into law has such authority.

## Code Development Committee Responsibilities (Letter Designations in Front of Section Numbers)

In each code development cycle, proposed changes to this code are considered at the Code Development Hearings by the International Property Maintenance/Zoning Code Development Committee, whose action constitutes a recommendation to the voting membership for final action on the proposed changes. Proposed changes to a code section having a number beginning with a letter in brackets are considered by a different code development committee. For example, proposed changes to code sections that have the letter [F] in front of them (e.g., [F] 704.1) are considered by the International Fire Code Development Committee at the Code Development Hearings.

The content of sections in this code that begin with a letter designation is maintained by another code development committee in accordance with the following:

- [A] = Administrative Code Development Committee;
- [F] = International Fire Code Development Committee;
- [P] = International Plumbing Code Development Committee; and
- [B] = International Building Code Development Committee (IBC—Fire Safety, General, Means of Egress or Structural);

Note that, for the development of the 2015 edition of the I-Codes, there will be two groups of code development committees and they will meet in separate years. The groupings are as follows:

<b>Group A Codes (Heard in 2012, Code Change Proposals Deadline: January 3, 2012)</b>	<b>Group B Codes (Heard in 2013, Code Change Proposals Deadline: January 3, 2013)</b>
International Building Code	Administrative Provisions (Chapter 1 all codes except IRC and ICC PC, administrative updates to currently referenced standards, and designated definitions)
International Fuel Gas Code	International Energy Conservation Code
International Mechanical Code	International Existing Building Code
International Plumbing Code	International Fire Code
International Private Sewage Disposal Code	International Green Construction Code
	ICC Performance Code
	International Property Maintenance Code
	International Residential Code
	International Swimming Pool and Spa Code
	International Wildland-Urban Interface Code
	International Zoning Code

Code change proposals submitted for code sections that have a letter designation in front of them will be heard by the respective committee responsible for such code sections. Because different committees will meet in different years, it is possible that some proposals for this code will be heard by a committee in a different year than the year in which the primary committee for this code meets.

For instance, Section 502.1 is designated as the responsibility of the International Plumbing Code Development Committee, along with most of the provisions in Chapter 5. This committee will meet in 2012 to consider all code change proposals to the *International Plumbing Code* and any portions of other codes that it is responsible for, including Section 502.1 and most of the provisions of Chapter 5 (designated with [P] in front of those sections.) Therefore, any proposals to Section 502.1 in Chapter 5 will be needed to be submitted by January 3, 2012, for consideration in 2012 by the International Plumbing Code Committee.

Note that every section of Chapter 1 of this code is designated as the responsibility of the Administrative Code Development Committee, and that committee is part of the Group B portion of the hearings. This committee will hold its code development hearing in 2013 to consider all code change proposals for Chapter 1 of this code and proposals for Chapter 1 of all I-Codes except the *International Residential Code* and *ICC Performance Code*. Therefore, any proposals received for Chapter 1 of this code will be assigned to the Administrative Code Development Committee for consideration in 2013.

It is very important that anyone submitting code change proposals understand which code development committee is responsible for the section of the code that is the subject of the code change proposal. For further information on the code development committee responsibilities, please visit the ICC web site at [www.iccsafe.org/scoping](http://www.iccsafe.org/scoping).

## Marginal Markings

Solid vertical lines in the margins within the body of the code indicate a technical change from the requirements of the previous edition. Deletion indicators in the form of an arrow ( ➡ ) are provided in the margin where an entire section, paragraph, exception or table has been deleted or an item in a list of items or a table has been deleted.

## Italicized Terms

Selected terms set forth in Chapter 2, Definitions, are italicized where they appear in code text. Such terms are not italicized where the definition set forth in Chapter 2 does not impart the intended meaning in the use of the term. The terms selected have definitions which the user should read carefully to facilitate better understanding of the code.



# EFFECTIVE USE OF THE INTERNATIONAL PROPERTY MAINTENANCE CODE

The *International Property Maintenance Code* (IPMC) is a model code that regulates the minimum maintenance requirements for existing buildings.

The IPMC is a maintenance document intended to establish minimum maintenance standards for basic equipment, light, ventilation, heating, sanitation and fire safety. Responsibility is fixed among owners, operators and occupants for code compliance. The IPMC provides for the regulation and safe use of existing structures in the interest of the social and economic welfare of the community.

## Arrangement and Format of the 2009 IPMC

Before applying the requirements of the IPMC it is beneficial to understand its arrangement and format. The IPMC, like other codes published by ICC, is arranged and organized to follow sequential steps that generally occur during an inspection. The IPMC is divided into eight different parts:

Chapters	Subjects
1	Administration
2	Definitions
3	General Requirements
4	Light, Ventilation and Occupancy Limitations
5	Plumbing Facilities and Fixture Requirements
6	Mechanical and Electrical Requirements
7	Fire Safety Requirements
8	Referenced Standards

The following is a chapter-by-chapter synopsis of the scope and intent of the provisions of the *International Property Maintenance Code*:

**Chapter 1 Scope and Administration.** This chapter contains provisions for the application, enforcement and administration of subsequent requirements of the code. In addition to establishing the scope of the code, Chapter 1 identifies which buildings and structures come under its purview. Chapter 1 is largely concerned with maintaining “due process of law” in enforcing the property maintenance criteria contained in the body of the code. Only through careful observation of the administrative provisions can the building official reasonably expect to demonstrate that “equal protection under the law” has been provided.

**Chapter 2 Definitions.** All terms that are defined in the code are listed alphabetically in Chapter 2. While a defined term may be used in one chapter or another, the meaning provided in Chapter 2 is applicable throughout the code.

Where understanding of a term’s definition is especially key to or necessary for understanding of a particular code provision, the term is shown in italics wherever it appears in the code. This is true only for those terms that have a meaning that is unique to the code. In other words, the generally understood meaning of a term or phrase might not be sufficient or consistent with the meaning prescribed by the code; therefore, it is essential that the code-defined meaning be known.

Guidance regarding tense, gender and plurality of defined terms as well as guidance regarding terms not defined in this code is provided.

**Chapter 3 General Requirements.** Chapter 3, “General Requirements,” is broad in scope. It includes a variety of requirements for the exterior property areas as well as the interior and exterior elements of the structure. This chapter provides requirements that are intended to maintain a minimum level of safety and sanitation for both the general public and the occupants of a structure, and to maintain a building’s structural and weather-resistance performance. Chapter 3 provides specific criteria for regulating the installation and maintenance of specific building components; maintenance requirements for vacant structures and land; requirements regulating the safety, sanitation and appearance of the interior and exterior of structures and all exterior property areas; accessory structures; vehicle storage regulations and establishes who is responsible for complying with the chapter’s provisions. This chapter also contains the requirements for swimming pools, spas and hot tubs and the requirements for protective barriers and gates in these barriers. Chapter 3 establishes the responsible parties for exterminating insects and rodents, and maintaining sanitary conditions in all types of occupancies.

**Chapter 4 Light, Ventilation and Occupancy Limitations.** The purpose of Chapter 4 is to set forth these requirements in the code and to establish the minimum environment for occupiable and habitable buildings, by establishing the minimum criteria for light and ventilation and identifies occupancy limitations including minimum room width and area, minimum ceiling height and restrictions to prevent overcrowding. This chapter also provides for alternative arrangements of windows and other devices to comply with the requirements for light and ventilation and prohibits certain room arrangements and occupancy uses.

**Chapter 5 Plumbing Facilities and Fixture Requirements.** Chapter 5 establishes the minimum criteria for the installation, maintenance and location of plumbing systems and facilities, including the water supply system, water heating appliances, sewage disposal system and related plumbing fixtures.

Sanitary and clean conditions in occupied buildings are dependent upon certain basic plumbing principles, including providing potable water to a building, providing the basic fixtures to effectively utilize that water and properly removing waste from the building. Chapter 5 establishes the minimum criteria to verify that these principles are maintained throughout the life of a building.

**Chapter 6 Mechanical and Electrical Requirements.** The purpose of Chapter 6 is to establish minimum performance requirements for heating, electrical and mechanical facilities and to establish minimum standards for the safety of these facilities.

This chapter establishes minimum criteria for the installation and maintenance of the following: heating and air-conditioning equipment, appliances and their supporting systems; water-heating equipment, appliances and systems; cooking equipment and appliances; ventilation and exhaust equipment; gas and liquid fuel distribution piping and components; fireplaces and solid fuel-burning appliances; chimneys and vents; electrical services; lighting fixtures; electrical receptacle outlets; electrical distribution system equipment, devices and wiring; and elevators, escalators and dumb-waiters.

**Chapter 7 Fire Safety Requirements.** The purpose of Chapter 7 is to address those fire hazards that arise as the result of a building’s occupancy. It also provides minimum requirements for fire safety issues that are most likely to arise in older buildings.

This chapter contains requirements for means of egress in existing buildings, including path of travel, required egress width, means of egress doors and emergency escape openings.

Chapter 7 establishes the minimum requirements for fire safety facilities and fire protection systems, as these are essential fire safety systems.

**Chapter 8 Referenced Standards.** The code contains numerous references to standards that are used to regulate materials and methods of construction. Chapter 8 contains a comprehensive list of all standards that are referenced in the code. The standards are part of the code to the extent of the reference to the standard. Compliance with the referenced standard is necessary for compliance with this code. By providing specifically adopted standards, the construction and installation requirements necessary for compliance with the code can be readily determined. The basis for code compliance is, therefore, established and available on an equal basis to the code official, contractor, designer and owner.

Chapter 8 is organized in a manner that makes it easy to locate specific standards. It lists all of the referenced standards, alphabetically, by acronym of the promulgating agency of the standard. Each agency's standards are then listed in either alphabetical or numeric order based upon the standard identification. The list also contains the title of the standard; the edition (date) of the standard referenced; any addenda included as part of the ICC adoption; and the section or sections of this code that reference the standard.





## LEGISLATION

The *International Codes* are designed and promulgated to be adopted by reference by legislative action. Jurisdictions wishing to adopt the 2012 *International Property Maintenance Code* as an enforceable regulation governing existing structures and premises should ensure that certain factual information is included in the adopting legislation at the time adoption is being considered by the appropriate governmental body. The following sample adoption legislation addresses several key elements, including the information required for insertion into the code text.

### SAMPLE LEGISLATION FOR ADOPTION OF THE INTERNATIONAL PROPERTY MAINTENANCE CODE ORDINANCE NO. \_\_\_\_\_

A[N] [ORDINANCE/STATUTE/REGULATION] of the [JURISDICTION] adopting the 2012 edition of the *International Property Maintenance Code*, regulating and governing the conditions and maintenance of all property, buildings and structures; by providing the standards for supplied utilities and facilities and other physical things and conditions essential to ensure that structures are safe, sanitary and fit for occupation and use; and the condemnation of buildings and structures unfit for human occupancy and use, and the demolition of such existing structures in the [JURISDICTION]; providing for the issuance of permits and collection of fees therefor; repealing [ORDINANCE/STATUTE/REGULATION] No. \_\_\_\_\_ of the [JURISDICTION] and all other ordinances or parts of laws in conflict therewith.

The [GOVERNING BODY] of the [JURISDICTION] does ordain as follows:

**Section 1.** That a certain document, three (3) copies of which are on file in the office of the [TITLE OF JURISDICTION'S KEEPER OF RECORDS] of [NAME OF JURISDICTION], being marked and designated as the *International Property Maintenance Code*, 2012 edition, as published by the International Code Council, be and is hereby adopted as the Property Maintenance Code of the [JURISDICTION], in the State of [STATE NAME] for regulating and governing the conditions and maintenance of all property, buildings and structures; by providing the standards for supplied utilities and facilities and other physical things and conditions essential to ensure that structures are safe, sanitary and fit for occupation and use; and the condemnation of buildings and structures unfit for human occupancy and use, and the demolition of such existing structures as herein provided; providing for the issuance of permits and collection of fees therefor; and each and all of the regulations, provisions, penalties, conditions and terms of said Property Maintenance Code on file in the office of the [JURISDICTION] are hereby referred to, adopted, and made a part hereof, as if fully set out in this legislation, with the additions, insertions, deletions and changes, if any, prescribed in Section 2 of this ordinance.

**Section 2.** The following sections are hereby revised:

Section 101.1. Insert: [NAME OF JURISDICTION]

Section 103.5. Insert: [APPROPRIATE SCHEDULE]

Section 112.4. Insert: [DOLLAR AMOUNT IN TWO LOCATIONS]

Section 302.4. Insert: [HEIGHT IN INCHES]

Section 304.14. Insert: [DATES IN TWO LOCATIONS]

Section 602.3. Insert: [DATES IN TWO LOCATIONS]

Section 602.4. Insert: [DATES IN TWO LOCATIONS]

**Section 3.** That [ORDINANCE/STATUTE/REGULATION] No. \_\_\_\_\_ of [JURISDICTION] entitled [FILL IN HERE THE COMPLETE TITLE OF THE LEGISLATION OR LAWS IN EFFECT AT THE PRESENT TIME SO THAT THEY WILL BE REPEALED BY DEFINITE MENTION] and all other ordinances or parts of laws in conflict herewith are hereby repealed.

**Section 4.** That if any section, subsection, sentence, clause or phrase of this legislation is, for any reason, held to be unconstitutional, such decision shall not affect the validity of the remaining portions of this ordinance. The [GOVERNING BODY] hereby declares that it would have passed this law, and each section, subsection, clause or phrase thereof, irrespective of the fact that any one or more sections, subsections, sentences, clauses and phrases be declared unconstitutional.

**Section 5.** That nothing in this legislation or in the Property Maintenance Code hereby adopted shall be construed to affect any suit or proceeding impending in any court, or any rights acquired, or liability incurred, or any cause or causes of action acquired

or existing, under any act or ordinance hereby repealed as cited in Section 3 of this law; nor shall any just or legal right or remedy of any character be lost, impaired or affected by this legislation.

**Section 6.** That the [JURISDICTION'S KEEPER OF RECORDS] is hereby ordered and directed to cause this legislation to be published. (An additional provision may be required to direct the number of times the legislation is to be published and to specify that it is to be in a newspaper in general circulation. Posting may also be required.)

**Section 7.** That this law and the rules, regulations, provisions, requirements, orders and matters established and adopted hereby shall take effect and be in full force and effect [TIME PERIOD] from and after the date of its final passage and adoption.

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## CHAPTER 1

# SCOPE AND ADMINISTRATION

### PART 1 — SCOPE AND APPLICATION

#### SECTION 101 GENERAL

**[A] 101.1 Title.** These regulations shall be known as the *International Property Maintenance Code* of [NAME OF JURISDICTION], hereinafter referred to as “this code.”

**[A] 101.2 Scope.** The provisions of this code shall apply to all existing residential and nonresidential structures and all existing *premises* and constitute minimum requirements and standards for *premises*, structures, equipment and facilities for light, *ventilation*, space, heating, sanitation, protection from the elements, life safety, safety from fire and other hazards, and for safe and sanitary maintenance; the responsibility of *owners*, *operators* and *occupants*; the *occupancy* of existing structures and *premises*, and for administration, enforcement and penalties.

**[A] 101.3 Intent.** This code shall be construed to secure its expressed intent, which is to ensure public health, safety and welfare insofar as they are affected by the continued *occupancy* and maintenance of structures and *premises*. Existing structures and *premises* that do not comply with these provisions shall be altered or repaired to provide a minimum level of health and safety as required herein.

**[A] 101.4 Severability.** If a section, subsection, sentence, clause or phrase of this code is, for any reason, held to be unconstitutional, such decision shall not affect the validity of the remaining portions of this code.

#### SECTION 102 APPLICABILITY

**[A] 102.1 General.** Where there is a conflict between a general requirement and a specific requirement, the specific requirement shall govern. Where differences occur between provisions of this code and the referenced standards, the provisions of this code shall apply. Where, in a specific case, different sections of this code specify different requirements, the most restrictive shall govern.

**[A] 102.2 Maintenance.** Equipment, systems, devices and safeguards required by this code or a previous regulation or code under which the structure or *premises* was constructed, altered or repaired shall be maintained in good working order. No *owner*, *operator* or *occupant* shall cause any service, facility, equipment or utility which is required under this section to be removed from or shut off from or discontinued for any occupied dwelling, except for such temporary interruption as necessary while repairs or alterations are in progress. The requirements of this code are not intended to provide the basis for removal or abrogation of fire protection and safety systems and devices in existing structures. Except as other-

wise specified herein, the *owner* or the *owner's* designated agent shall be responsible for the maintenance of buildings, structures and *premises*.

**[A] 102.3 Application of other codes.** Repairs, additions or alterations to a structure, or changes of *occupancy*, shall be done in accordance with the procedures and provisions of the *International Building Code*, *International Energy Conservation Code*, *International Fire Code*, *International Fuel Gas Code*, *International Mechanical Code*, *International Residential Code*, *International Plumbing Code* and NFPA 70. Nothing in this code shall be construed to cancel, modify or set aside any provision of the *International Zoning Code*.

**[A] 102.4 Existing remedies.** The provisions in this code shall not be construed to abolish or impair existing remedies of the jurisdiction or its officers or agencies relating to the removal or demolition of any structure which is dangerous, unsafe and insanitary.

**[A] 102.5 Workmanship.** Repairs, maintenance work, alterations or installations which are caused directly or indirectly by the enforcement of this code shall be executed and installed in a *workmanlike* manner and installed in accordance with the manufacturer's instructions.

**[A] 102.6 Historic buildings.** The provisions of this code shall not be mandatory for existing buildings or structures designated as historic buildings when such buildings or structures are judged by the *code official* to be safe and in the public interest of health, safety and welfare.

**[A] 102.7 Referenced codes and standards.** The codes and standards referenced in this code shall be those that are listed in Chapter 8 and considered part of the requirements of this code to the prescribed extent of each such reference and as further regulated in Sections 102.7.1 and 102.7.2.

**Exception:** Where enforcement of a code provision would violate the conditions of the listing of the equipment or appliance, the conditions of the listing shall apply.

**[A] 102.7.1 Conflicts.** Where conflicts occur between provisions of this code and the referenced standards, the provisions of this code shall apply.

**[A] 102.7.2 Provisions in referenced codes and standards.** Where the extent of the reference to a referenced code or standard includes subject matter that is within the scope of this code, the provisions of this code, as applicable, shall take precedence over the provisions in the referenced code or standard.

**[A] 102.8 Requirements not covered by code.** Requirements necessary for the strength, stability or proper operation of an existing fixture, structure or equipment, or for the public safety, health and general welfare, not specifically covered by this code, shall be determined by the *code official*.

**[A] 102.9 Application of references.** References to chapter or section numbers, or to provisions not specifically identi-

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fied by number, shall be construed to refer to such chapter, section or provision of this code.

**[A] 102.10 Other laws.** The provisions of this code shall not be deemed to nullify any provisions of local, state or federal law.

## PART 2 — ADMINISTRATION AND ENFORCEMENT

### SECTION 103 DEPARTMENT OF PROPERTY MAINTENANCE INSPECTION

**[A] 103.1 General.** The department of property maintenance inspection is hereby created and the executive official in charge thereof shall be known as the *code official*.

**[A] 103.2 Appointment.** The *code official* shall be appointed by the chief appointing authority of the jurisdiction.

**[A] 103.3 Deputies.** In accordance with the prescribed procedures of this jurisdiction and with the concurrence of the appointing authority, the *code official* shall have the authority to appoint a deputy(s). Such employees shall have powers as delegated by the *code official*.

**[A] 103.4 Liability.** The *code official*, member of the board of appeals or employee charged with the enforcement of this code, while acting for the jurisdiction, in good faith and without malice in the discharge of the duties required by this code or other pertinent law or ordinance, shall not thereby be rendered liable personally, and is hereby relieved from all personal liability for any damage accruing to persons or property as a result of an act or by reason of an act or omission in the discharge of official duties. Any suit instituted against any officer or employee because of an act performed by that officer or employee in the lawful discharge of duties and under the provisions of this code shall be defended by the legal representative of the jurisdiction until the final termination of the proceedings. The *code official* or any subordinate shall not be liable for costs in an action, suit or proceeding that is instituted in pursuance of the provisions of this code.

**[A] 103.5 Fees.** The fees for activities and services performed by the department in carrying out its responsibilities under this code shall be as indicated in the following schedule.

[JURISDICTION TO INSERT APPROPRIATE SCHEDULE.]

### SECTION 104 DUTIES AND POWERS OF THE CODE OFFICIAL

**[A] 104.1 General.** The *code official* is hereby authorized and directed to enforce the provisions of this code. The *code official* shall have the authority to render interpretations of this code and to adopt policies and procedures in order to clarify the application of its provisions. Such interpretations, policies and procedures shall be in compliance with the intent and purpose of this code. Such policies and procedures shall not have the effect of waiving requirements specifically provided for in this code.

**[A] 104.2 Inspections.** The *code official* shall make all of the required inspections, or shall accept reports of inspection by

*approved* agencies or individuals. All reports of such inspections shall be in writing and be certified by a responsible officer of such *approved* agency or by the responsible individual. The *code official* is authorized to engage such expert opinion as deemed necessary to report upon unusual technical issues that arise, subject to the approval of the appointing authority.

**[A] 104.3 Right of entry.** Where it is necessary to make an inspection to enforce the provisions of this code, or whenever the *code official* has reasonable cause to believe that there exists in a *structure* or upon a *premises* a condition in violation of this code, the *code official* is authorized to enter the structure or *premises* at reasonable times to inspect or perform the duties imposed by this code, provided that if such structure or *premises* is occupied the *code official* shall present credentials to the *occupant* and request entry. If such structure or *premises* is unoccupied, the *code official* shall first make a reasonable effort to locate the *owner* or other person having charge or control of the structure or *premises* and request entry. If entry is refused, the *code official* shall have recourse to the remedies provided by law to secure entry.

**[A] 104.4 Identification.** The *code official* shall carry proper identification when inspecting structures or *premises* in the performance of duties under this code.

**[A] 104.5 Notices and orders.** The *code official* shall issue all necessary notices or orders to ensure compliance with this code.

**[A] 104.6 Department records.** The *code official* shall keep official records of all business and activities of the department specified in the provisions of this code. Such records shall be retained in the official records for the period required for retention of public records.

### SECTION 105 APPROVAL

**[A] 105.1 Modifications.** Whenever there are practical difficulties involved in carrying out the provisions of this code, the *code official* shall have the authority to grant modifications for individual cases upon application of the *owner* or *owner's* representative, provided the *code official* shall first find that special individual reason makes the strict letter of this code impractical and the modification is in compliance with the intent and purpose of this code and that such modification does not lessen health, life and fire safety requirements. The details of action granting modifications shall be recorded and entered in the department files.

**[A] 105.2 Alternative materials, methods and equipment.** The provisions of this code are not intended to prevent the installation of any material or to prohibit any method of construction not specifically prescribed by this code, provided that any such alternative has been *approved*. An alternative material or method of construction shall be *approved* where the *code official* finds that the proposed design is satisfactory and complies with the intent of the provisions of this code, and that the material, method or work offered is, for the purpose intended, at least the equivalent of that prescribed in this code in quality, strength, effectiveness, fire resistance, durability and safety.

[A] **105.3 Required testing.** Whenever there is insufficient evidence of compliance with the provisions of this code, or evidence that a material or method does not conform to the requirements of this code, or in order to substantiate claims for alternative materials or methods, the *code official* shall have the authority to require tests to be made as evidence of compliance at no expense to the jurisdiction.

[A] **105.3.1 Test methods.** Test methods shall be as specified in this code or by other recognized test standards. In the absence of recognized and accepted test methods, the *code official* shall be permitted to approve appropriate testing procedures performed by an *approved agency*.

[A] **105.3.2 Test reports.** Reports of tests shall be retained by the *code official* for the period required for retention of public records.

[A] **105.4 Used material and equipment.** The use of used materials which meet the requirements of this code for new materials is permitted. Materials, equipment and devices shall not be reused unless such elements are in good repair or have been reconditioned and tested when necessary, placed in good and proper working condition and *approved* by the *code official*.

[A] **105.5 Approved materials and equipment.** Materials, equipment and devices *approved* by the *code official* shall be constructed and installed in accordance with such approval.

[A] **105.6 Research reports.** Supporting data, where necessary to assist in the approval of materials or assemblies not specifically provided for in this code, shall consist of valid research reports from *approved* sources.

## SECTION 106 VIOLATIONS

[A] **106.1 Unlawful acts.** It shall be unlawful for a person, firm or corporation to be in conflict with or in violation of any of the provisions of this code.

[A] **106.2 Notice of violation.** The *code official* shall serve a notice of violation or order in accordance with Section 107.

[A] **106.3 Prosecution of violation.** Any person failing to comply with a notice of violation or order served in accordance with Section 107 shall be deemed guilty of a misdemeanor or civil infraction as determined by the local municipality, and the violation shall be deemed a *strict liability offense*. If the notice of violation is not complied with, the *code official* shall institute the appropriate proceeding at law or in equity to restrain, correct or abate such violation, or to require the removal or termination of the unlawful *occupancy* of the structure in violation of the provisions of this code or of the order or direction made pursuant thereto. Any action taken by the authority having jurisdiction on such *premises* shall be charged against the real estate upon which the structure is located and shall be a lien upon such real estate.

[A] **106.4 Violation penalties.** Any person who shall violate a provision of this code, or fail to comply therewith, or with any of the requirements thereof, shall be prosecuted within the limits provided by state or local laws. Each day that a vio-

lation continues after due notice has been served shall be deemed a separate offense.

[A] **106.5 Abatement of violation.** The imposition of the penalties herein prescribed shall not preclude the legal officer of the jurisdiction from instituting appropriate action to restrain, correct or abate a violation, or to prevent illegal *occupancy* of a building, structure or *premises*, or to stop an illegal act, conduct, business or utilization of the building, structure or *premises*.

## SECTION 107 NOTICES AND ORDERS

[A] **107.1 Notice to person responsible.** Whenever the *code official* determines that there has been a violation of this code or has grounds to believe that a violation has occurred, notice shall be given in the manner prescribed in Sections 107.2 and 107.3 to the person responsible for the violation as specified in this code. Notices for condemnation procedures shall also comply with Section 108.3.

[A] **107.2 Form.** Such notice prescribed in Section 107.1 shall be in accordance with all of the following:

1. Be in writing.
2. Include a description of the real estate sufficient for identification.
3. Include a statement of the violation or violations and why the notice is being issued.
4. Include a correction order allowing a reasonable time to make the repairs and improvements required to bring the *dwelling unit* or structure into compliance with the provisions of this code.
5. Inform the property *owner* of the right to appeal.
6. Include a statement of the right to file a lien in accordance with Section 106.3.

[A] **107.3 Method of service.** Such notice shall be deemed to be properly served if a copy thereof is:

1. Delivered personally;
2. Sent by certified or first-class mail addressed to the last known address; or
3. If the notice is returned showing that the letter was not delivered, a copy thereof shall be posted in a conspicuous place in or about the structure affected by such notice.

[A] **107.4 Unauthorized tampering.** Signs, tags or seals posted or affixed by the *code official* shall not be mutilated, destroyed or tampered with, or removed without authorization from the *code official*.

[A] **107.5 Penalties.** Penalties for noncompliance with orders and notices shall be as set forth in Section 106.4.

[A] **107.6 Transfer of ownership.** It shall be unlawful for the *owner* of any *dwelling unit* or structure who has received a compliance order or upon whom a notice of violation has been served to sell, transfer, mortgage, lease or otherwise dispose of such *dwelling unit* or structure to another until the

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provisions of the compliance order or notice of violation have been complied with, or until such *owner* shall first furnish the grantee, transferee, mortgagee or lessee a true copy of any compliance order or notice of violation issued by the *code official* and shall furnish to the *code official* a signed and notarized statement from the grantee, transferee, mortgagee or lessee, acknowledging the receipt of such compliance order or notice of violation and fully accepting the responsibility without condition for making the corrections or repairs required by such compliance order or notice of violation.

## SECTION 108 UNSAFE STRUCTURES AND EQUIPMENT

**[A] 108.1 General.** When a structure or equipment is found by the *code official* to be unsafe, or when a structure is found unfit for human *occupancy*, or is found unlawful, such structure shall be *condemned* pursuant to the provisions of this code.

**[A] 108.1.1 Unsafe structures.** An unsafe structure is one that is found to be dangerous to the life, health, property or safety of the public or the *occupants* of the structure by not providing minimum safeguards to protect or warn *occupants* in the event of fire, or because such structure contains unsafe equipment or is so damaged, decayed, dilapidated, structurally unsafe or of such faulty construction or unstable foundation, that partial or complete collapse is possible.

**[A] 108.1.2 Unsafe equipment.** Unsafe equipment includes any boiler, heating equipment, elevator, moving stairway, electrical wiring or device, flammable liquid containers or other equipment on the *premises* or within the structure which is in such disrepair or condition that such equipment is a hazard to life, health, property or safety of the public or *occupants* of the *premises* or structure.

**[A] 108.1.3 Structure unfit for human occupancy.** A structure is unfit for human *occupancy* whenever the *code official* finds that such structure is unsafe, unlawful or, because of the degree to which the structure is in disrepair or lacks maintenance, is insanitary, vermin or rat infested, contains filth and contamination, or lacks *ventilation*, illumination, sanitary or heating facilities or other essential equipment required by this code, or because the location of the structure constitutes a hazard to the *occupants* of the structure or to the public.

**[A] 108.1.4 Unlawful structure.** An unlawful structure is one found in whole or in part to be occupied by more persons than permitted under this code, or was erected, altered or occupied contrary to law.

**[A] 108.1.5 Dangerous structure or premises.** For the purpose of this code, any structure or *premises* that has any or all of the conditions or defects described below shall be considered dangerous:

1. Any door, aisle, passageway, stairway, exit or other means of egress that does not conform to the *approved* building or fire code of the jurisdiction

as related to the requirements for existing buildings.

2. The walking surface of any aisle, passageway, stairway, exit or other means of egress is so warped, worn loose, torn or otherwise unsafe as to not provide safe and adequate means of egress.
3. Any portion of a building, structure or appurtenance that has been damaged by fire, earthquake, wind, flood, *deterioration*, *neglect*, abandonment, vandalism or by any other cause to such an extent that it is likely to partially or completely collapse, or to become *detached* or dislodged.
4. Any portion of a building, or any member, appurtenance or ornamentation on the exterior thereof that is not of sufficient strength or stability, or is not so *anchored*, attached or fastened in place so as to be capable of resisting natural or artificial loads of one and one-half the original designed value.
5. The building or structure, or part of the building or structure, because of dilapidation, *deterioration*, decay, faulty construction, the removal or movement of some portion of the ground necessary for the support, or for any other reason, is likely to partially or completely collapse, or some portion of the foundation or underpinning of the building or structure is likely to fail or give way.
6. The building or structure, or any portion thereof, is clearly unsafe for its use and *occupancy*.
7. The building or structure is *neglected*, damaged, dilapidated, unsecured or abandoned so as to become an attractive nuisance to children who might play in the building or structure to their danger, becomes a harbor for vagrants, criminals or immoral persons, or enables persons to resort to the building or structure for committing a nuisance or an unlawful act.
8. Any building or structure has been constructed, exists or is maintained in violation of any specific requirement or prohibition applicable to such building or structure provided by the *approved* building or fire code of the jurisdiction, or of any law or ordinance to such an extent as to present either a substantial risk of fire, building collapse or any other threat to life and safety.
9. A building or structure, used or intended to be used for dwelling purposes, because of inadequate maintenance, dilapidation, decay, damage, faulty construction or arrangement, inadequate light, *ventilation*, mechanical or plumbing system, or otherwise, is determined by the *code official* to be unsanitary, unfit for human habitation or in such a condition that is likely to cause sickness or disease.
10. Any building or structure, because of a lack of sufficient or proper fire-resistance-rated construction, fire protection systems, electrical system, fuel con-



nections, mechanical system, plumbing system or other cause, is determined by the *code official* to be a threat to life or health.

11. Any portion of a building remains on a site after the demolition or destruction of the building or structure or whenever any building or structure is abandoned so as to constitute such building or portion thereof as an attractive nuisance or hazard to the public.

**[A] 108.2 Closing of vacant structures.** If the structure is vacant and unfit for human habitation and *occupancy*, and is not in danger of structural collapse, the *code official* is authorized to post a placard of condemnation on the *premises* and order the structure closed up so as not to be an attractive nuisance. Upon failure of the *owner* to close up the *premises* within the time specified in the order, the *code official* shall cause the *premises* to be closed and secured through any available public agency or by contract or arrangement by private persons and the cost thereof shall be charged against the real estate upon which the structure is located and shall be a lien upon such real estate and may be collected by any other legal resource.

**[A] 108.2.1 Authority to disconnect service utilities.**

The *code official* shall have the authority to authorize disconnection of utility service to the building, structure or system regulated by this code and the referenced codes and standards set forth in Section 102.7 in case of emergency where necessary to eliminate an immediate hazard to life or property or when such utility connection has been made without approval. The *code official* shall notify the serving utility and, whenever possible, the *owner* and *occupant* of the building, structure or service system of the decision to disconnect prior to taking such action. If not notified prior to disconnection the *owner* or *occupant* of the building structure or service system shall be notified in writing as soon as practical thereafter.

**[A] 108.3 Notice.** Whenever the *code official* has *condemned* a structure or equipment under the provisions of this section, notice shall be posted in a conspicuous place in or about the structure affected by such notice and served on the *owner* or the person or persons responsible for the structure or equipment in accordance with Section 107.3. If the notice pertains to equipment, it shall also be placed on the *condemned* equipment. The notice shall be in the form prescribed in Section 107.2.

**[A] 108.4 Placarding.** Upon failure of the *owner* or person responsible to comply with the notice provisions within the time given, the *code official* shall post on the *premises* or on defective equipment a placard bearing the word "Condemned" and a statement of the penalties provided for occupying the *premises*, operating the equipment or removing the placard.

**[A] 108.4.1 Placard removal.** The *code official* shall remove the condemnation placard whenever the defect or defects upon which the condemnation and placarding action were based have been eliminated. Any person who

defaces or removes a condemnation placard without the approval of the *code official* shall be subject to the penalties provided by this code.

**[A] 108.5 Prohibited occupancy.** Any occupied structure *condemned* and placarded by the *code official* shall be vacated as ordered by the *code official*. Any person who shall occupy a placarded *premises* or shall operate placarded equipment, and any *owner* or any person responsible for the *premises* who shall let anyone occupy a placarded *premises* or operate placarded equipment shall be liable for the penalties provided by this code.

**[A] 108.6 Abatement methods.** The *owner*, *operator* or *occupant* of a building, *premises* or equipment deemed unsafe by the *code official* shall abate or cause to be abated or corrected such unsafe conditions either by repair, rehabilitation, demolition or other *approved* corrective action.

**[A] 108.7 Record.** The *code official* shall cause a report to be filed on an unsafe condition. The report shall state the *occupancy* of the structure and the nature of the unsafe condition.

## SECTION 109 EMERGENCY MEASURES

**[A] 109.1 Imminent danger.** When, in the opinion of the *code official*, there is *imminent danger* of failure or collapse of a building or structure which endangers life, or when any structure or part of a structure has fallen and life is endangered by the occupation of the structure, or when there is actual or potential danger to the building *occupants* or those in the proximity of any structure because of explosives, explosive fumes or vapors or the presence of toxic fumes, gases or materials, or operation of defective or dangerous equipment, the *code official* is hereby authorized and empowered to order and require the *occupants* to vacate the *premises* forthwith. The *code official* shall cause to be posted at each entrance to such structure a notice reading as follows: "This Structure Is Unsafe and Its Occupancy Has Been Prohibited by the *Code Official*." It shall be unlawful for any person to enter such structure except for the purpose of securing the structure, making the required repairs, removing the hazardous condition or of demolishing the same.

**[A] 109.2 Temporary safeguards.** Notwithstanding other provisions of this code, whenever, in the opinion of the *code official*, there is *imminent danger* due to an unsafe condition, the *code official* shall order the necessary work to be done, including the boarding up of openings, to render such structure temporarily safe whether or not the legal procedure herein described has been instituted; and shall cause such other action to be taken as the *code official* deems necessary to meet such emergency.

**[A] 109.3 Closing streets.** When necessary for public safety, the *code official* shall temporarily close structures and close, or order the authority having jurisdiction to close, sidewalks, streets, *public ways* and places adjacent to unsafe structures, and prohibit the same from being utilized.

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**[A] 109.4 Emergency repairs.** For the purposes of this section, the *code official* shall employ the necessary labor and materials to perform the required work as expeditiously as possible.

**[A] 109.5 Costs of emergency repairs.** Costs incurred in the performance of emergency work shall be paid by the jurisdiction. The legal counsel of the jurisdiction shall institute appropriate action against the *owner* of the *premises* where the unsafe structure is or was located for the recovery of such costs.

**[A] 109.6 Hearing.** Any person ordered to take emergency measures shall comply with such order forthwith. Any affected person shall thereafter, upon petition directed to the appeals board, be afforded a hearing as described in this code.

## SECTION 110 DEMOLITION

**[A] 110.1 General.** The *code official* shall order the *owner* of any *premises* upon which is located any structure, which in the *code official* judgment after review is so deteriorated or dilapidated or has become so out of repair as to be dangerous, unsafe, insanitary or otherwise unfit for human habitation or occupancy, and such that it is unreasonable to repair the structure, to demolish and remove such structure; or if such structure is capable of being made safe by repairs, to repair and make safe and sanitary, or to board up and hold for future repair or to demolish and remove at the *owner's* option; or where there has been a cessation of normal construction of any structure for a period of more than two years, the *code official* shall order the *owner* to demolish and remove such structure, or board up until future repair. Boarding the building up for future repair shall not extend beyond one year, unless *approved* by the building official.

**[A] 110.2 Notices and orders.** All notices and orders shall comply with Section 107.

**[A] 110.3 Failure to comply.** If the *owner* of a *premises* fails to comply with a demolition order within the time prescribed, the *code official* shall cause the structure to be demolished and removed, either through an available public agency or by contract or arrangement with private persons, and the cost of such demolition and removal shall be charged against the real estate upon which the structure is located and shall be a lien upon such real estate.

**[A] 110.4 Salvage materials.** When any structure has been ordered demolished and removed, the governing body or other designated officer under said contract or arrangement aforesaid shall have the right to sell the salvage and valuable materials at the highest price obtainable. The net proceeds of such sale, after deducting the expenses of such demolition and removal, shall be promptly remitted with a report of such sale or transaction, including the items of expense and the amounts deducted, for the person who is entitled thereto, subject to any order of a court. If such a surplus does not remain to be turned over, the report shall so state.

## SECTION 111 MEANS OF APPEAL

**[A] 111.1 Application for appeal.** Any person directly affected by a decision of the *code official* or a notice or order issued under this code shall have the right to appeal to the board of appeals, provided that a written application for appeal is filed within 20 days after the day the decision, notice or order was served. An application for appeal shall be based on a claim that the true intent of this code or the rules legally adopted thereunder have been incorrectly interpreted, the provisions of this code do not fully apply, or the requirements of this code are adequately satisfied by other means.

**[A] 111.2 Membership of board.** The board of appeals shall consist of a minimum of three members who are qualified by experience and training to pass on matters pertaining to property maintenance and who are not employees of the jurisdiction. The *code official* shall be an ex-officio member but shall have no vote on any matter before the board. The board shall be appointed by the chief appointing authority, and shall serve staggered and overlapping terms.

**[A] 111.2.1 Alternate members.** The chief appointing authority shall appoint a minimum of two alternate members who shall be called by the board chairman to hear appeals during the absence or disqualification of a member. Alternate members shall possess the qualifications required for board membership.

**[A] 111.2.2 Chairman.** The board shall annually select one of its members to serve as chairman.

**[A] 111.2.3 Disqualification of member.** A member shall not hear an appeal in which that member has a personal, professional or financial interest.

**[A] 111.2.4 Secretary.** The chief administrative officer shall designate a qualified person to serve as secretary to the board. The secretary shall file a detailed record of all proceedings in the office of the chief administrative officer.

**[A] 111.2.5 Compensation of members.** Compensation of members shall be determined by law.

**[A] 111.3 Notice of meeting.** The board shall meet upon notice from the chairman, within 20 days of the filing of an appeal, or at stated periodic meetings.

**[A] 111.4 Open hearing.** All hearings before the board shall be open to the public. The appellant, the appellant's representative, the *code official* and any person whose interests are affected shall be given an opportunity to be heard. A quorum shall consist of a minimum of two-thirds of the board membership.

**[A] 111.4.1 Procedure.** The board shall adopt and make available to the public through the secretary procedures under which a hearing will be conducted. The procedures shall not require compliance with strict rules of evidence, but shall mandate that only relevant information be received.

[A] **111.5 Postponed hearing.** When the full board is not present to hear an appeal, either the appellant or the appellant's representative shall have the right to request a postponement of the hearing.

[A] **111.6 Board decision.** The board shall modify or reverse the decision of the *code official* only by a concurring vote of a majority of the total number of appointed board members.

[A] **111.6.1 Records and copies.** The decision of the board shall be recorded. Copies shall be furnished to the appellant and to the *code official*.

[A] **111.6.2 Administration.** The *code official* shall take immediate action in accordance with the decision of the board.

[A] **111.7 Court review.** Any person, whether or not a previous party of the appeal, shall have the right to apply to the appropriate court for a writ of certiorari to correct errors of law. Application for review shall be made in the manner and time required by law following the filing of the decision in the office of the chief administrative officer.

[A] **111.8 Stays of enforcement.** Appeals of notice and orders (other than *Imminent Danger* notices) shall stay the enforcement of the notice and order until the appeal is heard by the appeals board.

## SECTION 112 STOP WORK ORDER

[A] **112.1 Authority.** Whenever the *code official* finds any work regulated by this code being performed in a manner contrary to the provisions of this code or in a dangerous or unsafe manner, the *code official* is authorized to issue a stop work order.

[A] **112.2 Issuance.** A stop work order shall be in writing and shall be given to the *owner* of the property, to the *owner's* agent, or to the person doing the work. Upon issuance of a stop work order, the cited work shall immediately cease. The stop work order shall state the reason for the order and the conditions under which the cited work is authorized to resume.

[A] **112.3 Emergencies.** Where an emergency exists, the *code official* shall not be required to give a written notice prior to stopping the work.

[A] **112.4 Failure to comply.** Any person who shall continue any work after having been served with a stop work order, except such work as that person is directed to perform to remove a violation or unsafe condition, shall be liable to a fine of not less than [AMOUNT] dollars or more than [AMOUNT] dollars.



## CHAPTER 2

# DEFINITIONS

### SECTION 201 GENERAL

**201.1 Scope.** Unless otherwise expressly stated, the following terms shall, for the purposes of this code, have the meanings shown in this chapter.

**201.2 Interchangeability.** Words stated in the present tense include the future; words stated in the masculine gender include the feminine and neuter; the singular number includes the plural and the plural, the singular.

**201.3 Terms defined in other codes.** Where terms are not defined in this code and are defined in the *International Building Code*, *International Existing Building Code*, *International Fire Code*, *International Fuel Gas Code*, *International Mechanical Code*, *International Plumbing Code*, *International Residential Code*, *International Zoning Code* or NFPA 70, such terms shall have the meanings ascribed to them as stated in those codes.

**201.4 Terms not defined.** Where terms are not defined through the methods authorized by this section, such terms shall have ordinarily accepted meanings such as the context implies.

**201.5 Parts.** Whenever the words “*dwelling unit*,” “*dwelling*,” “*premises*,” “*building*,” “*rooming house*,” “*rooming unit*,” “*housekeeping unit*” or “*story*” are stated in this code, they shall be construed as though they were followed by the words “or any part thereof.”

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**ANCHORED.** Secured in a manner that provides positive connection.

**[A] APPROVED.** *Approved by the code official.*

**BASEMENT.** That portion of a building which is partly or completely below grade.

**BATHROOM.** A room containing plumbing fixtures including a bathtub or shower.

**BEDROOM.** Any room or space used or intended to be used for sleeping purposes in either a dwelling or *sleeping unit*.

**[A] CODE OFFICIAL.** The official who is charged with the administration and enforcement of this code, or any duly authorized representative.

**CONDEMN.** To adjudge unfit for *occupancy*.

**DETACHED.** When a structural element is physically disconnected from another and that connection is necessary to provide a positive connection.

**DETERIORATION.** To weaken, disintegrate, corrode, rust or decay and lose effectiveness.

**[B] DWELLING UNIT.** A single unit providing complete, independent living facilities for one or more persons, including permanent provisions for living, sleeping, eating, cooking and sanitation.

**[Z] EASEMENT.** That portion of land or property reserved for present or future use by a person or agency other than the legal fee *owner(s)* of the property. The *easement* shall be permitted to be for use under, on or above a said lot or lots.

**EQUIPMENT SUPPORT.** Those structural members or assemblies of members or manufactured elements, including braces, frames, lugs, snuggers, hangers or saddles, that transmit gravity load, lateral load and operating load between the equipment and the structure.

**EXTERIOR PROPERTY.** The open space on the *premises* and on adjoining property under the control of *owners* or *operators* of such *premises*.

**GARBAGE.** The animal or vegetable waste resulting from the handling, preparation, cooking and consumption of food.

**[B] GUARD.** A building component or a system of building components located at or near the open sides of elevated walking surfaces that minimizes the possibility of a fall from the walking surface to a lower level.

**[B] HABITABLE SPACE.** Space in a structure for living, sleeping, eating or cooking. *Bathrooms*, *toilet rooms*, closets, halls, storage or utility spaces, and similar areas are not considered *habitable spaces*.

**HOUSEKEEPING UNIT.** A room or group of rooms forming a single *habitable space* equipped and intended to be used for living, sleeping, cooking and eating which does not contain, within such a unit, a toilet, lavatory and bathtub or shower.

**IMMINENT DANGER.** A condition which could cause serious or life-threatening injury or death at any time.

**INFESTATION.** The presence, within or contiguous to, a structure or *premises* of insects, rats, vermin or other pests.

**INOPERABLE MOTOR VEHICLE.** A vehicle which cannot be driven upon the public streets for reason including but not limited to being unlicensed, wrecked, abandoned, in a state of disrepair, or incapable of being moved under its own power.

**[A] LABELED.** Equipment, materials or products to which have been affixed a label, seal, symbol or other identifying mark of a nationally recognized testing laboratory, inspection agency or other organization concerned with product evaluation that maintains periodic inspection of the production of the above-*labeled* items and whose labeling indicates either that the equipment, material or product meets identified standards or has been tested and found suitable for a specified purpose.



## DEFINITIONS

**LET FOR OCCUPANCY or LET.** To permit, provide or offer possession or *occupancy* of a dwelling, *dwelling unit*, *rooming unit*, building, premise or structure by a person who is or is not the legal *owner* of record thereof, pursuant to a written or unwritten lease, agreement or license, or pursuant to a recorded or unrecorded agreement of contract for the sale of land.

**NEGLECT.** The lack of proper maintenance for a building or *structure*.

**[A] OCCUPANCY.** The purpose for which a building or portion thereof is utilized or occupied.

**OCCUPANT.** Any individual living or sleeping in a building, or having possession of a space within a building.

**OPENABLE AREA.** That part of a window, skylight or door which is available for unobstructed *ventilation* and which opens directly to the outdoors.

**OPERATOR.** Any person who has charge, care or control of a structure or *premises* which is let or offered for *occupancy*.

**[A] OWNER.** Any person, agent, *operator*, firm or corporation having a legal or equitable interest in the property; or recorded in the official records of the state, county or municipality as holding title to the property; or otherwise having control of the property, including the guardian of the estate of any such person, and the executor or administrator of the estate of such person if ordered to take possession of real property by a court.

**PERSON.** An individual, corporation, partnership or any other group acting as a unit.

**PEST ELIMINATION.** The control and elimination of insects, rodents or other pests by eliminating their harborage places; by removing or making inaccessible materials that serve as their food or water; by other *approved pest elimination* methods.

**[A] PREMISES.** A lot, plot or parcel of land, *easement* or *public way*, including any structures thereon.

**[A] PUBLIC WAY.** Any street, alley or similar parcel of land essentially unobstructed from the ground to the sky, which is deeded, dedicated or otherwise permanently appropriated to the public for public use.

**ROOMING HOUSE.** A building arranged or occupied for lodging, with or without meals, for compensation and not occupied as a one- or two-family dwelling.

**ROOMING UNIT.** Any room or group of rooms forming a single habitable unit occupied or intended to be occupied for sleeping or living, but not for cooking purposes.

**RUBBISH.** Combustible and noncombustible waste materials, except garbage; the term shall include the residue from the burning of wood, coal, coke and other combustible materials, paper, rags, cartons, boxes, wood, excelsior, rubber, leather, tree branches, *yard* trimmings, tin cans, metals, mineral matter, glass, crockery and dust and other similar materials.

**[B] SLEEPING UNIT.** A room or space in which people sleep, which can also include permanent provisions for liv-

ing, eating and either sanitation or kitchen facilities, but not both. Such rooms and spaces that are also part of a *dwelling unit* are not *sleeping units*.

**STRICT LIABILITY OFFENSE.** An offense in which the prosecution in a legal proceeding is not required to prove criminal intent as a part of its case. It is enough to prove that the defendant either did an act which was prohibited, or failed to do an act which the defendant was legally required to do.

**[A] STRUCTURE.** That which is built or constructed or a portion thereof.

**TENANT.** A person, corporation, partnership or group, whether or not the legal *owner* of record, occupying a building or portion thereof as a unit.

**TOILET ROOM.** A room containing a water closet or urinal but not a bathtub or shower.

**ULTIMATE DEFORMATION.** The deformation at which failure occurs and which shall be deemed to occur if the sustainable load reduces to 80 percent or less of the maximum strength.

**[M] VENTILATION.** The natural or mechanical process of supplying conditioned or unconditioned air to, or removing such air from, any space.

**WORKMANLIKE.** Executed in a skilled manner; e.g., generally plumb, level, square, in line, undamaged and without marring adjacent work.

**[Z] YARD.** An open space on the same lot with a structure.

## CHAPTER 3

# GENERAL REQUIREMENTS

### SECTION 301 GENERAL

**301.1 Scope.** The provisions of this chapter shall govern the minimum conditions and the responsibilities of persons for maintenance of structures, equipment and *exterior property*.

**301.2 Responsibility.** The *owner* of the *premises* shall maintain the structures and *exterior property* in compliance with these requirements, except as otherwise provided for in this code. A person shall not occupy as owner-occupant or permit another person to occupy *premises* which are not in a sanitary and safe condition and which do not comply with the requirements of this chapter. *Occupants* of a *dwelling unit*, *rooming unit* or *housekeeping unit* are responsible for keeping in a clean, sanitary and safe condition that part of the *dwelling unit*, *rooming unit*, *housekeeping unit* or *premises* which they occupy and control.

**301.3 Vacant structures and land.** All vacant structures and *premises* thereof or vacant land shall be maintained in a clean, safe, secure and sanitary condition as provided herein so as not to cause a blighting problem or adversely affect the public health or safety.

### SECTION 302 EXTERIOR PROPERTY AREAS

**302.1 Sanitation.** All *exterior property* and *premises* shall be maintained in a clean, safe and sanitary condition. The *occupant* shall keep that part of the *exterior property* which such *occupant* occupies or controls in a clean and sanitary condition.

**302.2 Grading and drainage.** All *premises* shall be graded and maintained to prevent the erosion of soil and to prevent the accumulation of stagnant water thereon, or within any structure located thereon.

**Exception:** *Approved* retention areas and reservoirs.

**302.3 Sidewalks and driveways.** All sidewalks, walkways, stairs, driveways, parking spaces and similar areas shall be kept in a proper state of repair, and maintained free from hazardous conditions.

**302.4 Weeds.** All *premises* and *exterior property* shall be maintained free from weeds or plant growth in excess of [JURISDICTION TO INSERT HEIGHT IN INCHES]. All noxious weeds shall be prohibited. Weeds shall be defined as all grasses, annual plants and vegetation, other than trees or shrubs provided; however, this term shall not include cultivated flowers and gardens.

Upon failure of the *owner* or agent having charge of a property to cut and destroy weeds after service of a notice of violation, they shall be subject to prosecution in accordance with Section 106.3 and as prescribed by the authority having jurisdiction. Upon failure to comply with the notice of viola-

tion, any duly authorized employee of the jurisdiction or contractor hired by the jurisdiction shall be authorized to enter upon the property in violation and cut and destroy the weeds growing thereon, and the costs of such removal shall be paid by the *owner* or agent responsible for the property.

**302.5 Rodent harborage.** All structures and *exterior property* shall be kept free from rodent harborage and *infestation*. Where rodents are found, they shall be promptly exterminated by *approved* processes which will not be injurious to human health. After pest elimination, proper precautions shall be taken to eliminate rodent harborage and prevent reinfestation.

**302.6 Exhaust vents.** Pipes, ducts, conductors, fans or blowers shall not discharge gases, steam, vapor, hot air, grease, smoke, odors or other gaseous or particulate wastes directly upon abutting or adjacent public or private property or that of another *tenant*.

**302.7 Accessory structures.** All accessory structures, including *detached* garages, fences and walls, shall be maintained structurally sound and in good repair.

**302.8 Motor vehicles.** Except as provided for in other regulations, no inoperative or unlicensed motor vehicle shall be parked, kept or stored on any *premises*, and no vehicle shall at any time be in a state of major disassembly, disrepair, or in the process of being stripped or dismantled. Painting of vehicles is prohibited unless conducted inside an *approved* spray booth.

**Exception:** A vehicle of any type is permitted to undergo major overhaul, including body work, provided that such work is performed inside a structure or similarly enclosed area designed and *approved* for such purposes.

**302.9 Defacement of property.** No person shall willfully or wantonly damage, mutilate or deface any exterior surface of any structure or building on any private or public property by placing thereon any marking, carving or graffiti.

It shall be the responsibility of the *owner* to restore said surface to an *approved* state of maintenance and repair.

### SECTION 303 SWIMMING POOLS, SPAS AND HOT TUBS

**303.1 Swimming pools.** Swimming pools shall be maintained in a clean and sanitary condition, and in good repair.

**303.2 Enclosures.** Private swimming pools, hot tubs and spas, containing water more than 24 inches (610 mm) in depth shall be completely surrounded by a fence or barrier at least 48 inches (1219 mm) in height above the finished ground level measured on the side of the barrier away from the pool. Gates and doors in such barriers shall be self-closing and self-latching. Where the self-latching device is a minimum of 54 inches (1372 mm) above the bottom of the gate,

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the release mechanism shall be located on the pool side of the gate. Self-closing and self-latching gates shall be maintained such that the gate will positively close and latch when released from an open position of 6 inches (152 mm) from the gatepost. No existing pool enclosure shall be removed, replaced or changed in a manner that reduces its effectiveness as a safety barrier.

**Exception:** Spas or hot tubs with a safety cover that complies with ASTM F 1346 shall be exempt from the provisions of this section.

### SECTION 304 EXTERIOR STRUCTURE

**304.1 General.** The exterior of a structure shall be maintained in good repair, structurally sound and sanitary so as not to pose a threat to the public health, safety or welfare.

**304.1.1 Unsafe conditions.** The following conditions shall be determined as unsafe and shall be repaired or replaced to comply with the *International Building Code* or the *International Existing Building Code* as required for existing buildings:

1. The nominal strength of any structural member is exceeded by nominal loads, the load effects or the required strength;
2. The *anchorage* of the floor or roof to walls or columns, and of walls and columns to foundations is not capable of resisting all nominal loads or load effects;
3. Structures or components thereof that have reached their limit state;
4. Siding and masonry joints including joints between the building envelope and the perimeter of windows, doors and skylights are not maintained, weather resistant or water tight;
5. Structural members that have evidence of *deterioration* or that are not capable of safely supporting all nominal loads and load effects;
6. Foundation systems that are not firmly supported by footings, are not plumb and free from open cracks and breaks, are not properly *anchored* or are not capable of supporting all nominal loads and resisting all load effects;
7. Exterior walls that are not *anchored* to supporting and supported elements or are not plumb and free of holes, cracks or breaks and loose or rotting materials, are not properly *anchored* or are not capable of supporting all nominal loads and resisting all load effects;
8. Roofing or roofing components that have defects that admit rain, roof surfaces with inadequate drainage, or any portion of the roof framing that is not in good repair with signs of *deterioration*, fatigue or without proper anchorage and incapable of supporting all nominal loads and resisting all load effects;
9. Flooring and flooring components with defects that affect serviceability or flooring components that show signs of *deterioration* or fatigue, are not properly *anchored* or are incapable of supporting all nominal loads and resisting all load effects;
10. Veneer, cornices, belt courses, corbels, trim, wall facings and similar decorative features not properly anchored or that are anchored with connections not capable of supporting all nominal loads and resisting all load effects;
11. Overhang extensions or projections including, but not limited to, trash chutes, canopies, marquees, signs, awnings, fire escapes, standpipes and exhaust ducts not properly *anchored* or that are *anchored* with connections not capable of supporting all nominal loads and resisting all load effects;
12. Exterior stairs, decks, porches, balconies and all similar appurtenances attached thereto, including *guards* and handrails, are not structurally sound, not properly *anchored* or that are *anchored* with connections not capable of supporting all nominal loads and resisting all load effects; or
13. Chimneys, cooling towers, smokestacks and similar appurtenances not structurally sound or not properly *anchored*, or that are anchored with connections not capable of supporting all nominal loads and resisting all load effects.

**Exceptions:**

1. When substantiated otherwise by an *approved* method.
2. Demolition of unsafe conditions shall be permitted when *approved* by the *code official*.

**304.2 Protective treatment.** All exterior surfaces, including but not limited to, doors, door and window frames, cornices, porches, trim, balconies, decks and fences, shall be maintained in good condition. Exterior wood surfaces, other than decay-resistant woods, shall be protected from the elements and decay by painting or other protective covering or treatment. Peeling, flaking and chipped paint shall be eliminated and surfaces repainted. All siding and masonry joints, as well as those between the building envelope and the perimeter of windows, doors and skylights, shall be maintained weather resistant and water tight. All metal surfaces subject to rust or corrosion shall be coated to inhibit such rust and corrosion, and all surfaces with rust or corrosion shall be stabilized and coated to inhibit future rust and corrosion. Oxidation stains shall be removed from exterior surfaces. Surfaces designed for stabilization by oxidation are exempt from this requirement.

**[F] 304.3 Premises identification.** Buildings shall have *approved* address numbers placed in a position to be plainly legible and visible from the street or road fronting the property. These numbers shall contrast with their background. Address numbers shall be Arabic numerals or alphabet letters. Numbers shall be a minimum of 4 inches (102 mm) in height with a minimum stroke width of 0.5 inch (12.7 mm).

**304.4 Structural members.** All structural members shall be maintained free from *deterioration*, and shall be capable of safely supporting the imposed dead and live loads.

**304.5 Foundation walls.** All foundation walls shall be maintained plumb and free from open cracks and breaks and shall be kept in such condition so as to prevent the entry of rodents and other pests.

**304.6 Exterior walls.** All exterior walls shall be free from holes, breaks, and loose or rotting materials; and maintained weatherproof and properly surface coated where required to prevent *deterioration*.

**304.7 Roofs and drainage.** The roof and flashing shall be sound, tight and not have defects that admit rain. Roof drainage shall be adequate to prevent dampness or *deterioration* in the walls or interior portion of the structure. Roof drains, gutters and downspouts shall be maintained in good repair and free from obstructions. Roof water shall not be discharged in a manner that creates a public nuisance.

**304.8 Decorative features.** All cornices, belt courses, corbels, terra cotta trim, wall facings and similar decorative features shall be maintained in good repair with proper anchorage and in a safe condition.

**304.9 Overhang extensions.** All overhang extensions including, but not limited to canopies, marquees, signs, metal awnings, fire escapes, standpipes and exhaust ducts shall be maintained in good repair and be properly *anchored* so as to be kept in a sound condition. When required, all exposed surfaces of metal or wood shall be protected from the elements and against decay or rust by periodic application of weather-coating materials, such as paint or similar surface treatment.

**304.10 Stairways, decks, porches and balconies.** Every exterior stairway, deck, porch and balcony, and all appurtenances attached thereto, shall be maintained structurally sound, in good repair, with proper anchorage and capable of supporting the imposed loads.

**304.11 Chimneys and towers.** All chimneys, cooling towers, smoke stacks, and similar appurtenances shall be maintained structurally safe and sound, and in good repair. All exposed surfaces of metal or wood shall be protected from the elements and against decay or rust by periodic application of weather-coating materials, such as paint or similar surface treatment.

**304.12 Handrails and guards.** Every handrail and *guard* shall be firmly fastened and capable of supporting normally imposed loads and shall be maintained in good condition.

**304.13 Window, skylight and door frames.** Every window, skylight, door and frame shall be kept in sound condition, good repair and weather tight.

**304.13.1 Glazing.** All glazing materials shall be maintained free from cracks and holes.

**304.13.2 Openable windows.** Every window, other than a fixed window, shall be easily openable and capable of being held in position by window hardware.

**304.14 Insect screens.** During the period from [DATE] to [DATE], every door, window and other outside opening required for *ventilation* of habitable rooms, food preparation

areas, food service areas or any areas where products to be included or utilized in food for human consumption are processed, manufactured, packaged or stored shall be supplied with *approved* tightly fitting screens of minimum 16 mesh per inch (16 mesh per 25 mm), and every screen door used for insect control shall have a self-closing device in good working condition.

**Exception:** Screens shall not be required where other *approved* means, such as air curtains or insect repellent fans, are employed.

**304.15 Doors.** All exterior doors, door assemblies, operator systems if provided, and hardware shall be maintained in good condition. Locks at all entrances to dwelling units and sleeping units shall tightly secure the door. Locks on means of egress doors shall be in accordance with Section 702.3.

**304.16 Basement hatchways.** Every *basement* hatchway shall be maintained to prevent the entrance of rodents, rain and surface drainage water.

**304.17 Guards for basement windows.** Every *basement* window that is openable shall be supplied with rodent shields, storm windows or other *approved* protection against the entry of rodents.

**304.18 Building security.** Doors, windows or hatchways for *dwelling units*, room units or *housekeeping units* shall be provided with devices designed to provide security for the *occupants* and property within.

**304.18.1 Doors.** Doors providing access to a *dwelling unit*, *rooming unit* or *housekeeping unit* that is rented, leased or let shall be equipped with a deadbolt lock designed to be readily openable from the side from which egress is to be made without the need for keys, special knowledge or effort and shall have a minimum lock throw of 1 inch (25 mm). Such deadbolt locks shall be installed according to the manufacturer's specifications and maintained in good working order. For the purpose of this section, a sliding bolt shall not be considered an acceptable deadbolt lock.

**304.18.2 Windows.** Operable windows located in whole or in part within 6 feet (1828 mm) above ground level or a walking surface below that provide access to a *dwelling unit*, *rooming unit* or *housekeeping unit* that is rented, leased or let shall be equipped with a window sash locking device.

**304.18.3 Basement hatchways.** *Basement* hatchways that provide access to a *dwelling unit*, *rooming unit* or *housekeeping unit* that is rented, leased or let shall be equipped with devices that secure the units from unauthorized entry.

**304.19 Gates.** All exterior gates, gate assemblies, operator systems if provided, and hardware shall be maintained in good condition. Latches at all entrances shall tightly secure the gates.

## SECTION 305 INTERIOR STRUCTURE

**305.1 General.** The interior of a structure and equipment therein shall be maintained in good repair, structurally sound

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and in a sanitary condition. *Occupants* shall keep that part of the structure which they occupy or control in a clean and sanitary condition. Every *owner* of a structure containing a *rooming house*, *housekeeping units*, a hotel, a dormitory, two or more *dwelling units* or two or more nonresidential occupancies, shall maintain, in a clean and sanitary condition, the shared or public areas of the structure and *exterior property*.

**305.1.1 Unsafe conditions.** The following conditions shall be determined as unsafe and shall be repaired or replaced to comply with the *International Building Code* or the *International Existing Building Code* as required for existing buildings:

1. The nominal strength of any structural member is exceeded by nominal loads, the load effects or the required strength;
2. The anchorage of the floor or roof to walls or columns, and of walls and columns to foundations is not capable of resisting all nominal loads or load effects;
3. Structures or components thereof that have reached their limit state;
4. Structural members are incapable of supporting nominal loads and load effects;
5. Stairs, landings, balconies and all similar walking surfaces, including *guards* and handrails, are not structurally sound, not properly *anchored* or are *anchored* with connections not capable of supporting all nominal loads and resisting all load effects;
6. Foundation systems that are not firmly supported by footings are not plumb and free from open cracks and breaks, are not properly *anchored* or are not capable of supporting all nominal loads and resisting all load effects.

**Exceptions:**

1. When substantiated otherwise by an *approved* method.
2. Demolition of unsafe conditions shall be permitted when *approved* by the *code official*.

**305.2 Structural members.** All structural members shall be maintained structurally sound, and be capable of supporting the imposed loads.

**305.3 Interior surfaces.** All interior surfaces, including windows and doors, shall be maintained in good, clean and sanitary condition. Peeling, chipping, flaking or abraded paint shall be repaired, removed or covered. Cracked or loose plaster, decayed wood and other defective surface conditions shall be corrected.

**305.4 Stairs and walking surfaces.** Every stair, ramp, landing, balcony, porch, deck or other walking surface shall be maintained in sound condition and good repair.

**305.5 Handrails and guards.** Every handrail and *guard* shall be firmly fastened and capable of supporting normally imposed loads and shall be maintained in good condition.

**305.6 Interior doors.** Every interior door shall fit reasonably well within its frame and shall be capable of being opened

and closed by being properly and securely attached to jambs, headers or tracks as intended by the manufacturer of the attachment hardware.

## SECTION 306 COMPONENT SERVICEABILITY

**306.1 General.** The components of a structure and equipment therein shall be maintained in good repair, structurally sound and in a sanitary condition.

**306.1.1 Unsafe conditions.** Where any of the following conditions cause the component or system to be beyond its limit state, the component or system shall be determined as unsafe and shall be repaired or replaced to comply with the *International Building Code* as required for existing buildings:

1. Soils that have been subjected to any of the following conditions:
  - 1.1. Collapse of footing or foundation system;
  - 1.2. Damage to footing, foundation, concrete or other structural element due to soil expansion;
  - 1.3. Adverse effects to the design strength of footing, foundation, concrete or other structural element due to a chemical reaction from the soil;
  - 1.4. Inadequate soil as determined by a geotechnical investigation;
  - 1.5. Where the allowable bearing capacity of the soil is in doubt; or
  - 1.6. Adverse effects to the footing, foundation, concrete or other structural element due to the ground water table.
2. Concrete that has been subjected to any of the following conditions:
  - 2.1. *Deterioration*;
  - 2.2. *Ultimate deformation*;
  - 2.3. Fractures;
  - 2.4. Fissures;
  - 2.5. Spalling;
  - 2.6. Exposed reinforcement; or
  - 2.7. *Detached*, dislodged or failing connections.
3. Aluminum that has been subjected to any of the following conditions:
  - 3.1. *Deterioration*;
  - 3.2. Corrosion;
  - 3.3. Elastic deformation;
  - 3.4. *Ultimate deformation*;
  - 3.5. Stress or strain cracks;
  - 3.6. Joint fatigue; or
  - 3.7. *Detached*, dislodged or failing connections.



4. Masonry that has been subjected to any of the following conditions:
  - 4.1. *Deterioration*;
  - 4.2. *Ultimate deformation*;
  - 4.3. Fractures in masonry or mortar joints;
  - 4.4. Fissures in masonry or mortar joints;
  - 4.5. Spalling;
  - 4.6. Exposed reinforcement; or
  - 4.7. *Detached*, dislodged or failing connections.
5. Steel that has been subjected to any of the following conditions:
  - 5.1. *Deterioration*;
  - 5.2. Elastic deformation;
  - 5.3. *Ultimate deformation*;
  - 5.4. Metal fatigue; or
  - 5.5. *Detached*, dislodged or failing connections.
6. Wood that has been subjected to any of the following conditions:
  - 6.1. *Ultimate deformation*;
  - 6.2. *Deterioration*;
  - 6.3. Damage from insects, rodents and other vermin;
  - 6.4. Fire damage beyond charring;
  - 6.5. Significant splits and checks;
  - 6.6. Horizontal shear cracks;
  - 6.7. Vertical shear cracks;
  - 6.8. Inadequate support;
  - 6.9. *Detached*, dislodged or failing connections; or
  - 6.10. Excessive cutting and notching.

**Exceptions:**

1. When substantiated otherwise by an *approved* method.
2. Demolition of unsafe conditions shall be permitted when *approved* by the *code official*.

**SECTION 307  
HANDRAILS AND GUARDRAILS**

**307.1 General.** Every exterior and interior flight of stairs having more than four risers shall have a handrail on one side of the stair and every open portion of a stair, landing, balcony, porch, deck, ramp or other walking surface which is more than 30 inches (762 mm) above the floor or grade below shall have *guards*. Handrails shall not be less than 30 inches (762 mm) in height or more than 42 inches (1067 mm) in height measured vertically above the nosing of the tread or above the finished floor of the landing or walking surfaces. *Guards* shall not be less than 30 inches (762 mm) in height

above the floor of the landing, balcony, porch, deck, or ramp or other walking surface.

**Exception:** *Guards* shall not be required where exempted by the adopted building code.

**SECTION 308  
RUBBISH AND GARBAGE**

**308.1 Accumulation of rubbish or garbage.** All *exterior property* and *premises*, and the interior of every structure, shall be free from any accumulation of *rubbish* or garbage.

**308.2 Disposal of rubbish.** Every *occupant* of a structure shall dispose of all *rubbish* in a clean and sanitary manner by placing such *rubbish* in *approved* containers.

**308.2.1 Rubbish storage facilities.** The *owner* of every occupied *premises* shall supply *approved* covered containers for *rubbish*, and the *owner* of the *premises* shall be responsible for the removal of *rubbish*.

**308.2.2 Refrigerators.** Refrigerators and similar equipment not in operation shall not be discarded, abandoned or stored on *premises* without first removing the doors.

**308.3 Disposal of garbage.** Every *occupant* of a structure shall dispose of garbage in a clean and sanitary manner by placing such garbage in an *approved* garbage disposal facility or *approved* garbage containers.

**308.3.1 Garbage facilities.** The *owner* of every dwelling shall supply one of the following: an *approved* mechanical food waste grinder in each *dwelling unit*; an *approved* incinerator unit in the structure available to the *occupants* in each *dwelling unit*; or an *approved* leakproof, covered, outside garbage container.

**308.3.2 Containers.** The *operator* of every establishment producing garbage shall provide, and at all times cause to be utilized, *approved* leakproof containers provided with close-fitting covers for the storage of such materials until removed from the *premises* for disposal.

**SECTION 309  
PEST ELIMINATION**

**309.1 Infestation.** All structures shall be kept free from insect and rodent *infestation*. All structures in which insects or rodents are found shall be promptly exterminated by *approved* processes that will not be injurious to human health. After pest elimination, proper precautions shall be taken to prevent reinfestation.

**309.2 Owner.** The *owner* of any structure shall be responsible for pest elimination within the structure prior to renting or leasing the structure.

**309.3 Single occupant.** The *occupant* of a one-family dwelling or of a single-*tenant* nonresidential structure shall be responsible for pest elimination on the *premises*.

**309.4 Multiple occupancy.** The *owner* of a structure containing two or more *dwelling units*, a multiple *occupancy*, a

**GENERAL REQUIREMENTS**

*rooming house* or a nonresidential structure shall be responsible for pest elimination in the public or shared areas of the structure and *exterior property*. If *infestation* is caused by failure of an *occupant* to prevent such *infestation* in the area occupied, the *occupant* and *owner* shall be responsible for pest elimination.

**309.5 Occupant.** The *occupant* of any structure shall be responsible for the continued rodent and pest-free condition of the structure.

**Exception:** Where the *infestations* are caused by defects in the structure, the *owner* shall be responsible for pest elimination.

## CHAPTER 4

# LIGHT, VENTILATION AND OCCUPANCY LIMITATIONS

### SECTION 401 GENERAL

**401.1 Scope.** The provisions of this chapter shall govern the minimum conditions and standards for light, *ventilation* and space for occupying a structure.

**401.2 Responsibility.** The *owner* of the structure shall provide and maintain light, *ventilation* and space conditions in compliance with these requirements. A person shall not occupy as *owner-occupant*, or permit another person to occupy, any *premises* that do not comply with the requirements of this chapter.

**401.3 Alternative devices.** In lieu of the means for natural light and *ventilation* herein prescribed, artificial light or mechanical *ventilation* complying with the *International Building Code* shall be permitted.

### SECTION 402 LIGHT

**402.1 Habitable spaces.** Every *habitable space* shall have at least one window of *approved* size facing directly to the outdoors or to a court. The minimum total glazed area for every *habitable space* shall be 8 percent of the floor area of such room. Wherever walls or other portions of a structure face a window of any room and such obstructions are located less than 3 feet (914 mm) from the window and extend to a level above that of the ceiling of the room, such window shall not be deemed to face directly to the outdoors nor to a court and shall not be included as contributing to the required minimum total window area for the room.

**Exception:** Where natural light for rooms or spaces without exterior glazing areas is provided through an adjoining room, the unobstructed opening to the adjoining room shall be at least 8 percent of the floor area of the interior room or space, but a minimum of 25 square feet (2.33 m<sup>2</sup>). The exterior glazing area shall be based on the total floor area being served.

**402.2 Common halls and stairways.** Every common hall and stairway in residential occupancies, other than in one- and two-family dwellings, shall be lighted at all times with at least a 60-watt standard incandescent light bulb for each 200 square feet (19 m<sup>2</sup>) of floor area or equivalent illumination, provided that the spacing between lights shall not be greater than 30 feet (9144 mm). In other than residential occupancies, means of egress, including exterior means of egress, stairways shall be illuminated at all times the building space served by the means of egress is occupied with a minimum of 1 footcandle (11 lux) at floors, landings and treads.

**402.3 Other spaces.** All other spaces shall be provided with natural or artificial light sufficient to permit the maintenance of sanitary conditions, and the safe *occupancy* of the space and utilization of the appliances, equipment and fixtures.

### SECTION 403 VENTILATION

**403.1 Habitable spaces.** Every *habitable space* shall have at least one openable window. The total openable area of the window in every room shall be equal to at least 45 percent of the minimum glazed area required in Section 402.1.

**Exception:** Where rooms and spaces without openings to the outdoors are ventilated through an adjoining room, the unobstructed opening to the adjoining room shall be at least 8 percent of the floor area of the interior room or space, but a minimum of 25 square feet (2.33 m<sup>2</sup>). The *ventilation* openings to the outdoors shall be based on a total floor area being ventilated.

**403.2 Bathrooms and toilet rooms.** Every *bathroom* and *toilet room* shall comply with the *ventilation* requirements for *habitable spaces* as required by Section 403.1, except that a window shall not be required in such spaces equipped with a mechanical *ventilation* system. Air exhausted by a mechanical *ventilation* system from a *bathroom* or *toilet room* shall discharge to the outdoors and shall not be recirculated.

**403.3 Cooking facilities.** Unless *approved* through the certificate of *occupancy*, cooking shall not be permitted in any *rooming unit* or dormitory unit, and a cooking facility or appliance shall not be permitted to be present in the *rooming unit* or dormitory unit.

**Exceptions:**

1. Where specifically *approved* in writing by the *code official*.
2. Devices such as coffee pots and microwave ovens shall not be considered cooking appliances.

**403.4 Process ventilation.** Where injurious, toxic, irritating or noxious fumes, gases, dusts or mists are generated, a local exhaust *ventilation* system shall be provided to remove the contaminating agent at the source. Air shall be exhausted to the exterior and not be recirculated to any space.

**403.5 Clothes dryer exhaust.** Clothes dryer exhaust systems shall be independent of all other systems and shall be exhausted outside the structure in accordance with the manufacturer's instructions.

**Exception:** Listed and *labeled* condensing (ductless) clothes dryers.

### SECTION 404 OCCUPANCY LIMITATIONS

**404.1 Privacy.** *Dwelling units*, hotel units, *housekeeping units*, *rooming units* and dormitory units shall be arranged to provide privacy and be separate from other adjoining spaces.

**404.2 Minimum room widths.** A habitable room, other than a kitchen, shall be a minimum of 7 feet (2134 mm) in any

## LIGHT, VENTILATION AND OCCUPANCY LIMITATIONS

plan dimension. Kitchens shall have a minimum clear passageway of 3 feet (914 mm) between counterfronts and appliances or counterfronts and walls.

**404.3 Minimum ceiling heights.** *Habitable spaces*, hallways, corridors, laundry areas, *bathrooms*, *toilet rooms* and habitable *basement* areas shall have a minimum clear ceiling height of 7 feet (2134 mm).

**Exceptions:**

1. In one- and two-family dwellings, beams or girders spaced a minimum of 4 feet (1219 mm) on center and projecting a maximum of 6 inches (152 mm) below the required ceiling height.
2. *Basement* rooms in one- and two-family dwellings occupied exclusively for laundry, study or recreation purposes, having a minimum ceiling height of 6 feet 8 inches (2033 mm) with a minimum clear height of 6 feet 4 inches (1932 mm) under beams, girders, ducts and similar obstructions.
3. Rooms occupied exclusively for sleeping, study or similar purposes and having a sloped ceiling over all or part of the room, with a minimum clear ceiling height of 7 feet (2134 mm) over a minimum of one-third of the required minimum floor area. In calculating the floor area of such rooms, only those portions of the floor area with a minimum clear ceiling height of 5 feet (1524 mm) shall be included.

**404.4 Bedroom and living room requirements.** Every *bedroom* and living room shall comply with the requirements of Sections 404.4.1 through 404.4.5.

**404.4.1 Room area.** Every living room shall contain at least 120 square feet (11.2 m<sup>2</sup>) and every bedroom shall contain a minimum of 70 square feet (6.5 m<sup>2</sup>) and every bedroom occupied by more than one person shall contain a minimum of 50 square feet (4.6 m<sup>2</sup>) of floor area for each occupant thereof.

**404.4.2 Access from bedrooms.** *Bedrooms* shall not constitute the only means of access to other *bedrooms* or *habitable spaces* and shall not serve as the only means of egress from other *habitable spaces*.

**Exception:** Units that contain fewer than two *bedrooms*.

**404.4.3 Water closet accessibility.** Every *bedroom* shall have access to at least one water closet and one lavatory without passing through another *bedroom*. Every *bedroom* in a *dwelling unit* shall have access to at least one water closet and lavatory located in the same story as the *bedroom* or an adjacent story.

**404.4.4 Prohibited occupancy.** Kitchens and nonhabitable spaces shall not be used for sleeping purposes.

**404.4.5 Other requirements.** *Bedrooms* shall comply with the applicable provisions of this code including, but not limited to, the light, *ventilation*, room area, ceiling height and room width requirements of this chapter; the plumbing facilities and water-heating facilities requirements of Chapter 5; the heating facilities and electrical

receptacle requirements of Chapter 6; and the smoke detector and emergency escape requirements of Chapter 7.

**404.5 Overcrowding.** Dwelling units shall not be occupied by more occupants than permitted by the minimum area requirements of Table 404.5.

**TABLE 404.5**  
**MINIMUM AREA REQUIREMENTS**

SPACE	MINIMUM AREA IN SQUARE FEET		
	1-2 occupants	3-5 occupants	6 or more occupants
Living room <sup>a, b</sup>	120	120	150
Dining room <sup>a, b</sup>	No requirement	80	100
Bedrooms	Shall comply with Section 404.4.1		

For SI: 1 square foot = 0.093 m<sup>2</sup>.

a. See Section 404.5.2 for combined living room/dining room spaces.

b. See Section 404.5.1 for limitations on determining the minimum occupancy area for sleeping purposes.

**404.5.1 Sleeping area.** The minimum occupancy area required by Table 404.5 shall not be included as a sleeping area in determining the minimum occupancy area for sleeping purposes. All sleeping areas shall comply with Section 404.4.

**404.5.2 Combined spaces.** Combined living room and dining room spaces shall comply with the requirements of Table 404.5 if the total area is equal to that required for separate rooms and if the space is located so as to function as a combination living room/dining room.

**404.6 Efficiency unit.** Nothing in this section shall prohibit an efficiency living unit from meeting the following requirements:

1. A unit occupied by not more than one occupant shall have a minimum clear floor area of 120 square feet (11.2 m<sup>2</sup>). A unit occupied by not more than two *occupants* shall have a minimum clear floor area of 220 square feet (20.4 m<sup>2</sup>). A unit occupied by three *occupants* shall have a minimum clear floor area of 320 square feet (29.7 m<sup>2</sup>). These required areas shall be exclusive of the areas required by Items 2 and 3.
2. The unit shall be provided with a kitchen sink, cooking appliance and refrigeration facilities, each having a minimum clear working space of 30 inches (762 mm) in front. Light and *ventilation* conforming to this code shall be provided.
3. The unit shall be provided with a separate *bathroom* containing a water closet, lavatory and bathtub or shower.
4. The maximum number of *occupants* shall be three.

**404.7 Food preparation.** All spaces to be occupied for food preparation purposes shall contain suitable space and equipment to store, prepare and serve foods in a sanitary manner. There shall be adequate facilities and services for the sanitary disposal of food wastes and refuse, including facilities for temporary storage.

## CHAPTER 5

# PLUMBING FACILITIES AND FIXTURE REQUIREMENTS

### SECTION 501 GENERAL

**501.1 Scope.** The provisions of this chapter shall govern the minimum plumbing systems, facilities and plumbing fixtures to be provided.

**501.2 Responsibility.** The *owner* of the structure shall provide and maintain such plumbing facilities and plumbing fixtures in compliance with these requirements. A person shall not occupy as *owner-occupant* or permit another person to occupy any structure or *premises* which does not comply with the requirements of this chapter.

### SECTION 502 REQUIRED FACILITIES

**[P] 502.1 Dwelling units.** Every *dwelling unit* shall contain its own bathtub or shower, lavatory, water closet and kitchen sink which shall be maintained in a sanitary, safe working condition. The lavatory shall be placed in the same room as the water closet or located in close proximity to the door leading directly into the room in which such water closet is located. A kitchen sink shall not be used as a substitute for the required lavatory.

**[P] 502.2 Rooming houses.** At least one water closet, lavatory and bathtub or shower shall be supplied for each four *rooming units*.

**[P] 502.3 Hotels.** Where private water closets, lavatories and baths are not provided, one water closet, one lavatory and one bathtub or shower having access from a public hallway shall be provided for each ten *occupants*.

**[P] 502.4 Employees' facilities.** A minimum of one water closet, one lavatory and one drinking facility shall be available to employees.

**[P] 502.4.1 Drinking facilities.** Drinking facilities shall be a drinking fountain, water cooler, bottled water cooler or disposable cups next to a sink or water dispenser. Drinking facilities shall not be located in *toilet rooms* or *bathrooms*.

**[P] 502.5 Public toilet facilities.** Public toilet facilities shall be maintained in a safe sanitary and working condition in accordance with the *International Plumbing Code*. Except for periodic maintenance or cleaning, public access and use shall be provided to the toilet facilities at all times during *occupancy* of the *premises*.

### SECTION 503 TOILET ROOMS

**[P] 503.1 Privacy.** *Toilet rooms* and *bathrooms* shall provide privacy and shall not constitute the only passageway to a hall or other space, or to the exterior. A door and interior locking

device shall be provided for all common or shared *bathrooms* and *toilet rooms* in a multiple dwelling.

**[P] 503.2 Location.** *Toilet rooms* and *bathrooms* serving hotel units, *rooming units* or dormitory units or *housekeeping units*, shall have access by traversing a maximum of one flight of stairs and shall have access from a common hall or passageway.

**[P] 503.3 Location of employee toilet facilities.** Toilet facilities shall have access from within the employees' working area. The required toilet facilities shall be located a maximum of one story above or below the employees' working area and the path of travel to such facilities shall not exceed a distance of 500 feet (152 m). Employee facilities shall either be separate facilities or combined employee and public facilities.

**Exception:** Facilities that are required for employees in storage structures or kiosks, which are located in adjacent structures under the same ownership, lease or control, shall not exceed a travel distance of 500 feet (152 m) from the employees' regular working area to the facilities.

**[P] 503.4 Floor surface.** In other than *dwelling units*, every *toilet room* floor shall be maintained to be a smooth, hard, nonabsorbent surface to permit such floor to be easily kept in a clean and sanitary condition.

### SECTION 504 PLUMBING SYSTEMS AND FIXTURES

**[P] 504.1 General.** All plumbing fixtures shall be properly installed and maintained in working order, and shall be kept free from obstructions, leaks and defects and be capable of performing the function for which such plumbing fixtures are designed. All plumbing fixtures shall be maintained in a safe, sanitary and functional condition.

**[P] 504.2 Fixture clearances.** Plumbing fixtures shall have adequate clearances for usage and cleaning.

**[P] 504.3 Plumbing system hazards.** Where it is found that a plumbing system in a structure constitutes a hazard to the *occupants* or the structure by reason of inadequate service, inadequate venting, cross connection, backsiphonage, improper installation, *deterioration* or damage or for similar reasons, the *code official* shall require the defects to be corrected to eliminate the hazard.

### SECTION 505 WATER SYSTEM

**505.1 General.** Every sink, lavatory, bathtub or shower, drinking fountain, water closet or other plumbing fixture shall be properly connected to either a public water system or to an *approved* private water system. All kitchen sinks, lavatories, laundry facilities, bathtubs and showers shall be supplied



## PLUMBING FACILITIES AND FIXTURE REQUIREMENTS

with hot or tempered and cold running water in accordance with the *International Plumbing Code*.

**[P] 505.2 Contamination.** The water supply shall be maintained free from contamination, and all water inlets for plumbing fixtures shall be located above the flood-level rim of the fixture. Shampoo basin faucets, janitor sink faucets and other hose bibs or faucets to which hoses are attached and left in place, shall be protected by an approved atmospheric-type vacuum breaker or an approved permanently attached hose connection vacuum breaker.

**505.3 Supply.** The water supply system shall be installed and maintained to provide a supply of water to plumbing fixtures, devices and appurtenances in sufficient volume and at pressures adequate to enable the fixtures to function properly, safely, and free from defects and leaks.

**505.4 Water heating facilities.** Water heating facilities shall be properly installed, maintained and capable of providing an adequate amount of water to be drawn at every required sink, lavatory, bathtub, shower and laundry facility at a minimum temperature of 110°F (43°C). A gas-burning water heater shall not be located in any *bathroom, toilet room, bedroom* or other occupied room normally kept closed, unless adequate combustion air is provided. An *approved* combination temperature and pressure-relief valve and relief valve discharge pipe shall be properly installed and maintained on water heaters.

### SECTION 506 SANITARY DRAINAGE SYSTEM

**[P] 506.1 General.** All plumbing fixtures shall be properly connected to either a public sewer system or to an *approved* private sewage disposal system.

**[P] 506.2 Maintenance.** Every plumbing stack, vent, waste and sewer line shall function properly and be kept free from obstructions, leaks and defects.

**[P] 506.3 Grease interceptors.** Grease interceptors and automatic grease removal devices shall be maintained in accordance with this code and the manufacturer's installation instructions. Grease interceptors and automatic grease removal devices shall be regularly serviced and cleaned to prevent the discharge of oil, grease, and other substances harmful or hazardous to the building drainage system, the public sewer, the private sewage disposal system or the sewage treatment plant or processes. All records of maintenance, cleaning and repairs shall be available for inspection by the code official.

### SECTION 507 STORM DRAINAGE

**[P] 507.1 General.** Drainage of roofs and paved areas, *yards* and courts, and other open areas on the *premises* shall not be discharged in a manner that creates a public nuisance.

## CHAPTER 6

# MECHANICAL AND ELECTRICAL REQUIREMENTS

### SECTION 601 GENERAL

**601.1 Scope.** The provisions of this chapter shall govern the minimum mechanical and electrical facilities and equipment to be provided.

**601.2 Responsibility.** The *owner* of the structure shall provide and maintain mechanical and electrical facilities and equipment in compliance with these requirements. A person shall not occupy as *owner-occupant* or permit another person to occupy any *premises* which does not comply with the requirements of this chapter.

### SECTION 602 HEATING FACILITIES

**602.1 Facilities required.** Heating facilities shall be provided in structures as required by this section.

**602.2 Residential occupancies.** Dwellings shall be provided with heating facilities capable of maintaining a room temperature of 68°F (20°C) in all habitable rooms, *bathrooms* and *toilet rooms* based on the winter outdoor design temperature for the locality indicated in Appendix D of the *International Plumbing Code*. Cooking appliances shall not be used, nor shall portable unvented fuel-burning space heaters be used, as a means to provide required heating.

**Exception:** In areas where the average monthly temperature is above 30°F (-1°C), a minimum temperature of 65°F (18°C) shall be maintained.

**602.3 Heat supply.** Every *owner* and *operator* of any building who rents, leases or lets one or more *dwelling units* or *sleeping units* on terms, either expressed or implied, to furnish heat to the *occupants* thereof shall supply heat during the period from [DATE] to [DATE] to maintain a minimum temperature of 68°F (20°C) in all habitable rooms, *bathrooms* and *toilet rooms*.

#### Exceptions:

1. When the outdoor temperature is below the winter outdoor design temperature for the locality, maintenance of the minimum room temperature shall not be required provided that the heating system is operating at its full design capacity. The winter outdoor design temperature for the locality shall be as indicated in Appendix D of the *International Plumbing Code*.
2. In areas where the average monthly temperature is above 30°F (-1°C) a minimum temperature of 65°F (18°C) shall be maintained.

**602.4 Occupiable work spaces.** Indoor occupiable work spaces shall be supplied with heat during the period from [DATE] to [DATE] to maintain a minimum temperature of 65°F (18°C) during the period the spaces are occupied.

#### Exceptions:

1. Processing, storage and operation areas that require cooling or special temperature conditions.
2. Areas in which persons are primarily engaged in vigorous physical activities.

**602.5 Room temperature measurement.** The required room temperatures shall be measured 3 feet (914 mm) above the floor near the center of the room and 2 feet (610 mm) inward from the center of each exterior wall.

### SECTION 603 MECHANICAL EQUIPMENT

**603.1 Mechanical appliances.** All mechanical appliances, fireplaces, solid fuel-burning appliances, cooking appliances and water heating appliances shall be properly installed and maintained in a safe working condition, and shall be capable of performing the intended function.

**603.2 Removal of combustion products.** All fuel-burning equipment and appliances shall be connected to an *approved* chimney or vent.

**Exception:** Fuel-burning equipment and appliances which are *labeled* for unvented operation.

**603.3 Clearances.** All required clearances to combustible materials shall be maintained.

**603.4 Safety controls.** All safety controls for fuel-burning equipment shall be maintained in effective operation.

**603.5 Combustion air.** A supply of air for complete combustion of the fuel and for *ventilation* of the space containing the fuel-burning equipment shall be provided for the fuel-burning equipment.

**603.6 Energy conservation devices.** Devices intended to reduce fuel consumption by attachment to a fuel-burning appliance, to the fuel supply line thereto, or to the vent outlet or vent piping therefrom, shall not be installed unless *labeled* for such purpose and the installation is specifically *approved*.

### SECTION 604 ELECTRICAL FACILITIES

**604.1 Facilities required.** Every occupied building shall be provided with an electrical system in compliance with the requirements of this section and Section 605.

## MECHANICAL AND ELECTRICAL REQUIREMENTS

**604.2 Service.** The size and usage of appliances and equipment shall serve as a basis for determining the need for additional facilities in accordance with NFPA 70. *Dwelling units* shall be served by a three-wire, 120/240 volt, single-phase electrical service having a minimum rating of 60 amperes.

**604.3 Electrical system hazards.** Where it is found that the electrical system in a structure constitutes a hazard to the *occupants* or the structure by reason of inadequate service, improper fusing, insufficient receptacle and lighting outlets, improper wiring or installation, *deterioration* or damage, or for similar reasons, the *code official* shall require the defects to be corrected to eliminate the hazard.

**604.3.1 Abatement of electrical hazards associated with water exposure.** The provisions of this section shall govern the repair and replacement of electrical systems and equipment that have been exposed to water.

**604.3.1.1 Electrical equipment.** Electrical distribution equipment, motor circuits, power equipment, transformers, wire, cable, flexible cords, wiring devices, ground fault circuit interrupters, surge protectors, molded case circuit breakers, low-voltage fuses, luminaires, ballasts, motors and electronic control, signaling and communication equipment that have been exposed to water shall be replaced in accordance with the provisions of the *International Building Code*.

**Exception:** The following equipment shall be allowed to be repaired where an inspection report from the equipment manufacturer or *approved* manufacturer's representative indicates that the equipment has not sustained damage that requires replacement:

1. Enclosed switches, rated a maximum of 600 volts or less;
2. Busway, rated a maximum of 600 volts;
3. Panelboards, rated a maximum of 600 volts;
4. Switchboards, rated a maximum of 600 volts;
5. Fire pump controllers, rated a maximum of 600 volts;
6. Manual and magnetic motor controllers;
7. Motor control centers;
8. Alternating current high-voltage circuit breakers;
9. Low-voltage power circuit breakers;
10. Protective relays, meters and current transformers;
11. Low- and medium-voltage switchgear;
12. Liquid-filled transformers;
13. Cast-resin transformers;
14. Wire or cable that is suitable for wet locations and whose ends have not been exposed to water;

15. Wire or cable, not containing fillers, that is suitable for wet locations and whose ends have not been exposed to water;
16. Luminaires that are listed as submersible;
17. Motors;
18. Electronic control, signaling and communication equipment.

**604.3.2 Abatement of electrical hazards associated with fire exposure.** The provisions of this section shall govern the repair and replacement of electrical systems and equipment that have been exposed to fire.

**604.3.2.1 Electrical equipment.** Electrical switches, receptacles and fixtures, including furnace, water heating, security system and power distribution circuits, that have been exposed to fire, shall be replaced in accordance with the provisions of the *International Building Code*.

**Exception:** Electrical switches, receptacles and fixtures that shall be allowed to be repaired where an inspection report from the equipment manufacturer or *approved* manufacturer's representative indicates that the equipment has not sustained damage that requires replacement.

## SECTION 605 ELECTRICAL EQUIPMENT

**605.1 Installation.** All electrical equipment, wiring and appliances shall be properly installed and maintained in a safe and *approved* manner.

**605.2 Receptacles.** Every *habitable space* in a dwelling shall contain at least two separate and remote receptacle outlets. Every laundry area shall contain at least one grounded-type receptacle or a receptacle with a ground fault circuit interrupter. Every *bathroom* shall contain at least one receptacle. Any new *bathroom* receptacle outlet shall have ground fault circuit interrupter protection. All receptacle outlets shall have the appropriate faceplate cover for the location.

**605.3 Luminaires.** Every public hall, interior stairway, *toilet room*, kitchen, *bathroom*, laundry room, boiler room and furnace room shall contain at least one electric luminaire. Pool and spa luminaires over 15 V shall have ground fault circuit interrupter protection.

**605.4 Wiring.** Flexible cords shall not be used for permanent wiring, or for running through doors, windows, or cabinets, or concealed within walls, floors, or ceilings.

## SECTION 606 ELEVATORS, ESCALATORS AND DUMBWAITERS

**606.1 General.** Elevators, dumbwaiters and escalators shall be maintained in compliance with ASME A17.1. The most current certificate of inspection shall be on display at all times within the elevator or attached to the escalator or dumbwaiter, be available for public inspection in the office of the

building *operator* or be posted in a publicly conspicuous location *approved* by the *code official*. The inspection and tests shall be performed at not less than the periodic intervals listed in ASME A17.1, Appendix N, except where otherwise specified by the authority having jurisdiction.

**606.2 Elevators.** In buildings equipped with passenger elevators, at least one elevator shall be maintained in operation at all times when the building is occupied.

**Exception:** Buildings equipped with only one elevator shall be permitted to have the elevator temporarily out of service for testing or servicing.

## **SECTION 607 DUCT SYSTEMS**

**607.1 General.** Duct systems shall be maintained free of obstructions and shall be capable of performing the required function.





## CHAPTER 7

# FIRE SAFETY REQUIREMENTS

### SECTION 701 GENERAL

**701.1 Scope.** The provisions of this chapter shall govern the minimum conditions and standards for fire safety relating to structures and exterior *premises*, including fire safety facilities and equipment to be provided.

**701.2 Responsibility.** The *owner* of the *premises* shall provide and maintain such fire safety facilities and equipment in compliance with these requirements. A person shall not occupy as *owner-occupant* or permit another person to occupy any *premises* that do not comply with the requirements of this chapter.

### SECTION 702 MEANS OF EGRESS

**[F] 702.1 General.** A safe, continuous and unobstructed path of travel shall be provided from any point in a building or structure to the *public way*. Means of egress shall comply with the *International Fire Code*.

**[F] 702.2 Aisles.** The required width of aisles in accordance with the *International Fire Code* shall be unobstructed.

**[F] 702.3 Locked doors.** All means of egress doors shall be readily openable from the side from which egress is to be made without the need for keys, special knowledge or effort, except where the door hardware conforms to that permitted by the *International Building Code*.

**[F] 702.4 Emergency escape openings.** Required emergency escape openings shall be maintained in accordance with the code in effect at the time of construction, and the following. Required emergency escape and rescue openings shall be operational from the inside of the room without the use of keys or tools. Bars, grilles, grates or similar devices are permitted to be placed over emergency escape and rescue openings provided the minimum net clear opening size complies with the code that was in effect at the time of construction and such devices shall be releasable or removable from the inside without the use of a key, tool or force greater than that which is required for normal operation of the escape and rescue opening.

### SECTION 703 FIRE-RESISTANCE RATINGS

**[F] 703.1 Fire-resistance-rated assemblies.** The required fire-resistance rating of fire-resistance-rated walls, fire stops, shaft enclosures, partitions and floors shall be maintained.

**[F] 703.2 Opening protectives.** Required opening protectives shall be maintained in an operative condition. All fire and smokestop doors shall be maintained in operable condi-

tion. Fire doors and smoke barrier doors shall not be blocked or obstructed or otherwise made inoperable.

### SECTION 704 FIRE PROTECTION SYSTEMS

**[F] 704.1 General.** All systems, devices and equipment to detect a fire, actuate an alarm, or suppress or control a fire or any combination thereof shall be maintained in an operable condition at all times in accordance with the *International Fire Code*.

**[F] 704.1.1 Automatic sprinkler systems.** Inspection, testing and maintenance of automatic sprinkler systems shall be in accordance with NFPA 25.

**[F] 704.2 Smoke alarms.** Single- or multiple-station smoke alarms shall be installed and maintained in Group R or I-1 occupancies, regardless of *occupant* load at all of the following locations:

1. On the ceiling or wall outside of each separate sleeping area in the immediate vicinity of *bedrooms*.
2. In each room used for sleeping purposes.
3. In each story within a *dwelling unit*, including *basements* and cellars but not including crawl spaces and uninhabitable attics. In dwellings or *dwelling units* with split levels and without an intervening door between the adjacent levels, a smoke alarm installed on the upper level shall suffice for the adjacent lower level provided that the lower level is less than one full story below the upper level.

**[F] 704.3 Power source.** In Group R or I-1 occupancies, single-station smoke alarms shall receive their primary power from the building wiring provided that such wiring is served from a commercial source and shall be equipped with a battery backup. Smoke alarms shall emit a signal when the batteries are low. Wiring shall be permanent and without a disconnecting switch other than as required for overcurrent protection.

**Exception:** Smoke alarms are permitted to be solely battery operated in buildings where no construction is taking place, buildings that are not served from a commercial power source and in existing areas of buildings undergoing alterations or repairs that do not result in the removal of interior wall or ceiling finishes exposing the structure, unless there is an attic, crawl space or basement available which could provide access for building wiring without the removal of interior finishes.

**[F] 704.4 Interconnection.** Where more than one smoke alarm is required to be installed within an individual *dwelling unit* in Group R or I-1 occupancies, the smoke alarms shall be interconnected in such a manner that the activation of one

**FIRE SAFETY REQUIREMENTS**

alarm will activate all of the alarms in the individual unit. Physical interconnection of smoke alarms shall not be required where listed wireless alarms are installed and all alarms sound upon activation of one alarm. The alarm shall be clearly audible in all *bedrooms* over background noise levels with all intervening doors closed.

**Exceptions:**

1. Interconnection is not required in buildings which are not undergoing alterations, repairs or construction of any kind.
2. Smoke alarms in existing areas are not required to be interconnected where alterations or repairs do not result in the removal of interior wall or ceiling finishes exposing the structure, unless there is an attic, crawl space or *basement* available which could provide access for interconnection without the removal of interior finishes.

## CHAPTER 8

# REFERENCED STANDARDS

This chapter lists the standards that are referenced in various sections of this document. The standards are listed herein by the promulgating agency of the standard, the standard identification, the effective date and title and the section or sections of this document that reference the standard. The application of the referenced standards shall be as specified in Section 102.7.

## ASME

American Society of Mechanical Engineers  
Three Park Avenue  
New York, NY 10016-5990

Standard reference number	Title	Referenced in code section number
A17.1/CSA B44—2007	Safety Code for Elevators and Escalators . . . . .	606.1

## ASTM

ASTM International  
100 Barr Harbor Drive  
West Conshohocken, PA 19428-2959

Standard reference number	Title	Referenced in code section number
F 1346—91 (2003)	Performance Specifications for Safety Covers and Labeling Requirements for All Covers for Swimming Pools, Spas and Hot Tubs . . . . .	303.2

## ICC

International Code Council  
500 New Jersey Avenue, NW  
6th Floor  
Washington, DC 20001

Standard reference number	Title	Referenced in code section number
IBC—12	International Building Code® . . . . .	102.3, 201.3, 401.3, 702.3
IEBC—12	International Existing Building Code® . . . . .	305.1.1, 306.1.1
IFC—12	International Fire Code® . . . . .	201.3, 604.3.1.1, 604.3.2.1, 702.1, 702.2, 704.1, 704.2
IFGC—12	International Fuel Gas Code® . . . . .	102.3
IMC—12	International Mechanical Code® . . . . .	102.3, 201.3
IPC—12	International Plumbing Code® . . . . .	201.3, 505.1, 602.2, 602.3
IRC—12	International Residential Code® . . . . .	201.3
IZC—12	International Zoning Code® . . . . .	102.3, 201.3

## NFPA

National Fire Protection Association  
1 Batterymarch Park  
Quincy, MA 02269

Standard reference number	Title	Referenced in code section number
25—11	Inspection, Testing and Maintenance of Water-Based Fire Protection Systems . . . . .	704.1.1
70—11	National Electrical Code . . . . .	102.4, 201.3, 604.2



## APPENDIX A

# BOARDING STANDARD

*The provisions contained in this appendix are not mandatory unless specifically referenced in the adopting ordinance.*

### A101 GENERAL

**A101.1 General.** All windows and doors shall be boarded in an *approved* manner to prevent entry by unauthorized persons and shall be painted to correspond to the color of the existing structure.

with screws and nails alternating every 6 inches (152 mm) on center.

**A103.5 Doors.** Doors shall be secured by the same method as for windows or door openings. One door to the structure shall be available for authorized entry and shall be secured and locked in an *approved* manner.

### A102 MATERIALS

**A102.1 Boarding sheet material.** Boarding sheet material shall be minimum  $\frac{1}{2}$ -inch (12.7 mm) thick wood structural panels complying with the *International Building Code*.

**A102.2 Boarding framing material.** Boarding framing material shall be minimum nominal 2-inch by 4-inch (51 mm by 102 mm) solid sawn lumber complying with the *International Building Code*.

**A102.3 Boarding fasteners.** Boarding fasteners shall be minimum  $\frac{3}{8}$ -inch (9.5 mm) diameter carriage bolts of such a length as required to penetrate the assembly and as required to adequately attach the washers and nuts. Washers and nuts shall comply with the *International Building Code*.

### A104 REFERENCED STANDARDS

IBC—12 International Building Code      A102.1, A102.2,  
A102.3

### A103 INSTALLATION

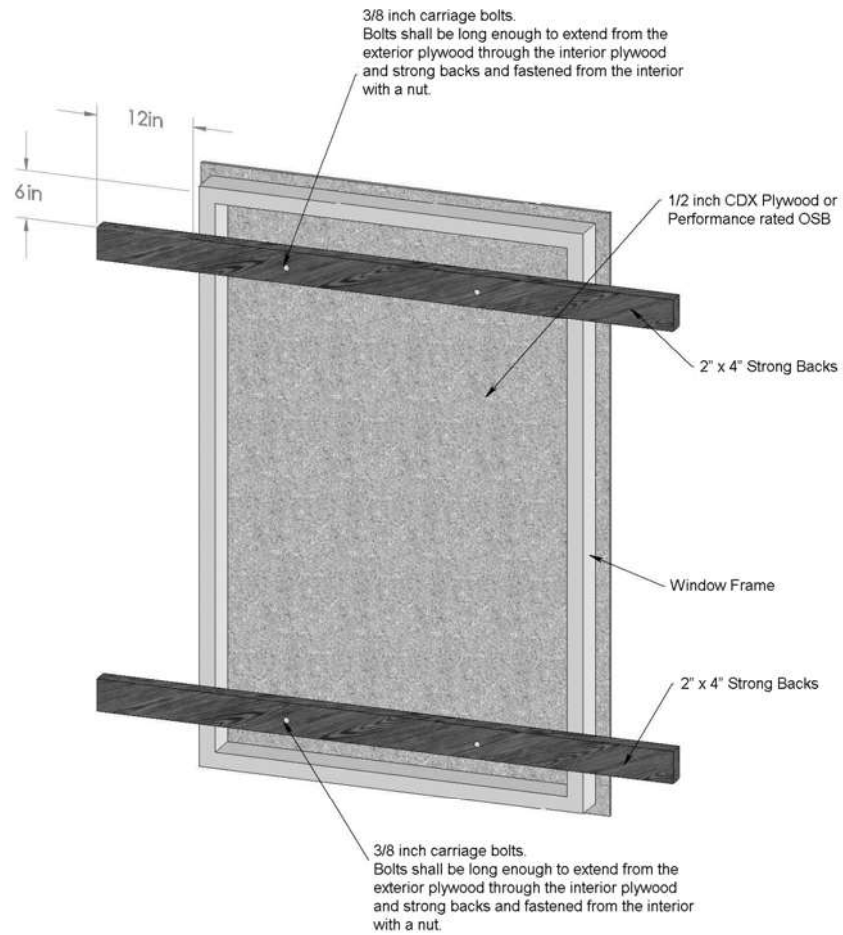
**A103.1 Boarding installation.** The boarding installation shall be in accordance with Figures A103.1(1) and A103.1(2) and Sections A103.2 through A103.5.

**A103.2 Boarding sheet material.** The boarding sheet material shall be cut to fit the door or window opening neatly or shall be cut to provide an equal overlap at the perimeter of the door or window.

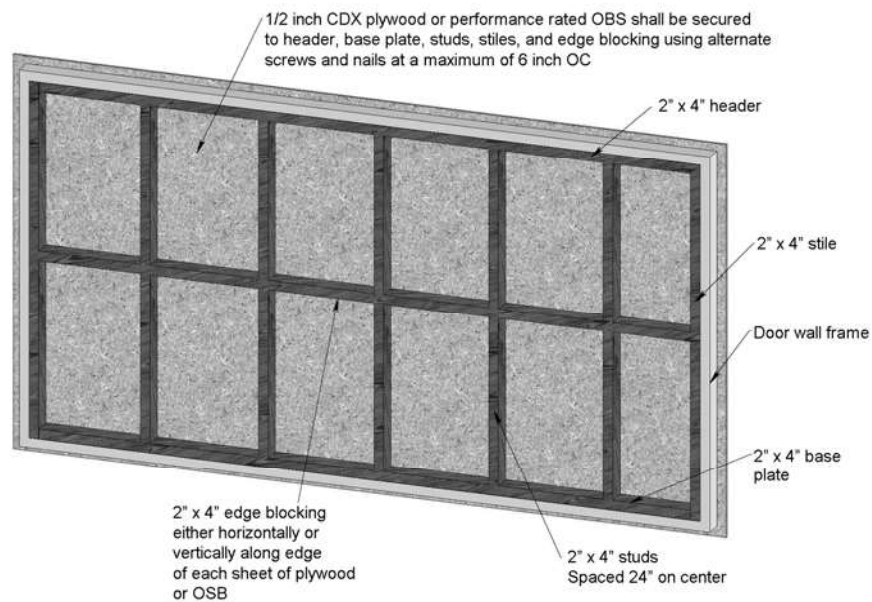
**A103.3 Windows.** The window shall be opened to allow the carriage bolt to pass through or the window sash shall be removed and stored. The 2-inch by 4-inch (51 mm by 102 mm) strong back framing material shall be cut minimum 2 inches (51 mm) wider than the window opening and shall be placed on the inside of the window opening 6 inches minimum above the bottom and below the top of the window opening. The framing and boarding shall be predrilled. The assembly shall be aligned and the bolts, washers and nuts shall be installed and secured.

**A103.4 Door walls.** The door opening shall be framed with minimum 2-inch by 4-inch (51 mm by 102 mm) framing material secured at the entire perimeter and vertical members at a maximum of 24 inches (610 mm) on center. Blocking shall also be secured at a maximum of 48 inches (1219 mm) on center vertically. Boarding sheet material shall be secured





**FIGURE A103.1(1)**  
**BOARDING OF DOOR OR WINDOW**



**FIGURE A103.1(2)**  
**BOARDING OF DOOR WALL**

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## EDITORIAL CHANGES – SECOND PRINTING

Page 25, Section [F] 704.2: now reads . . . **[F] 704.2 Smoke alarms.** Single- or multiple-station smoke alarms shall be installed and maintained in Group R or I-1 occupancies, regardless of occupant load at all of the following locations:

1. On the ceiling or wall outside of each separate sleeping area in the immediate vicinity of *bedrooms*.
2. In each room used for sleeping purposes.
3. In each story within a dwelling unit, including basements and cellars but not including crawl spaces and uninhabitable attics. In dwellings or dwelling units with split levels and without an intervening door between the adjacent levels, a smoke alarm installed on the upper level shall suffice for the adjacent lower level provided that the lower level is less than one full story below the upper level.

Page 25, Section [F] 704.3: lines 1 and 2 now reads . . . **[F] 704.3 Power source.** In Group R or I-1 occupancies, single-station smoke alarms shall receive their primary power

Page 25, Section [F] 704.4: now reads . . . **[F] 704.4 Interconnection.** Where more than one smoke alarm is required to be installed within an individual *dwelling unit* in Group R or I-1 occupancies, the smoke alarms shall be interconnected in such a manner that the activation of one alarm will activate all of the alarms in the individual unit. Physical interconnection of smoke alarms shall not be required where listed wireless alarms are installed and all alarms sound upon activation of one alarm. The alarm shall be clearly audible in all bedrooms over background noise levels with all intervening doors closed.





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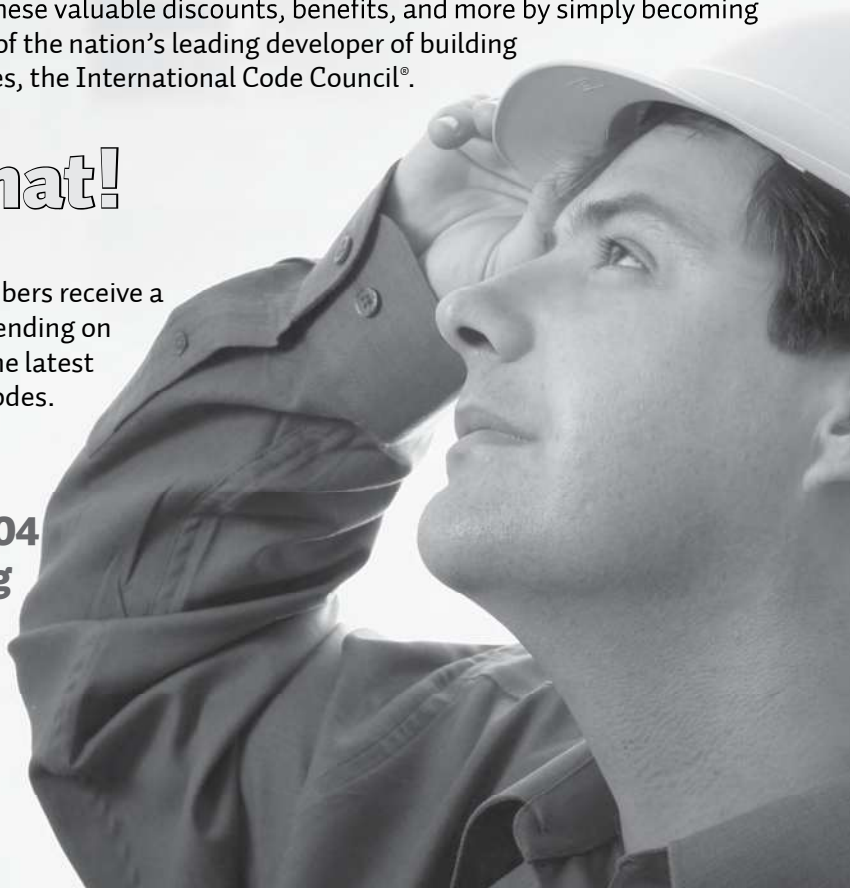
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Appendix B  
Masonry Study References

ASTM E 2270 - Standard Practice for Periodic Inspection of Building Facades for Unsafe Conditions

ASTM C 1496 - Standard Guide for Assessment and Maintenance of Exterior Dimension Stone Masonry Walls and Facades

ASTM E 2128 – Standard Guide for Evaluating Water Leakage of Building Walls

ASTM E 241 - Standard Guide for Limiting Water induced Damage to Buildings

ASTM STP 1444 – Building Façade Maintenance, Repair, and Inspection

- Farmer, M. C., “***Unique Considerations for Stone Façade Inspection and Assessment***”
- Stieve, D. R., Diaz de Leon, A. E., and Drerup, M. J., “***Assessing the Apparent Watertight Integrity of Building Facades***”
- Brom, A. P., “***Guidelines for Inspection of Natural Stone Building Facades***”
- Chadwick, J. J. and McJunkin, J.T., “***Façade Maintenance: Owners Techniques for Data Management***”
- Fong, K. L., and Louie, C., “***Façade Ordinances and Historic Structures – Theoretical and Practical Conservation Issues in Inspection and Repair***”

ASTM Standardization News – August 2003 – How Safe are Building Facades; Inspecting for Unsafe Conditions

TMS – 1700-12 - Guide for Condition Assessment of Masonry Facades

ICRI Guideline No. 410.1 – Guide for the Evaluation of Masonry Façade Structures  
City Building Ordinances

- Eschenasy, D., “NYC Buildings - Façade Conditions – An Illustrated Glossary of Visual Symptoms”
- NYC Buildings – Façade Inspection Safety Program
- City of Chicago Exterior Wall Ordinance
- Boston Façade Ordinance – Inspection of Exterior Walls and Appurtenances of Buildings Requiring Periodic Inspection

ICC - 2012 International Property Maintenance Code (IPMC)

Should you have any questions regarding this report, please feel free to contact us at your convenience.

Sincerely,

**Whitlock Dalrymple Poston & Associates, Inc.**

J. Eric Peterson, P.E.  
Principal

  
Steven T. Treser  
Staff Architect






**APPENDIX C**

## University Masonry Façade Survey Results

**Survey Results as of May 15, 2013****1. Number of Responses**

11

**Building Inventory Size and Description****2. How many buildings are in the inventory of your main Campus?**

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than 25			0	0.0 %
25-50			0	0.0 %
50-100			2	18.1 %
More than 100			8	72.7 %
Exact amount (insert in comment box)			1	9.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>





**Comments:**

Over 550 buildings

We are a system of colleges and do not have a main campus. 23 colleges and 40 campuses

267

**3. What is the approximate square footage of the University/College building inventory on the main campus?**

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than 1 Mil. Sq. ft.			0	0.0 %
1-4 Mil. Sq. ft.			2	18.1 %
4-8 Mil. Sq. ft.			3	27.2 %
More than 8 Mil. Sq. ft.			5	45.4 %
Exact amount (insert in comment box)			1	9.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

**Comments:**


Over 16 million square feet

2,405,955

13,722,000

**4. How many buildings are constructed with masonry on the facade?**

Answer	0%	100%	Number of Response(s)	Response Ratio
0-25%			0	0.0 %
25-50%			0	0.0 %
More than 50%			10	90.9 %
Exact amount (insert in comment box)			0	0.0 %

No Response(s)		1	9.0 %
<b>Totals</b>		<b>11</b>	<b>100%</b>

Comments:

Almost all buildings have brick masonry.

99%




## 5. How many buildings are constructed with stone masonry on the facade?

Answer	0%	100%	Number of Response(s)	Response Ratio
0-25%			7	63.6 %
25-50%			1	9.0 %
More than 50%			3	27.2 %
Exact amount (insert in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

Stone is an accent material.

## 6. What is the anticipated service life of a typical University Building?

Answer	0%	100%	Number of Response(s)	Response Ratio
Approximately 25 years			0	0.0 %
Approximately 50 years			4	36.3 %
Greater than 100 years			6	54.5 %
Detailed answer (explain in comment box)			1	9.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

Greater than 100 years for our world heritage historic structures that will continue to be preserved and renewed as needed. The majority of buildings will realistically be in the 50 to 100 year category; although student housing may be considered at 25 years.

## 7. Additional valuable building inventory metric(s) utilized by your institution (type below).

2 Response(s)

Comments:

Replacement value \$3.5B.

## Human Resources

8. Inspection of University buildings are often performed in part by dedicated inspectors, grounds crew, building maintenance personnel, and other University employees. Approximately how many University Personnel are involved with inspection of the exterior facade of the University buildings?

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than 10	<div style="width: 54.5%;"></div>		6	54.5 %
10-25	<div style="width: 27.2%;"></div>		3	27.2 %
25-50			0	0.0 %
More than 50	<div style="width: 18.1%;"></div>		2	18.1 %
Exact amount (insert in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

That are specifically dedicated to task

9. Commonly some portion of the exterior facade maintenance is performed by University Personnel. How many University Personnel are involved with performing maintenance repairs on the facades of the University Buildings?

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than 10	<div style="width: 45.4%;"></div>		5	45.4 %
10-25	<div style="width: 36.3%;"></div>		4	36.3 %
25-50			0	0.0 %
More than 50			0	0.0 %
Exact amount (insert in comment box)			0	0.0 %
No Response(s)	<div style="width: 18.1%;"></div>		2	18.1 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

Most of this type of work is contracted out.

10. Additional valuable human resources metric(s) utilized by your institution (type below).

Comments:

## Budget Allocations

11. What is the University's approximate annual budget for the maintenance and repairs of buildings on the main campus?

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than \$10 million	<div><div></div></div>		4	36.3 %
\$10-50 million	<div><div></div></div>		6	54.5 %
\$50-100 million			0	0.0 %
More than \$100 million	<div><div></div></div>		1	9.0 %
Exact amount (insert in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

This number is for facade only.

This includes local and state funds.

Including Labor

12. What is the approximate percentage of the maintenance budget that is spent on inspection or evaluation of the buildings?

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than 1%	<div><div></div></div>		7	63.6 %
1-5%	<div><div></div></div>		3	27.2 %
5-10%	<div><div></div></div>		1	9.0 %
More than 10%			0	0.0 %
Exact amount (insert in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

N/A

13. What is the approximate percentage of the maintenance budget that is spent on facade repairs of the buildings?

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than 5%	<div><div></div></div>		6	54.5 %
5-10%	<div><div></div></div>		4	36.3 %
10-15%	<div><div></div></div>		1	9.0 %
More than 15%			0	0.0 %
Exact amount (insert in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

N/A

14. Additional valuable budget metric(s) utilized by your institution (type below).

1 Response(s)

Comments:

Exterior envelope projects could be funded with Maintenance Reserve funds allocated by the state

### Established Practices and Frequency

15. Is the anticipated building service life documented in University design requirements provided to architects at the time of construction?

Answer	0%	100%	Number of Response(s)	Response Ratio
No	<div></div>		2	18.1 %
Yes	<div></div>		9	81.8 %
No Response(s)			0	0.0 %
Totals			11	100%

Comments:

N/A

16. Does the University review original construction documents for targeting and identifying potential maintenance problem areas on the exterior?

Answer	0%	100%	Number of Response(s)	Response Ratio
No	<div></div>		1	9.0 %
Yes, but only after problems arise	<div></div>		2	18.1 %
Yes, as an integral part of the inspection process	<div></div>		4	36.3 %
Specific design review process (explain in comment box)	<div></div>		4	36.3 %
No Response(s)			0	0.0 %
Totals			11	100%

Comments:

The College has a technical standards book that documents the requirements for building exterior walls and roofs. Each stage of design is reviewed and commented on by Facilities O&M staff and project managers.

Capital Const. Project Managers review design details and discuss potential issues with Maint. & Oprs. supervision and skilled tradesman for review & recommendation. Also design specs. are reviewed and updated periodically to reflect "Best Practices"

Ongoing review during all stages of design by capital projects personnel, maintenance and utilities personnel.

Designs are reviewed by a limited number of staff

17. Does the University have a documented policy or program for the general inspection of building facades that is performed in house?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes	<div></div>		2	18.1 %
No	<div></div>		9	81.8 %



No Response(s)		0	0.0 %
<b>Totals</b>		<b>11</b>	<b>100%</b>

Comments:

For a limited number of problematic buildings.

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18. If yes to Question 17, how are the inspections of facades typically performed?

2 Response(s)

Comments:

According to the requirement of the City of Philadelphia Facade Inspection Ordinance.

Visual and from lift in some areas

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19. Facades are often inspected in a number of ways, either visually from the ground, "hands-on" from a mobile lift platform, or potentially include probe openings to evaluate concealed conditions. Which method below best describes the University's preferred method of inspection?

Answer	0%	100%	Number of Response(s)	Response Ratio
Facades visually inspected from the ground only	<div></div>		3	27.2 %
Facades visually inspected from the ground, with problem areas inspected hands-on from lift	<div></div>		5	45.4 %
Facades inspected visually and hands-on; over a percentage of the facade			0	0.0 %
A combination of visual and hands-on inspection with supplemental probe openings to evaluate concealed conditions	<div></div>		3	27.2 %
Specific hands-on inspection process (explain in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

N/A

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20. On average, how often are the facades inspected?

Answer	0%	100%	Number of Response(s)	Response Ratio
5 years or more	<div></div>		4	36.3 %
Every 2-5 years	<div></div>		5	45.4 %
Every other year	<div></div>		1	9.0 %
Less than 2 years	<div></div>		1	9.0 %
Specific inspection schedule (explain in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

Not regularly, only if problem is detected.

Some problematic buildings semi-annual

21. On average, how often are masonry facades completely re-pointed (removal of pointing mortar and replaced with new mortar)?

Answer	0%	100%	Number of Response(s)	Response Ratio
Never	<div></div>		2	18.1 %
On approximately a 25-year cycle			0	0.0 %
On approximately a 50-year cycle	<div></div>		2	18.1 %
Only when mortar problems arise	<div></div>		6	54.5 %
Specific re-pointing schedule (explain in comment box)	<div></div>		1	9.0 %
No Response(s)			0	0.0 %
Totals			11	100%

Comments:

Continual process for historic buildings.

22. On average, how often are the masonry facades cleaned?

Answer	0%	100%	Number of Response(s)	Response Ratio
Never	<div></div>		1	9.0 %
Only when staining or organic growth becomes unsightly	<div></div>		7	63.6 %
On approximately a 5-10 year schedule	<div></div>		1	9.0 %
On approximately a 10-20 year schedule	<div></div>		1	9.0 %
Specific cleaning schedule (explain in comment box)	<div></div>		1	9.0 %
No Response(s)			0	0.0 %
Totals			11	100%

Comments:

Typically performed as part of a facade repair or restoration project.

Not regularly

23. On average, how often are exterior sealants completely replaced on the buildings?

Answer	0%	100%	Number of Response(s)	Response Ratio
Never	<div></div>		1	9.0 %
On approximately a 5-10 year schedule			0	0.0 %
On approximately a 10-20 year schedule	<div></div>		1	9.0 %
Only when sealant problems arise	<div></div>		9	81.8 %
Specific schedule (explain in comment box)			0	0.0 %
No Response(s)			0	0.0 %

	<b>Totals</b>	<b>11</b>	<b>100%</b>
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Comments:

N/A

24. On average, how often are windows completely replaced in the buildings?

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than 25 years			0	0.0 %
25-35 years	<div></div>		2	18.1 %
More than 35 years	<div></div>		7	63.6 %
Specific schedule (explain in comment box)	<div></div>		1	9.0 %
No Response(s)	<div></div>		1	9.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

As needed.

Only when needed

25. On average, how often are your buildings completely renovated?

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than 25 years			0	0.0 %
25-35 years			0	0.0 %
More than 35 years	<div></div>		11	100.0 %
Specific schedule (explain in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

N/A

26. Additional valuable maintenance metric(s) utilized by your institution (type below).

0 Response(s)

Comments:

N/A

## Common Issues

27. Has there been a need to re-clad portions of any of your buildings due to problems with the facade?

Answer	0%	100%	Number of Response(s)	Response Ratio
No	<div></div>		1	9.0 %
Yes, fewer than 5% of the buildings	<div></div>		10	90.9 %

Yes, greater than 5% of the buildings		0	0.0 %
Opportunity to provide more detail (insert in comment box)		0	0.0 %
No Response(s)		0	0.0 %
<b>Totals</b>		<b>11</b>	<b>100%</b>

Comments:

N/A

28. Have you had any problems with efflorescence or staining on your masonry buildings?

Answer	0%	100%	Number of Response(s)	Response Ratio
No			0	0.0 %
Yes, fewer than 5% of the buildings			10	90.9 %
Yes, greater than 5% of the buildings			1	9.0 %
Opportunity to provide more detail (insert in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

N/A

29. Have you had any problems with systemic or widespread leakage on your masonry buildings?

Answer	0%	100%	Number of Response(s)	Response Ratio
No			3	27.2 %
Yes, fewer than 5% of the buildings			7	63.6 %
Yes, greater than 5% of the buildings			1	9.0 %
Opportunity to provide more detail (explain in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

N/A

30. Have buildings in the University's inventory exhibited premature failure of the following conditions? Check all that apply:

Answer	0%	100%	Number of Response(s)	Response Ratio
Mortar deficiencies (cracked, loose, eroded, discolored, disintegrated, missing)	<div></div>		6	66.6 %
Masonry unit deficiencies (cracks, crazing, pitting, spalling, delaminating)	<div></div>		6	66.6 %
Sealant deficiencies (cracks, tears, bulging, discoloring, missing)	<div></div>		6	66.6 %
Opportunity to list additional common issues (insert in comment box)	<div></div>		1	11.1 %
Totals			9	100%

Comments:

Poor design of masonry wall flashing and window flashing.

Only in a couple buildings that have thermal movement

Failed shelf angles

31. Additional valuable issue metric(s) utilized by your institution (type below).

1 Response(s)

Comments:

"Nearly all masonry wall failures are caused by the following:

Improperly installed or lack of masonry wall ties

Improperly designed wall and roof flashing, although installed per plans and specifications

Use of joint sealants as the primary method of preventing water intrusion into the wall"

## New Construction

32. Does the University have a design review process for the construction of masonry facades and building envelopes for the newly constructed buildings?







Answer	0%	100%	Number of Response(s)	Response Ratio
Not at this time	<div></div>		3	27.2 %
Yes, carried out in house	<div></div>		5	45.4 %
Yes, fulfilled by a third party	<div></div>		3	27.2 %
Opportunity to provide more detail (explain in comment box)			0	0.0 %
No Response(s)			0	0.0 %
Totals			11	100%

Comments:

Very recent development



33. Does the University include the following considerations in the design review process (please check all that apply)?





Answer	0%	100%	Number of Response(s)	Response Ratio
Peer review of the plans and specifications			7	77.7 %
Air and moisture/water barrier continuity			5	55.5 %
Constructability and sequencing			8	88.8 %
Material durability and compatibility			8	88.8 %
Provisions for expansion control			6	66.6 %
Hygrothermal analysis (dew point location within building envelope)			3	33.3 %
Opportunity to provide additional scope of work (explain in comment box)			0	0.0 %
<b>Totals</b>			<b>9</b>	<b>100%</b>

Comments:

Let by third party

Review is done but we have been hesitant to force A&E to change plans

34. Does the University have a design standard that includes requirements, guidelines or principles that are provided to Architects or Engineers for new building design?

Answer	0%	100%	Number of Response(s)	Response Ratio
No			1	9.0 %
No, but RFP's for each new building design identifies the design requirements			0	0.0 %
Yes, but it does not typically include masonry facade or building envelope requirements			3	27.2 %
Yes, and it includes requirements for masonry facades and building envelopes			5	45.4 %
Specific policy/scope for University design standards (explain in comment box)			2	18.1 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>



Comments:

"General: Facilities Design Guidelines, updated annually.

Per project: RFP and Concept, Site, and Design Guidelines define program and palette."

Yes, but we need to continue to develop

35. Does the University have a construction observation process for masonry facades and building envelopes for newly constructed buildings?

Answer	0%	100%	Number of Response(s)	Response Ratio
Not at this time			0	0.0 %
Yes, carried out in house			8	72.7 %
Yes, fulfilled by a third party			3	27.2 %
Opportunity to provide more detail (explain in comment box)			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

Also have third party involved.

36. Does the University include the following considerations in the construction observation process (please check all that apply)?

Answer	0%	100%	Number of Response(s)	Response Ratio
Facilitate preconstruction and regular meetings			11	100.0 %
Review of shop drawings and submittals			10	90.9 %
Field construction observation, verification and documentation			10	90.9 %
Field performance testing of representative and critical components and systems			9	81.8 %
Establishment of non-conformance issues, discussions and resolutions			10	90.9 %
Opportunity to provide additional scope of work (explain in comment box)			0	0.0 %
<b>Totals</b>			<b>11</b>	<b>100%</b>

Comments:

N/A

37. Additional valuable new construction metric(s) utilized by your institution (type below).

0 Response(s)

Comments:

N/A

## Roof Considerations (optional)

38. How often are the roof systems inspected (explain below)?

9 Response(s)

Comments:

Flat Roofs are inspected annually by staff.

annual

inhouse inspection every 4 years

Semi-Annual Documented process with work orders

Annually

annually

MONTHLY

annual

As leaks occur.

39. What percentage of the roof inspections are performed by the University's own forces (explain below)?

9 Response(s)

Comments:

Problems are inspected by a consultant

0%, contracted service

third party for roof replacement and new const.

All

80%

100%, also have all roofs scanned annually.

100%

100%

100%

40. What is the expected estimated service life of a typical building roof system (explain below)?

9 Response(s)

Comments:

25 years flat, 50 years slate

25

20 years max

20 Years

20-25 years average

25-50yrs

MEMBRANE: 20-25 YRS;SLATE 100 YRS, SHINGLES 20-25

20 years

30 years

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41. How often are nondestructive surveys (such as infrared thermography) performed on roof or wall systems (explain below)?

9 Response(s)

Comments:

On leaking roofs only

As required when visual inspection does not locate

As needed

Only when leak history exist.

2-3 over the life maximum

Never

NEVER

2-5 years

As necessary.

---

42. What is the typical warranty requested for new roof systems installed on campus buildings (explain below)?

9 Response(s)

Comments:

25 years on flat roofs

20

20 year

20 Years

20 years

20yrs

25 YRS ON MEMBRANE

30 years

2 years

---

43. Other considerations (explain below).

0 Response(s)

Comments:

N/A

Should you have any questions regarding this report, please feel free to contact us at your convenience.

Sincerely,

**Whitlock Dalrymple Poston & Associates, Inc.**

J. Eric Peterson, P.E.  
Principal

A handwritten signature in black ink, appearing to read "Steven T. Treser". The signature is fluid and cursive, with the first name "Steven" and last name "Treser" clearly distinguishable.

Steven T. Treser  
Staff Architect






RECEIVED

OCT 31 2012

Vice President for  
Administrative Services

ORIGINAL

Memorandum

To: Sherwood Wilson  
From: Mike Coleman   
Date: October 30, 2012  
CC: Charles Steger, James Barkley, Mark Gess, Kay Heidbreder, Mark Helms,  
Leigh LaClair, Jason Soileau  
Subject: Hokie Stone Policy Directive Response

As required in the policy directive for Hokie Stone issued on October 18, 2012, this memo includes the requested plan. The policy directive as defined has three specific requests that are common to Hokie Stone but very different.

Therefore the response has been separated into three sections as per the directive:

**During Construction:** This task will involve VT Facilities Services, University Design and Construction (UDC), and the appropriate skilled resources. Included in this task are seven projects currently under construction with Hokie Stone and/or repair.

1. **Project Identification:** The seven buildings in construction included in this plan are as follows:
  - a. Center for Performing Arts
  - b. Signature Engineering Building
  - c. HABBI-1
  - d. Southwest Chiller Plant
  - e. Davidson Hall
  - f. McComas Hall
  - g. Perry Street Garage
2. **Inspection Plan:** The following is the inspection plan for each of the facilities under construction and/or repair:
  - a. The Office of University Planning reviews and approves the building "mock-up" for each project with the UDC Project Management, project construction and design teams to ensure construction and aesthetics requirements.
  - b. UDC Project Management staff and/or third party vendors under the direction of UDC Project Management staff are on site full time during construction to provide daily inspections for compliance with contract documents.

*Invent the Future*

- c. A third party vendor under the direction of UDC Project Management staff provides special inspections required by code.
  - d. A third party envelope inspector is engaged and works under the direction of the UDC project management staff to perform review submittals, mock-up and periodically inspects the Hokie Stone installation during construction.
  - e. The Authority having jurisdiction for building code while on site making inspections provides code compliance inspections.
3. Inspection Plan Process: UDC has or will develop a Standard Operating Procedure for the construction envelope inspection plan to ensure each of these facilities are inspected and documentation of these inspections are scheduled and documented within its business enterprise maintenance management system, HokieServ.
- a. Mock up inspections will be documented, recorded and distributed to all parties.
  - b. Daily inspection forms will be used and tracked in the system with the appropriate fields and/or tools for pictures or other pertinent field documentation.
  - c. Inspectors will be equipped with mobile technology that will allow for marking checkpoints as they perform the inspection and also allow for pictures of construction conditions to be recorded and taken instantly.
  - d. If a daily inspection was to generate an issue, it will be entered on the project issue log and will be managed through HokieServ.
  - e. Currently VTFS can manually query reports on this plan via HokieServ that are exportable to Excel and, if need be, develop a more defined long-term custom report.

**Construction Contract Review:** There are ongoing discussions between VT Legal Counsel and Morin and Barkley LLP Attorneys at Law to develop services required for them to perform a comprehensive review and revision of the Virginia Tech construction documents.

1. Review Scope: This review will be focused on professional and non-professional services for the four methods of project delivery used by VT Facilities Services:

- a. Construction Manager
- b. Design Build
- c. Design, Bid, Build
- d. PPEA

2. Review Timeline: These services are expected to begin once a contract has been initiated between VT Legal Counsel and Morin and Barkley. The duration of this task is expected to be from two to four months with the result being a senior level report defining recommended next steps along with recommended changes in the current VT contract documents.

**Building Envelope Inspection:** This task will involve VT Facilities Services, Facilities Operations (FO), and the appropriate skilled resources. Included in this task are fourteen facilities, both Equipment and General Fund and Auxiliary facilities, all located on the Blacksburg campus. Regardless of the type of facilities, FO will perform the Building Envelope Inspection Plan defined below.

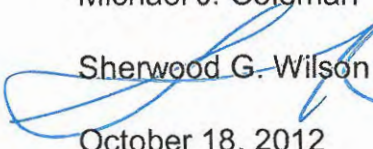
1. **Building Identification:** The fourteen buildings included in the building envelope inspection plan are as follows:
  - a. Hahn Hall North
  - b. Torgersen Hall
  - c. McComas Hall
  - d. Cheatham Hall Addition
  - e. Cochrane Hall Dining Addition
  - f. Latham
  - g. VBI Phase I
  - h. VBI Phase II
  - i. Smith Career Center
  - j. Student Services
  - k. New Residence Hall East
  - l. Peddrew-Yates Residence Hall
  - m. Payne Hall
  - n. Durham Hall
  - o. Holtzman Alumni Center/Skelton Conference Center/The Inn at Virginia Tech
  - p. Harper Hall
  - q. West Side Stadium Expansion
  
2. **Inspection Plan:** The following is the building envelope inspection plan for each of the above facilities:
  - a. Each Hokie Stone building façade will be inspected bi-annually for loose and sprawling stone, loose pointing mortar and for any and all changes in the overall condition of the façade from the previous inspection.
  - b. FO - Building Trades and Grounds Department utilizing its Building Trades and Roofing Shops resources will perform inspections.
  - c. These FO staff members conducting these inspections are experienced craftsmen working under the supervision of experienced shop supervisors.
  - d. In the event something was to present itself outside of the depth or experience of FO, FO does have access to professional and non-professional services that are on term and/or service contracts that specialize in building envelop and structural issues.

3. Inspection Plan Process: FO has or will develop a Standard Operating Procedure for the building envelope inspection plan to ensure each of these facilities inspections and documentation of these inspections are scheduled and documented within its business enterprise maintenance management system, HokieServ.
- a. Preventative Maintenance work orders will be automatically generated within HokieServ bi-annually for completion of the façade inspections.
  - b. The Hokie Stone façade of each building will be identified as “Equipment” of the building in HokieServ.
  - c. Checkpoints will be contained at each of the defined phases defined in the work order and must be completed prior to the work order being marked work complete. These checkpoints are designed to identify all critical points of the façade to be inspected.
  - d. Inspections of unique features that are building specific will also be added in the notes log of the work order phase along with any pertinent information discovered during the inspection.
  - e. Inspectors will be equipped with mobile technology that will allow for marking checkpoints as they perform the inspection and also allow for pictures of façade conditions to be taken and instantly attached to the work order for documentation and corrective action planning.
  - f. If an inspection was to generate a corrective maintenance need, a corrective maintenance work order will be issued for all items requiring corrective action found during the inspection process within HokieServ.
  - g. All of these work orders will be connected to the façade “Equipment” or data management that will enable cost tracking and reporting.
  - h. Currently VTFS can manually query reports on this plan via HokieServ that are exportable to Excel and, if need be, develop a more defined long-term custom report.

Attachment: October 18, 2012 Policy Directive

**Vice President for Administrative Services**  
248 Burruss Hall (0182)  
Blacksburg, Virginia 24061  
540/231-4416 Fax: 540/231-1401  
[www.vt.edu](http://www.vt.edu)

**MEMORANDUM**

**TO:** Michael J. Coleman  
**FROM:**  Sherwood G. Wilson  
**DATE:** October 18, 2012  
**SUBJECT:** Policy Directive

Based on our recent review of projects, I am directing you to enact the following policy changes effective immediately:

1. During construction of the Hokie Stone wall system on capital construction, we will have daily inspections by qualified staff with supporting documentation to ensure compliance with drawings and specifications;
2. In conjunction with legal counsel, and using an independent, third party expert, perform a comprehensive review and revision, as necessary, of our existing construction contracts for technical and performance accountability for all methods of project delivery; and
3. Visual, physical, and documented maintenance inspections will be conducted biannually to ensure the integrity of the building envelope on the 14 buildings impacted by Hokie Stone issues.

Please prepare a plan and tell me how you will accomplish these directives by November 2, 2012.

c: Charles Steger  
James Barkley  
Mark Gess  
Kay Heidbreder  
Mark Helms  
Leigh LaClair

*Invent the Future*



## University Building Official 2013 Annual Report

### BUILDINGS AND GROUNDS COMMITTEE

**April 24, 2013**

**(Report Period April 1, 2012 – March 31, 2013)**

The Restructured Higher Education Financial and Administrative Operations Act of 2005 and the Management Agreement with the Commonwealth of Virginia grant the university the authority to designate its own building official. The Board of Visitors approved a resolution to establish a university building official and building code review unit at its June 20, 2008 meeting and the office was established July 1, 2010. Effective June 3, 2011, the Bureau of Capital Outlay Management (BCOM) formally delegated building official authority for Virginia Tech to the university's building official.

This is the third annual summary report of activities of the University Building Official (UBO). As set forth in University Policy 5407, the annual report identifies the code enforcement and building permit activities performed during the prior year.

In the last year, the following tasks have been completed:

#### **Major Statistics:**

- Number of Plan Reviews for Permit performed: 1,258 (increase of 419)  
(Schematic and Preliminary Reviews add approximately 30%, for a total of 1,635)
- Number of Permits issued (all trades): 839, an increase of 23 permits
- Number of Inspections performed (all trades, pass and fail): 2,497, an increase of 1,283
- Number of Re-inspections due to field failures/rejections (Estimated at 20%): 500
- Examples of issues found in the field include:
  - Failure to correctly install Hokie Stone anchors.
  - Failure to install fire rated elevator and stair shaft assemblies.
  - Failure to install fire rated wall/floor penetration assemblies.
  - Identification of numerous non-compliant existing wall/floor penetrations in existing facilities.
  - Failure to properly place reinforcing prior to concrete placement.
  - Improper wiring in amusement device installations.
- Tent and Stage requests permitted and inspected: 38 (increase of 5)
- Special Events reviewed and inspected: 13 (increase of 6)
  - The Big Event (04/2/2012)
  - 4/16 Remembrance (04/16/2012)
  - Relay for Life (04/19/2012)
  - Art at the Market (07/21/2012)
  - Beach Bash (08/25/2012)
  - Catawba Farm Festival (08/31/2012)
  - Gobblerfest (09/07/2012)
  - Hokie Bird Festival (09/08/2012)

- Victoria Secret Concert (09/13/2012)
- GE Garages (9/17/2012)
- Vet Med Instructional Addition Grand Opening (10/20/2012)
- Color Me Rad (10/28/2012)
- Northern Virginia Fall Family Fun Day (11/4/2012)
- Number of Certificates of Occupancy Issued (Prior to 3/31/2012)
  - Kentland Aerobiology Building, New Building
  - Swine Research Modular Addition, New Building (Post 3/31/2012)
  - Lumenhaus, Long Term Siting for Mobile Research Facility
  - Virginia Tech Carilion Institute, added second floor and upgraded the existing Certificate of Occupancy
  - Palpation Barn, New Building
  - Oak Lane, Sigma Phi Epsilon Fraternity House, New Building
  - Rocket Propellant Facility, existing building without a Certificate of Occupancy was upgraded and a Certificate of Occupancy issued.
- Number of Demolition Permits Issued: (none issued prior)
  - I Lot Shack
  - Hampton Roads Tenant House

## Staffing

- All staff professional personnel maintained their certifications from the Department of Housing and Community Development as required by the Building Code and the Management Agreement. All Plan Reviewers/Inspectors have certifications in multiple trades to ensure continuity of service.
- Building Official attained "Instructor" status from Department of Housing and Community Development.
- Participated in several class and code committees to improve our knowledge of the code and provide input to the upcoming 2014 code change.

## Operations

- Continued to coordinate with Virginia Tech Electric Services and Atmos Gas.
- Continued the permitting and inspection of sidewalks and non-VDOT road flat work.
- Continued the permitting and inspection of utility work outside building footprints.
- Continued to develop VT specific Construction and Professional Services Manual (CPSM) and assist in revising the Virginia Tech Design Standards.
- Identified several issues of code violations and resolved or working on resolutions to forestall the issue of a State Fire Marshal Office "Notice of Violation" regarding work done without proper permits, plans or authorization.
- Coordinated efforts with the local building officials association to assist the campus and community through outreach efforts to contractors and staff regarding the building codes.
- Incorporated the permitting and inspection of cabling and conduit penetrations for Network Communication Services.
- Coordinate the elements of abandoned communication wiring across campus.
- Coordinated code enforcement for the Hampton Roads Agricultural Research and Extension Centers (AREC) Tenant House with Virginia Beach Building Official.

**BUILDING AND GROUNDS COMMITTEE**  
**June 3, 2013**  
**Capital Project Status Report**

Project Name	Project Description	Total Project Cost	Non-General Funds	Project Team	Contract Completion Date	Project Status
<b>DESIGN</b>						
Academic Building Renovations	This project is to renovate three existing campus buildings - Sandy Hall, Performing Arts Building and the front section of Davidson Hall. Collectively, these renovations will increase the functionality of three underutilized building assets, address several deferred maintenance issues, and reduce critical space deficiencies without building additional campus space.	TBD	TBD	TBD	TBD	The procurement process is underway for both the A/E and the Construction Manager. Design activities will begin upon the release of planning money by the Department of Planning & Budget (DPB) which is anticipated in July 2013.
				TBD		
Agriculture Programs Relocation	This project was initiated for planning under a blanket authorization to accommodate the required relocation of the Dairy Program from Southgate Drive to Kentland Farm.	\$14,000,000	\$14,000,000	TBD	TBD	After a thorough evaluation of the PPEA proposals received on the project, the university has decided to terminate the PPEA process and partner with the Virginia Tech Foundation (VTF) to implement the Dairy Relocation project. VTF will provide funding and manage the design and construction of the project.
				TBD		
Classroom Building	This project provides for the design and construction of an academic building containing 73,000 SF of state-of-the-art instructional space to accommodate unmet demand for multi-discipline general assignment classrooms and labs. The new academic building will contain approximately 21 flexible lecture and laboratory rooms of various sizes and configurations to accommodate multiple teaching methods. The building will provide approximately 2,500 student stations with wireless capability throughout.	\$2,000,180	\$2,000,180	EYP Architecture & Engineering - Washington D.C.	TBD	Funding has been authorized through preliminary design only. Schematic design is complete and has been submitted for Bureau of Capital Outlay Management (BCOM) cost review. A Construction Manager has been selected and pre-construction services are ongoing.
				W M Jordan, Inc. - Newport News, VA		
Fire Alarm Systems and Access	This project provides for critical life safety improvements in several educational and general facilities on campus. Fire alarm systems will be installed or expanded in several campus buildings including Randolph Hall, War Memorial Hall, Food Science and Technology, Norris Hall, Newman Library, Lane Hall, Patton Hall, Litton Reaves Hall, Whittemore Hall, Architecture Annex and Wallace Annex.	\$980,574	\$0	Multiple A/E Firms	TBD	Funding has been authorized through preliminary design only. Design work for the systems for Randolph Hall, War Memorial Hall, Food Science and Technology, Norris Hall, Patton Hall, Litton Reaves Hall, Whittemore Hall and Architecture Annex are being finalized. Design work for the systems for Newman Library, Lane Hall and Wallace Annex are being scheduled.
				Multiple Contractors		
Sciences Building Laboratory I	This project provides for design and construction of a new 80,000 SF building to house research and instructional space for the Department of Science.	TBD	TBD	TBD	TBD	The project has been initiated with a request for planning funds authorization. A request for proposals will be advertised to start the procurement of the A/E and Construction Manager contracts.
				TBD		

Project Name	Project Description	Total Project Cost	Non-General Funds	Project Team	Contract Completion Date	Project Status
Upper Quad Residential Facilities	This project provides for the demolition and reconstruction of Brodie and Rasche residence halls to serve the Corps of Cadets. The new residence halls totaling approximately 190,000 GSF will provide over 1,000 beds in double and triple rooms sharing hall community bathrooms. These new residence halls will be constructed at the approximate location (footprint) of the existing Rasche Hall and Brodie Hall. Both buildings will provide double occupancy rooms that meet the residence and in-room storage space needs of the Cadets. Both new residence halls will provide dedicated meeting, community and group spaces specifically designed to meet Corps program and organization needs. BOV approval will be requested at a future meeting to demolish Thomas Hall and Montieth Hall as part of this project.	\$5,850,000	\$5,850,000	Clark Nexsen-Charlotte, NC	TBD	The A/E and Construction Manager have been selected and schematic design activities are ongoing.
				Barton Malow Company-Charlottesville, VA		
CONSTRUCTION						
Campus Fiber Optic Improvements Project	This project is for a new fiber-optic backbone and building connections which will increase capacity and diversity to ensure adequate and reliable service to the university.	\$2,000,000	\$2,000,000	Virginia Tech Network Infrastructure & Services	January 30, 2014	Construction is nearing completion to accomodate wiring connections and equipment installation. Efficiencies and cost savings have allowed expansion of the number of buildings receiving fiber feeder upgrades to increase from 38 to 56 buildings. Equipment purchases are being finalized. Installation and ancillary work is anticipated to be complete in January 2014.
				Virginia Tech Network Infrastructure & Services		
Center for the Arts	This project provides for design and construction of a new 92,000 GSF Performing Arts Center and the renovation of Shultz Hall for a 1,300-seat performance auditorium, a visual arts gallery, creative technologies program and support spaces.	\$100,087,000	\$72,700,448	Snohetta AS – New York, NY with STV Group, Inc. – Douglasville, PA	September 6, 2013	Construction is approximately 82% complete. Interior finish work is ongoing in multiple locations. Installation of the exterior rain screen concrete panels is in progress. Interior Hokie Stone installation is nearing completion. Finished floor concrete slabs are being polished. The monumental spiral stair located behind the glass tower is being completed. Rough-in of mechanical, electrical, CNS cabling, A/V and IP is ongoing. Gypsum wall board installation is nearing completion. Ceiling systems are being installed. Elevators are going in. Wooden millwork panels are being installed in the Performing Arts Center. The pit lifts are in place as is the proscenium fire shutter. The project is progressing ahead of the scheduled completion date.
				Holder Construction Company – Atlanta, GA		
Chiller Plant I	This project expands the campus chilled water infrastructure and provides for the design and construction of a new 16,655 GSF chiller plant in the south west side of campus to serve the new Human and Agricultural Biosciences Building (HABBI) building and other buildings in the life sciences precinct.	\$20,097,729	\$8,039,092	Burns and Roe Service Corporation – Virginia Beach, VA	June 15, 2013	Construction is approximately 90% complete. The structure and building envelope are complete. Two 1,500 ton chillers have been delivered and installed. Installation of the two cooling towers is nearly complete. Plumbing connections between the chillers, the pumps and the towers are nearly complete. Testing of all the equipment and cooling towers has started. Commissioning has begun and will take approximately four weeks to complete. The project is on schedule.
				The Whiting-Turner Contracting Co. – Baltimore, MD		

Project Name	Project Description	Total Project Cost	Non-General Funds	Project Team	Contract Completion Date	Project Status
Human and Agricultural Biosciences Building I (HABBI)	This project provides for a new 92,500 GSF advanced agricultural research laboratory facility.	\$53,759,344	\$0	Lord, Aeck & Sargent, Inc. – Atlanta, GA	November 9, 2013	Overall construction is approximately 70% complete. Concrete decks and column construction is 100% complete. Lab equipment and furniture orders are in progress. Hokie Stone installation is underway. The project is on schedule.
				Skanska USA Building, Inc. - Durham, NC		
McComas Exterior Wall Structure, Phase III	The project extends the previous work on the McComas Exterior Wall Structure in an effort to alleviate wide spread water infiltration due to failure of the masonry veneer construction, flashing, sealants, mortar joints, and materials.	\$3,100,000	\$3,100,000	Whitlock Dalrymple Poston & Associates- Manassas, VA	August 1, 2013	Seven of twelve designated work areas of the building envelope have been completed. The areas that remain include the backside of McComas adjacent to the soccer field, the backside second level and breezeway, a small piece of original building adjacent to the addition. Construction is progressing as scheduled with completion expected before the start of the Fall Semester pending no unforeseen conditions in the remaining work.
				Carolina Restoration & Waterproofing, Inc. Charlotte, NC		
Phase IV of Oak Lane Community	This project will design and construct Phase IV of the Oak Lane Community for a total project cost of \$23.5 million. Construction of the Sigma Phi Epsilon house and related site improvements is the first in an anticipated multi-phase development of five new Greek houses to be located east of Oak Lane and adjacent to the golf course.	\$23,500,000	\$23,500,000	Thompson + Litton- Radford, VA (Infrastructure Improvements)	April 18, 2013	A Certificate of Use & Occupancy for the Sigma Phi Epsilon house was issued on January 4, 2013 and students have moved in. The associated sub-project for site work, infrastructure, storm water management and landscaping improvements should be completed in September 2013.
				DCI/Shires Inc.- Bluefiled, WV (Infrastructure Improvements)		
Renovate Davidson Hall	This project provides for the demolition of the deteriorated and outdated center and rear section additions to Davidson Hall. The original building remains and a new replacement addition of 44,845 GSF will be constructed to provide modern laboratory and research space.	\$31,118,739	\$0	Einhorn Yafee Prescott- Washington, DC	January 16, 2014	Overall construction is approximately 63% complete. Structural steel and concrete deck pours are complete. Mechanical equipment installation has begun. Exterior stone and masonry installation is ongoing. The project is on schedule.
				Barton Malow Company- Charlottesville, VA		
Signature Engineering Building	This project provides for a new 154,935 GSF state-of-the-art, technology enhanced flagship building for the College of Engineering to include research, classroom and office space.	\$95,218,249	\$47,609,125	Zimmer Gunsul Frasca Architects LLP- Washington, DC	December 14, 2013	Overall construction is approximately 75% complete. Structural steel and concrete are 98% complete. Construction of the building envelope (masonry, precast panels, metal panels, and Hokie Stone) is in progress. Mechanical-Electrical-Plumbing rough-in, wall framing, drywall and interior finishes are ongoing. The project is on schedule.
				Gilbane Building Company- Richmond, VA		



Project Name	Project Description	Total Project Cost	Non-General Funds	Project Team	Contract Completion Date	Project Status
Unified Communications and Network Renewal Project	This project provides for communication infrastructure and equipment enhancements over five years. The scope includes upgrading the Internet Protocol (IP) Network, the cable plant, and equipment rooms in 41 buildings throughout campus to provide for replacement of outdated equipment and upgrade of campus communications systems.	\$16,508,000	\$16,508,000	Multiple A/E Firms	2016	Space allocation, architectural design and construction activities are underway for the addition and expansion of data rooms to house technology upgrades in designated campus buildings. Wiring and equipment upgrades are phased for completion building by building. Five buildings have been completed and put on-line. The project is scheduled for completion Fall 2016.
				Various Contractors		
CLOSE-OUT						
Academic and Student Affairs Building	This 77,500 GSF project provided a new dining facility, academic instruction areas, and other student space within a three-story facility.	\$45,153,000	\$45,153,000	Burt Hill Kosar Rittleman Associates – Washington, D.C.	July 23, 2012	Construction is substantially complete. Punch list items and remaining furniture and equipment purchases are in progress. Anticipated project close out is Fall 2013.
				Skanska USA Building, Inc. – Durham, NC		
Ambler Johnston Hall - Improve Residence and Dining Halls	This project provided complete renovations to Ambler Johnston Hall (272,000 GSF) including replacement of building systems and addition of air conditioning. The project is envisioned to improve the sense of community by adding corridor day-lighting and an attractive entrance area. The project was completed in multiple phases.	\$75,000,000	\$75,000,000	Clark Nexsen-Charlotte, NC	July 1, 2012	Construction is complete. Project closeout is expected in June 2013.
				Barton Malow Company-Charlottesville, VA		
Campus Heat Plant	This project provided for the design and construction of new heating infrastructure to serve the various areas of campus.	\$31,500,000	\$14,250,000	Affiliated Engineers, Inc.-Chapel Hill, NC (Criteria Consultant)	June 29, 2012	Construction is substantially complete. The stormwater, erosion and sediment permit will remain open until disturbed areas are fully restored.
				Mid Atlantic Infrastructure Systems - Winston-Salem, NC		
Infectious Disease Research Facility	This project provided a 15,700 GSF facility to accommodate infectious disease research laboratory space, lab office space and support areas.	\$10,163,000	\$6,163,000	CUH2A Architecture, Engineering, Planning-Bethesda, MD	October 9, 2011	Construction is substantially complete. Ongoing site improvements relating to stormwater management as well as interior HVAC remedial work will delay the project closeout until September 2013.
				Branch & Associates, Inc.- Roanoke, VA		

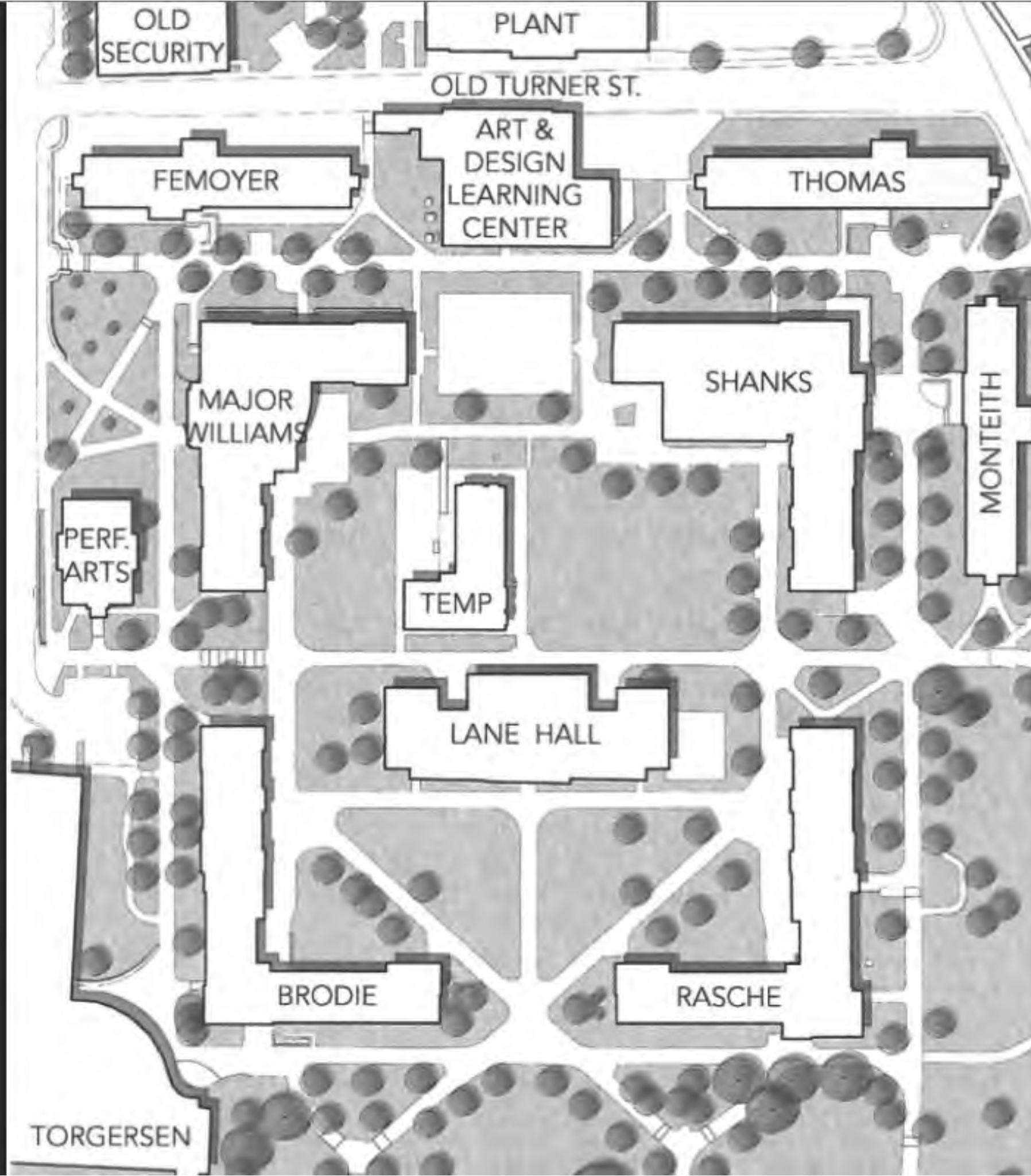
Project Name	Project Description	Total Project Cost	Non-General Funds	Project Team	Contract Completion Date	Project Status
Technology Research and Innovation Center	This project provided a 60,000 GSF facility in Hampton, VA for the National Institute of Aerospace. The facility includes designated labs, flexible space labs, offices, and unfinished shell space.	\$11,896,644	\$0	Alpha Corporation-Hampton Roads, VA (Construction Manager)	March 9, 2012	Construction is substantially complete. Construction for second floor tenant up-fit has been added to the project scope. Anticipated project close out is June 2013.
				Concord Eastridge-Arlington, VA		
Veterinary Medicine Instruction Addition	This project provided for the planning of additional instructional space to provide adequate classrooms to relieve overcrowding of the existing facility. The project provides new classrooms, teaching labs, and faculty spaces.	\$14,000,000	\$14,000,000	HKS, Inc.-Richmond, VA	July 31, 2012	Construction is substantially complete. The punch list was completed in March 2013. Anticipated project close out is June 2013.
				W.M. Jordan Company-Newport News, VA		
Virginia Tech–Carilion Research Institute (VTCRI) Third Floor Up-fit	This project was to up-fit 26,000 GSF of shelled space on the third floor, including accommodations for wet and dry laboratories, conference space, office space, and a 5,000 cage vivarium with the necessary support spaces and equipment to maintain the cages and animals.	\$15,000,000	\$15,000,000	Kling Stubbins-Philadelphia, PA (Criteria Consultant)	September 19, 2012	Construction is substantially complete. Warranty issues are being addressed. Commissioning is being finalized. Anticipated project close out is June 2013.
				DPR, Inc.-Glen Allen, VA		
Visitors and Undergraduate Admissions Center	This project provided an 18,155 GSF facility to accommodate the growing needs of visitors to the campus and university admissions office.	\$10,500,000	\$10,500,000	Glavè & Holmes Associates-Richmond, VA	June 16, 2011	Construction is complete. Anticipated project close out is June 2013.
				BE&K Building Group-Charlotte, NC		



**Now...More than Ever**

The Virginia Tech Corps of Cadets





**Barracks #6  
1927**



**Science Hall  
Barracks #7  
1901**



**General Chemistry,  
Geology, Mineralogy,  
Physics, and Biology.  
Burned / Rebuilt 1905**

**Barracks #5  
1904**



**Barracks #4  
1902**



**Barracks #3  
1900**



**Barracks #1  
1888**



**Barracks #2  
1894**



**2nd Academic Bldg  
1877**

**College Library 1877-1914**









**1st Academic Bldg  
1876**

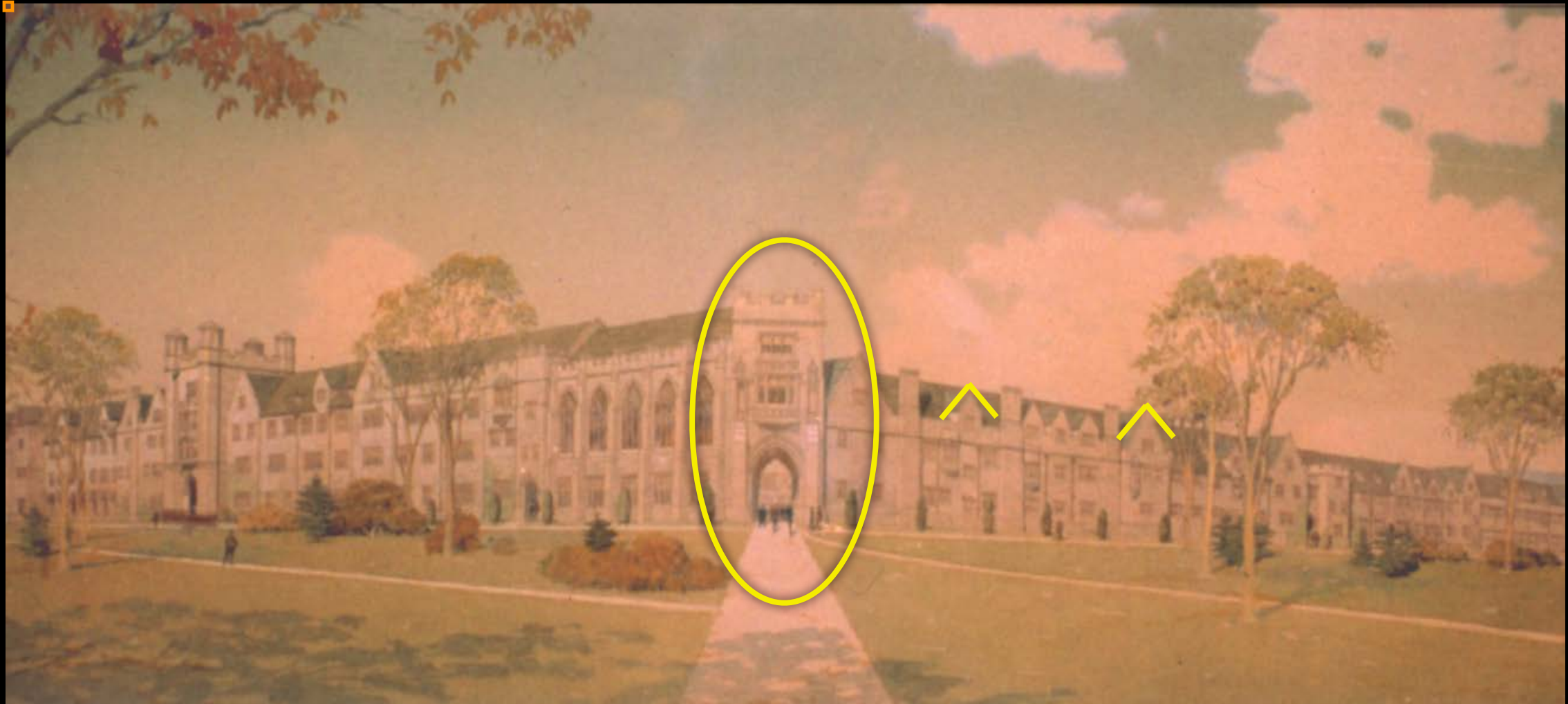
**Admin from Preston & Olin 1876-1899  
Mess Hall 1882-91  
Printing Plant 1923-1953**



# Upper Quad Design

- Accommodates a modern, growing Corps 
- Maintains the “Quad” configuration 
- Honor our past and inspire future generations 
- Properly sized new building to support Corps & Military Science Programs, Corps Museum, Rice Center, Highty-Tighties, and Alumni 
- Be part of a growing, vibrant section of campus 
- Bridge between past and current BOV architectural policies (Hokie Stone and Gothic Collegiant) 

# Original Upper Quad Design Concept







# Lane Hall Preserved National Registry of Historic Sites



# Lane Hall Now Clearly Visible



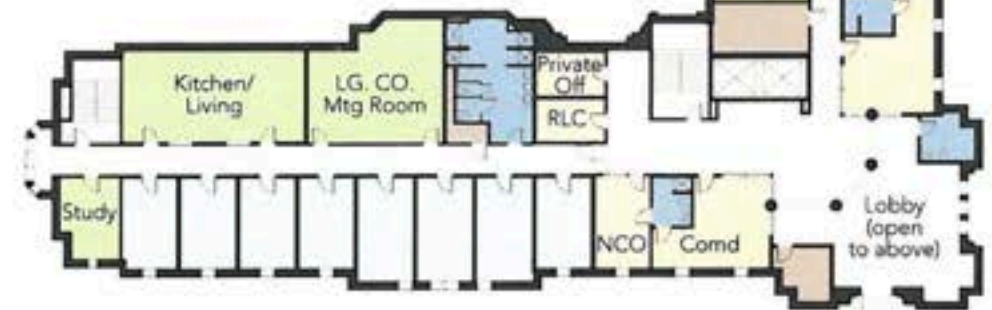


Deputy Commandants and NCO Offices  
Large Company Meeting Rooms  
Kitchens, Mail Room, Laundry, Fitness Center  
Study Lounges

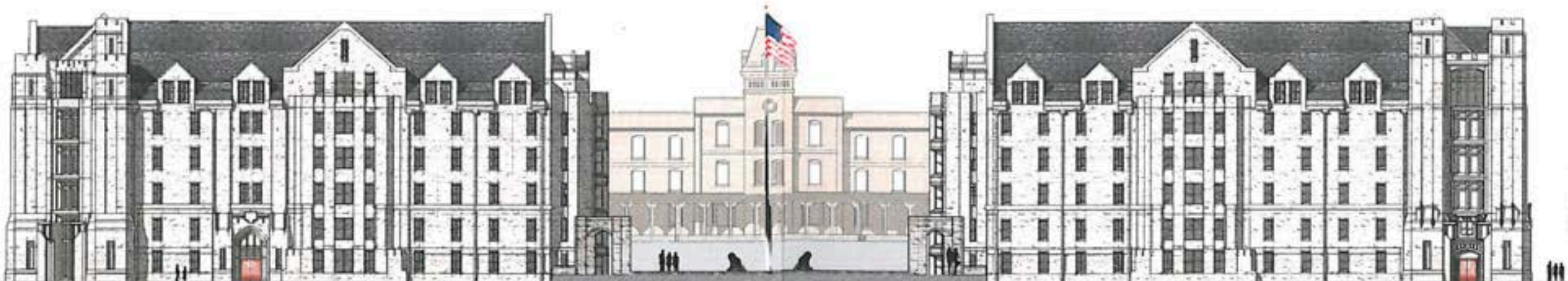
## Ground Floor



**BRODIE**



**RASCHE**



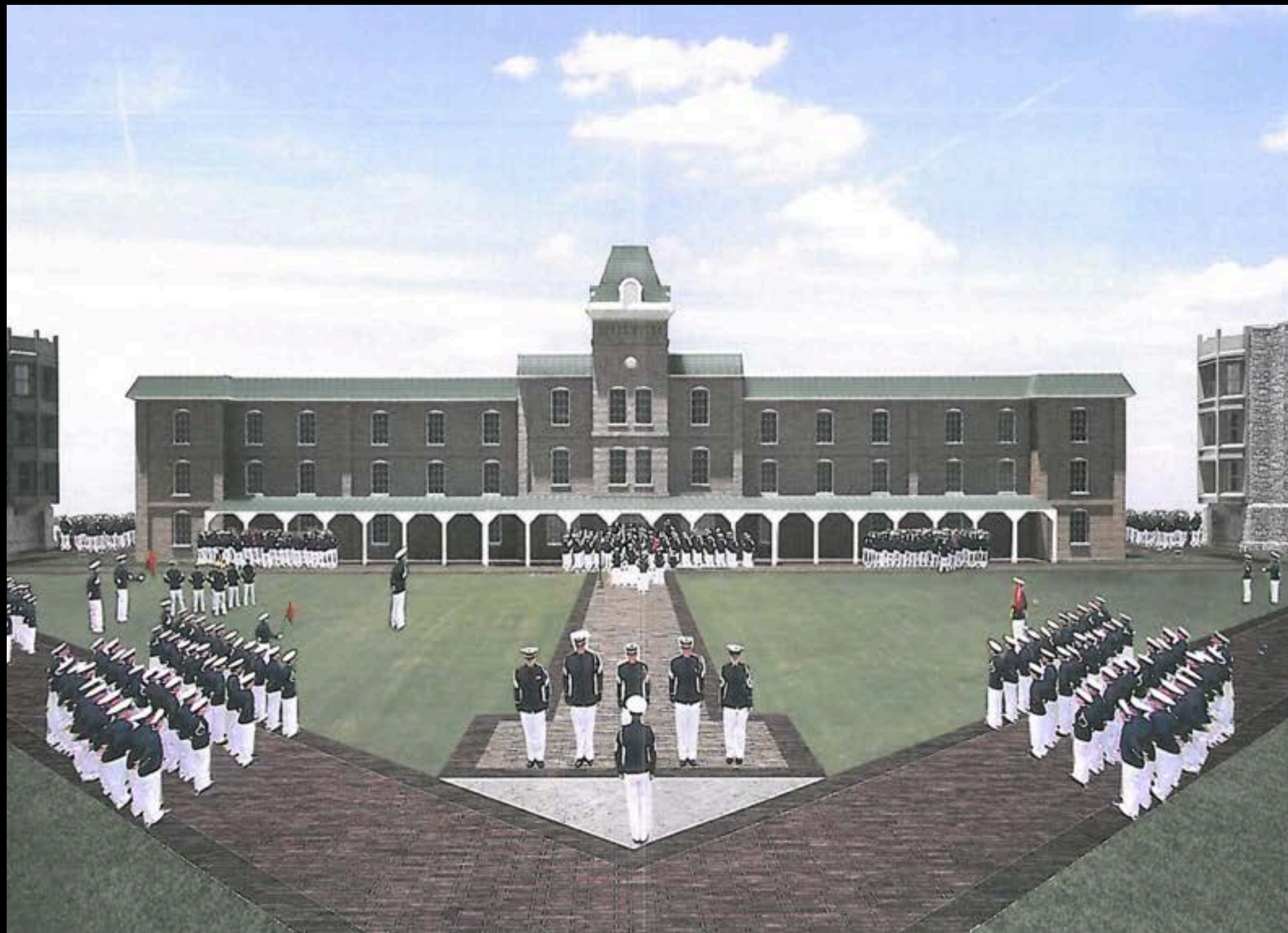


An architectural site plan of a first-floor ceremonial area. The plan features a large central courtyard with a light-colored paved surface and a central orange-colored path. The courtyard is bordered by a red-colored path. On the left and right sides, there are long, narrow buildings with multiple rooms, some labeled 'Elec', 'Tele', 'Study', and 'Open to Below'. At the top, there are blue-colored buildings and a green 'Bike Storage' area. The bottom of the plan shows a central diamond-shaped structure and two large green areas labeled 'BRODIE' and 'RASGHE'. The entire plan is surrounded by greenery and trees.

# Residential Learning Coordinators Study Lounges

## First Floor Ceremonial Area

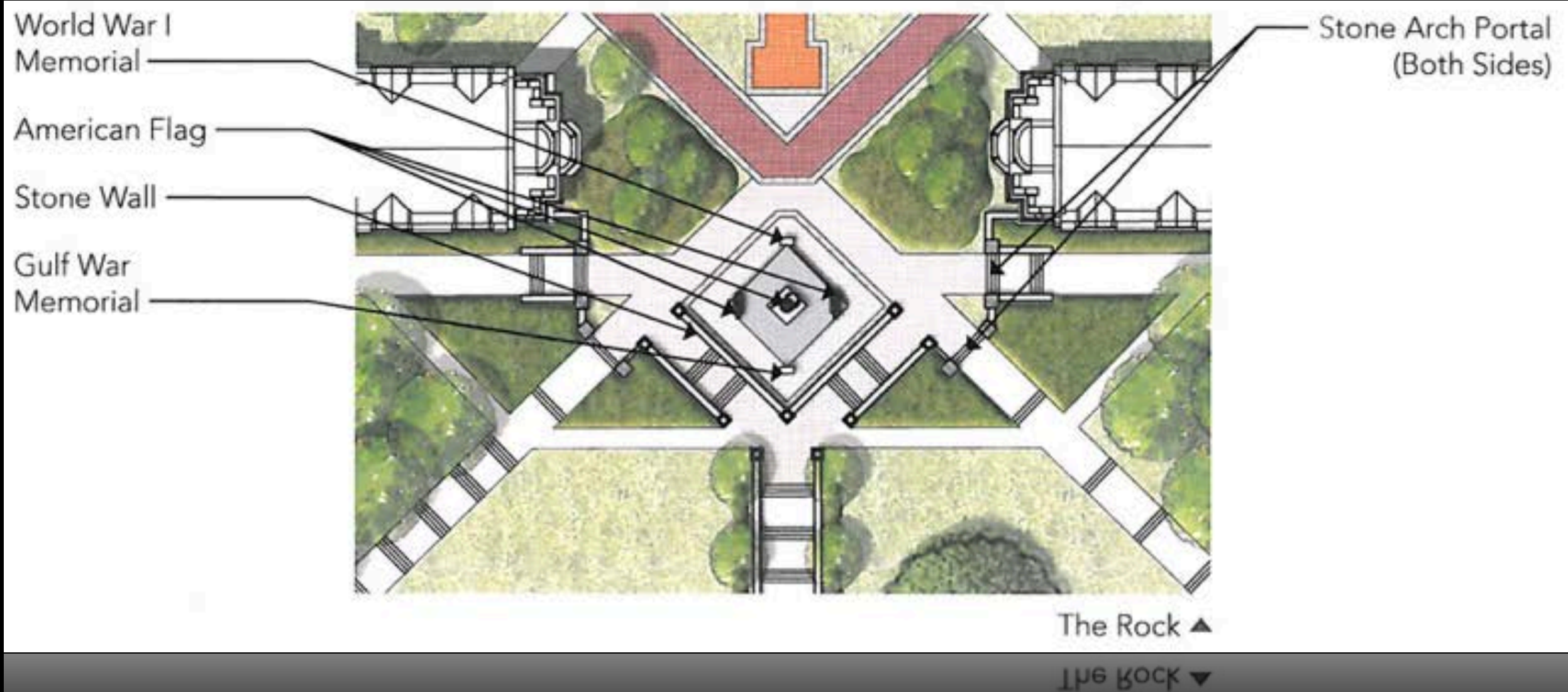




VT Preserved  
*Incorporates Bricks from Past Buildings*

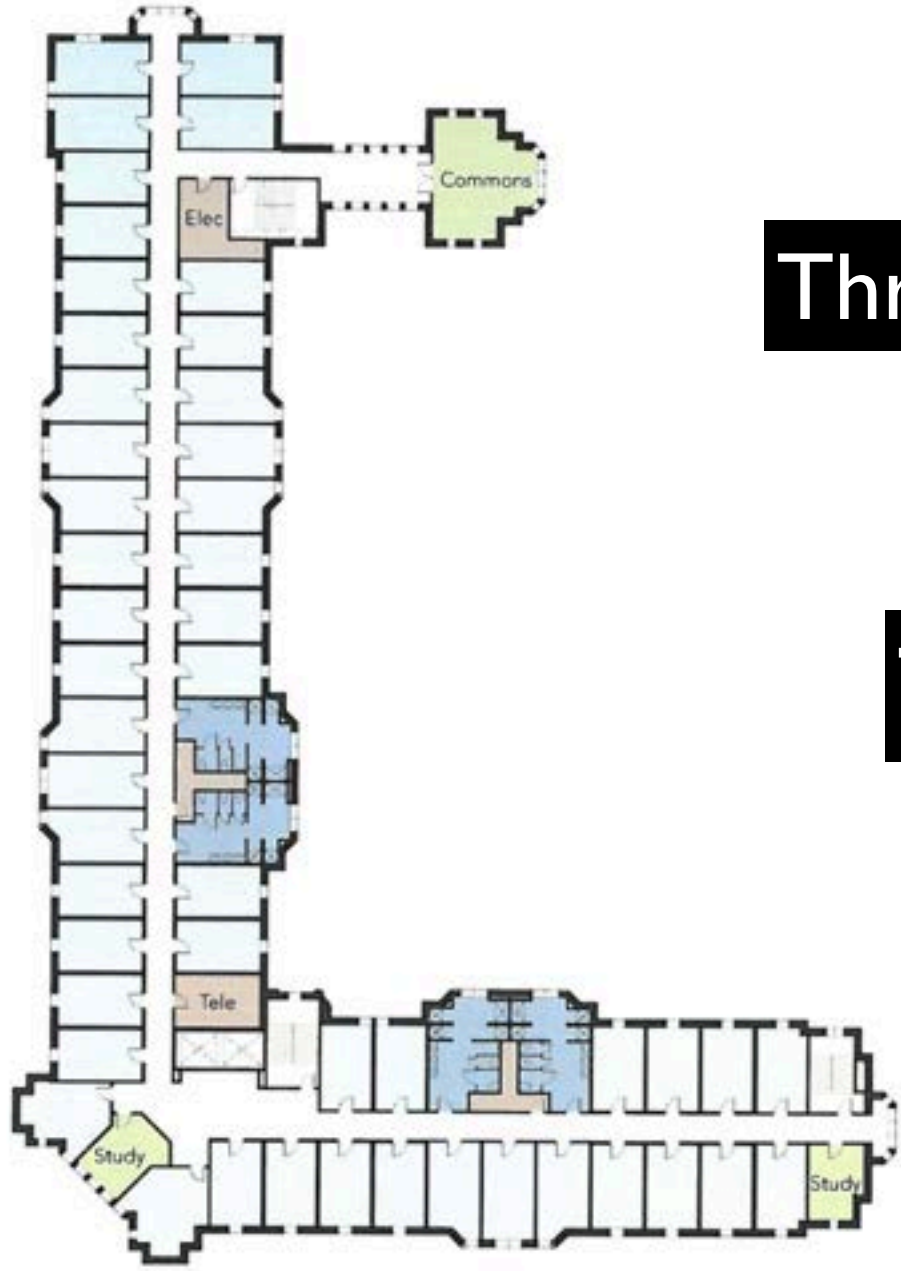


# “The Rock” Preserved *Expanded Space for Memorials*



Three Study Lounges

Typical Floor



BRODIE



RASCHE



BRODIE



RASCHE



# Flexible Room Layouts

## *Additional Storage Space*





# Addision Caldwell Statue Preserved Same Roofline as Original Buildings



West Elevation



# Incorporates Corner from Original Upper Quad Concept Drawing



East Elevation



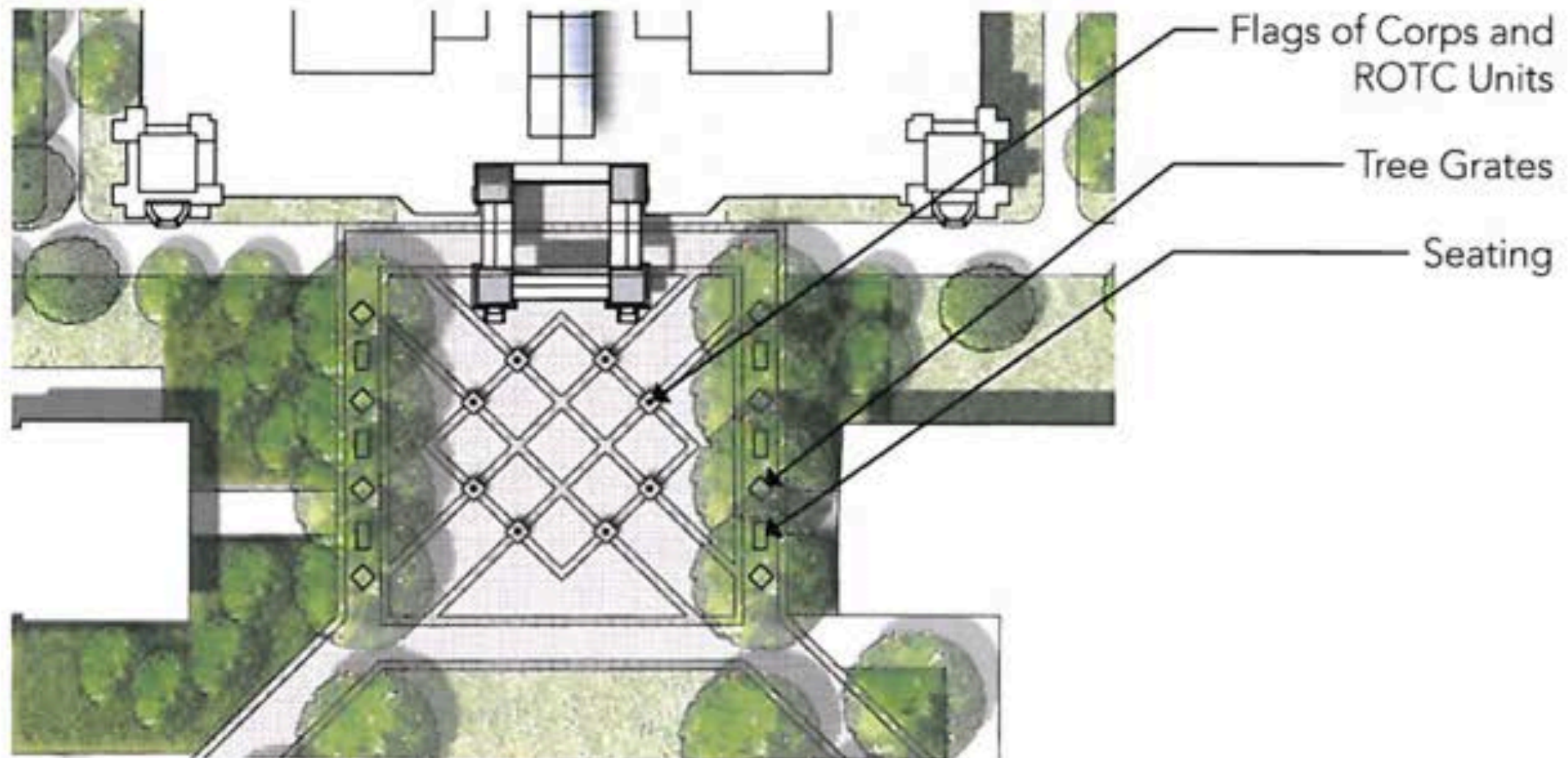


Corps Leadership & Military Science Bldg



# Ceremonial Plaza

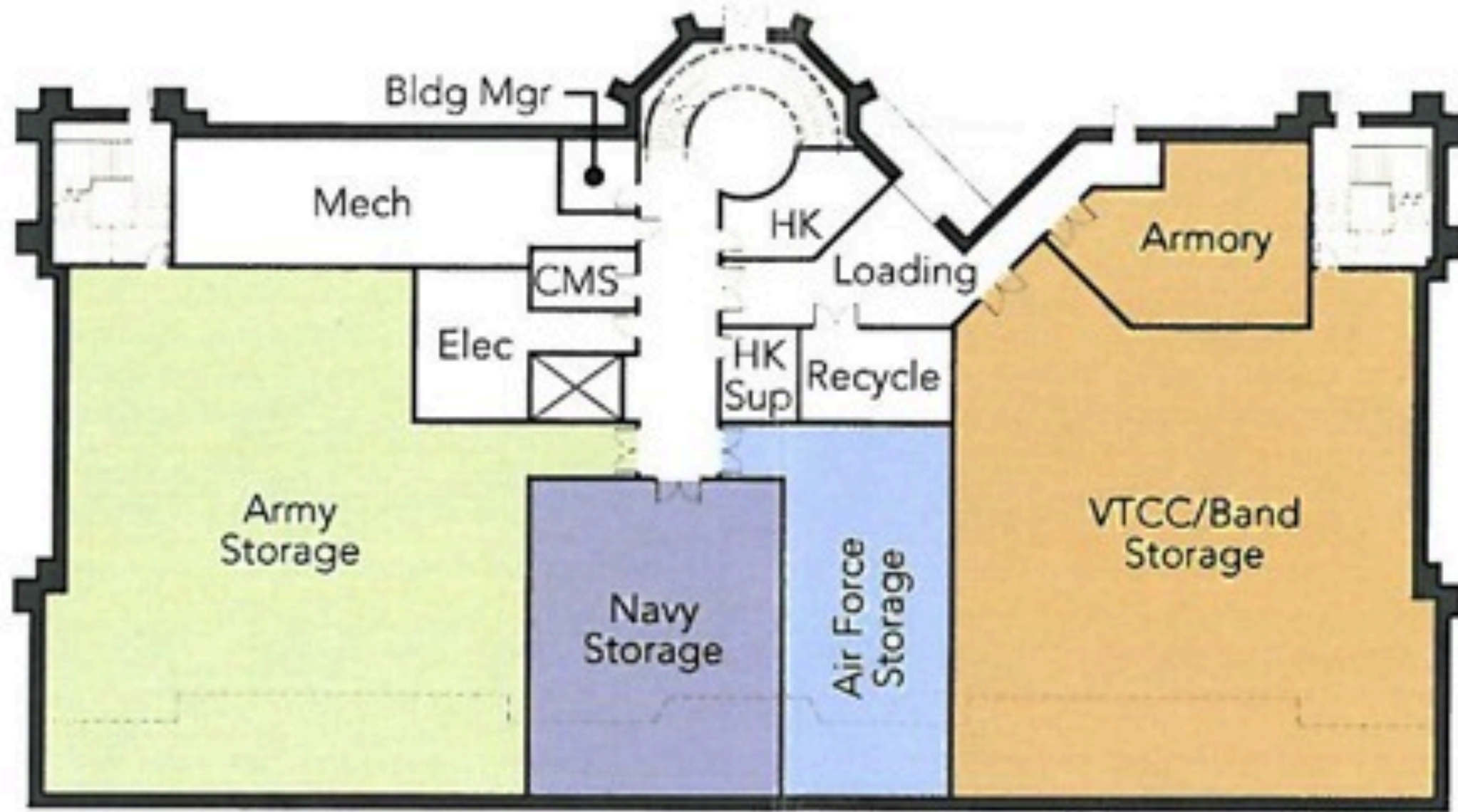
## *Flags from All Services / VPI*



Corps Leadership and Military Science Plaza ▲

Corps Leadership and Military Science Plaza ▼

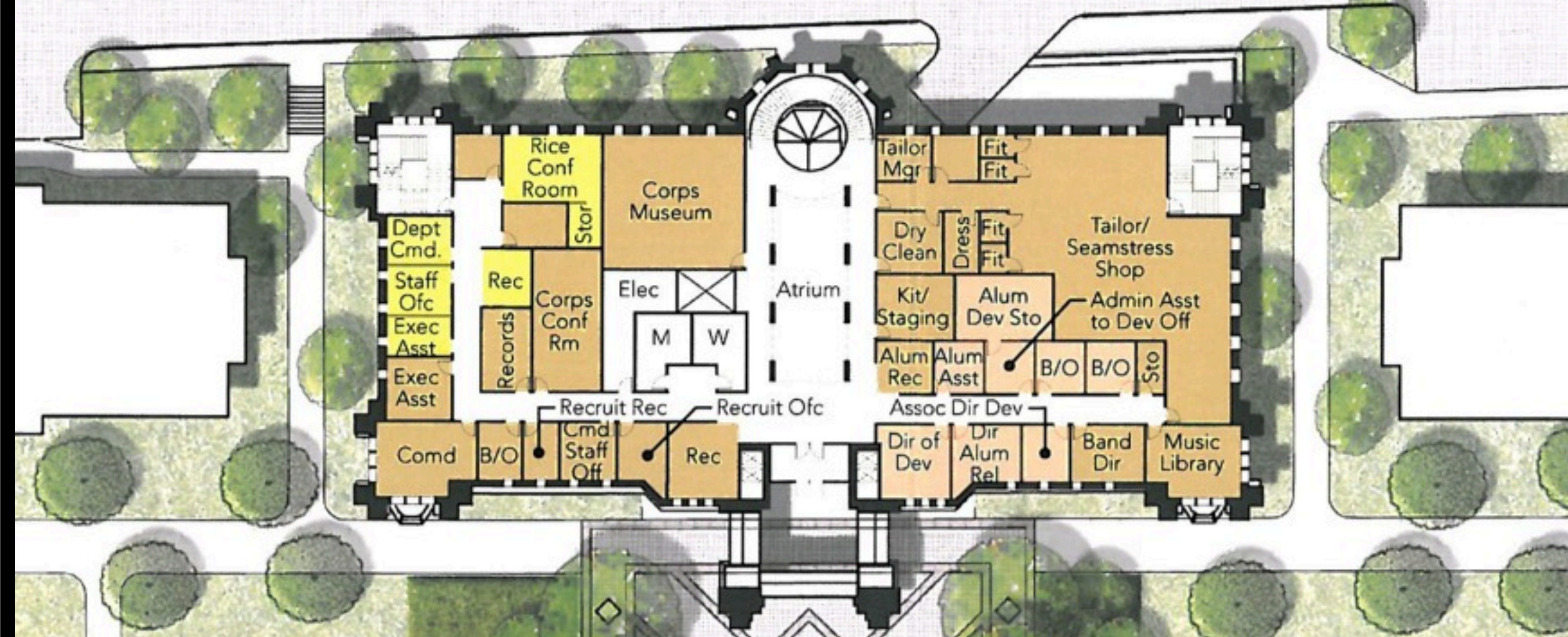
# Easy Access to Storage from Old Turner Street



▲ Ground Floor

▼ Ground Floor

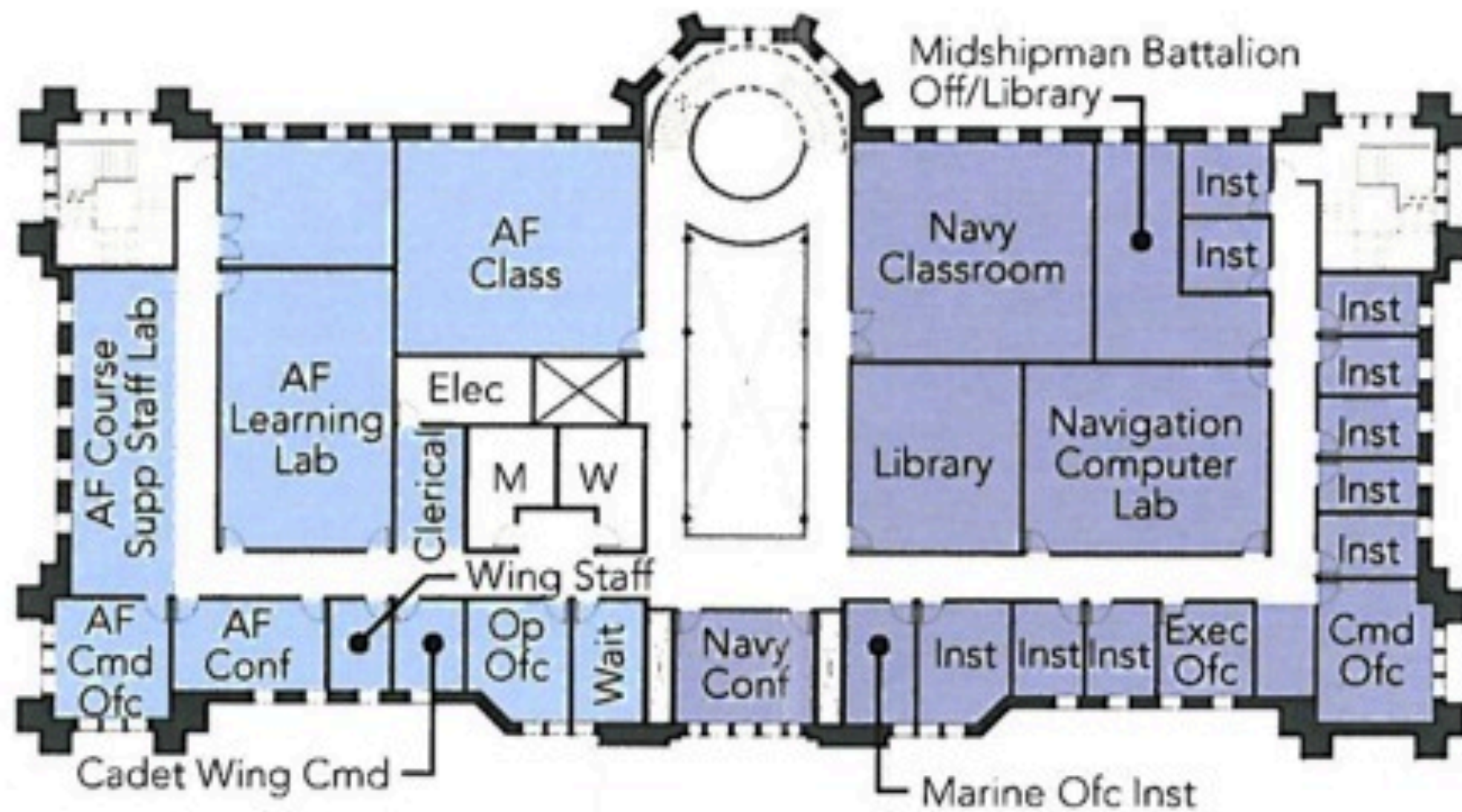




**Public Access to Corps on Main Floor**  
*Rice Center for Leader Development*  
*Corps Museum*  
*Alumni / Development Offices*  
*Highty Tighties*  
*Tailor Shop*

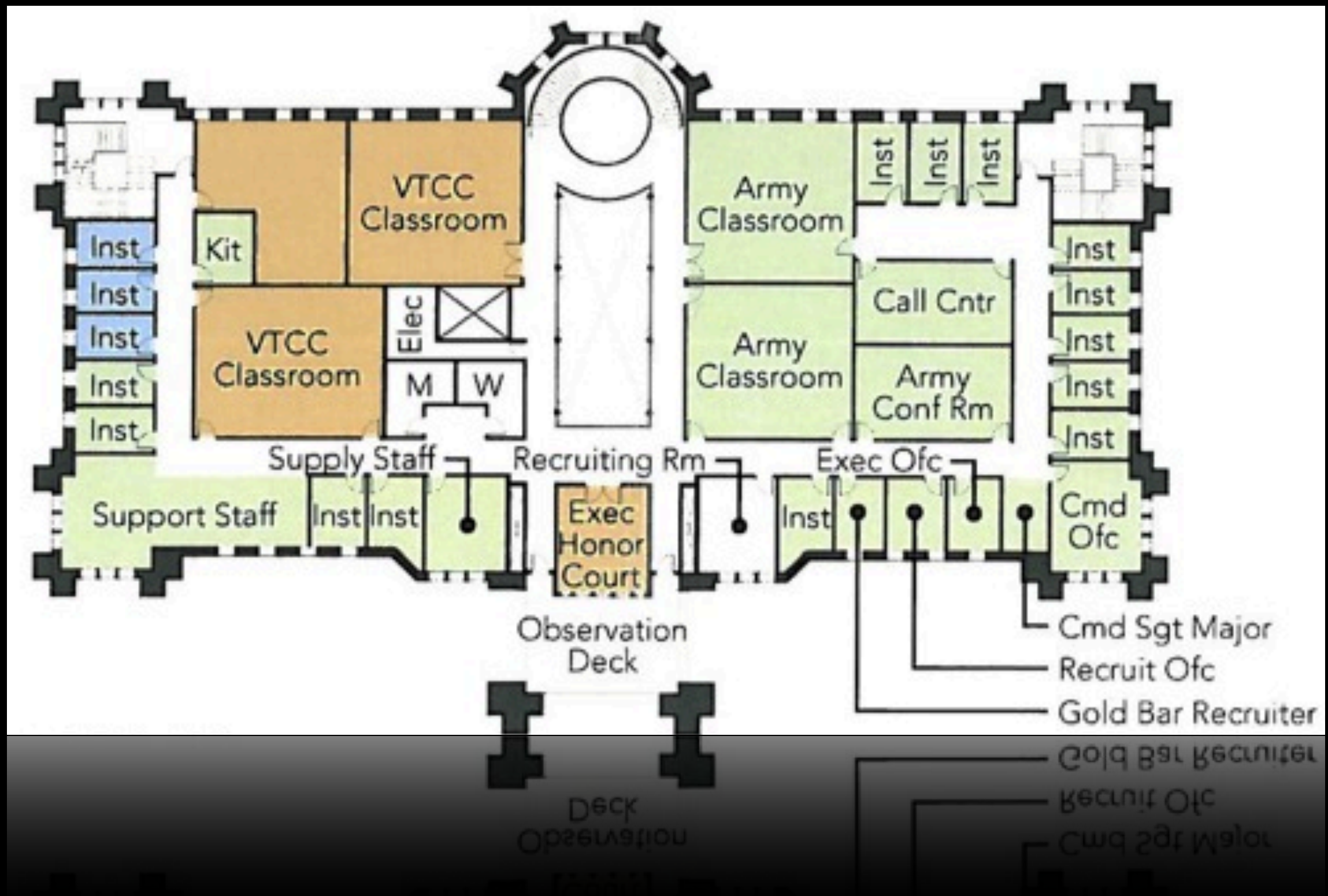


# ROTCs On Upper Floors



# ROTCs On Upper Floors

## Honor / Exec Committee Room





# Atrium Concepts Adjacent to Corps Museum





# Honor and Preserve the Past Inspire Future Generations





## **RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING**

**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**, a residence hall, Rasche Hall building number 4, located on the central campus in Blacksburg, is in poor condition and uneconomical to repair, no longer meets the programmatic needs of the university, is cost prohibitive to renovate in order to meet those needs; and

**WHEREAS**, the university will obtain the approvals of the Art and Architecture Review Board and the Department of Historic Resources for the demolition of this building prior to demolition;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors approve the demolition of Rasche Hall building number 4, located on the central campus in Blacksburg, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

### **RECOMMENDATION:**

That the above resolution authorizing the demolition of residence hall Rasche Hall, building number 4, located on the central campus in Blacksburg, be approved.

June 3, 2013



Building 4 Rasche Hall



Rasche Hall Exterior



Rasche Hall Corridor



Rasche Hall Resident Room



Rasche Hall Exterior



## **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**, a residence hall, Brodie Hall building number 5, located on the central campus in Blacksburg, is in poor condition and uneconomical to repair, no longer meets the programmatic needs of the university, is cost prohibitive to renovate in order to meet those needs; and

**WHEREAS**, the university will obtain the approvals of the Art and Architecture Review Board and the Department of Historic Resources for the demolition of this building prior to demolition;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors approve the demolition of Brodie Hall building number 5, located on the central campus in Blacksburg, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

### **RECOMMENDATION:**

That the above resolution authorizing the demolition of residence hall, Brodie Hall, building number 5, located on the central campus in Blacksburg, be approved.

June 3, 2013





Building 5 Brodie Hall



Brodie Hall Exterior



Brodie Hall Bathroom



Brodie Hall Mechanical Room

**Committee Minutes**  
**FINANCE AND AUDIT COMMITTEE**  
**340 Lavery Hall**  
**June 3, 2013**

**Audit Closed Session**

**Board Members Present:** Mr. B. K. Fulton, Mr. George Nolen, Ms. Deborah Petrine, Mr. Michael Quillen

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

1. Update on Fraud, Waste, and Abuse Cases: The Committee received an update on the outstanding fraud, waste, and abuse cases.
2. Discussion with the Director of Internal Audit: The Director of Internal Audit to discussed audits of specific departments and units where individual employees were identified.

**Audit Open Session**

**Board Members Present:** Mr. B. K. Fulton, Mr. George Nolen, Ms. Deborah Petrine

**VPI & SU Staff:** Mr. Bob Broyden, Mr. Allen Campbell, Mr. John Cusimano, Mr. Brian Daniels, Dr. John Dooley, Ms. Natalie Hart, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Sharon Kurek, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Laura Neff-Henderson, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Mr. Ken Smith

**Guests:** Mr. Mike Reinholtz – Auditor of Public Accounts, Ms. Betsy Wilson – Auditor of Public Accounts

1. Motion to Reconvene in Open Session
2. Approval of Items Discussed in Closed Session: The Committee reviewed and took action on items discussed in closed session.
3. Opening Remarks and Approval of Minutes of the March 25, 2013 Meeting: The Committee reviewed and approved the minutes of the March 25, 2013 meeting.



4. **Scope Discussion with External Auditor:** The Committee met with the Auditor of Public Accounts (APA) for a discussion of the scope of the audit of the 2013 financial statements and the APA's plans for conducting and completing the audit.
5. **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 March meeting, the university reported that as of December 31, 2012, 10 audit comments remained outstanding. Fifteen audit comments have been issued since then. As of March 31, 2013, the university has addressed four comments, leaving 21 open recommendations in progress. The Committee received a briefing at the meeting that reviewed the status of the outstanding comments, including the comments that have been addressed since March 31, 2013.

The Committee accepted the report.

6. **Review of Internal Audit Department's Status Report as of March 31, 2013:** The Committee reviewed the Internal Audit Department's Status Report as of March 31, 2013. Internal Audit has completed 52 percent of its audit plan in accordance with its fiscal year 2012-13 audit plan and previously reported modifications.

The Committee accepted the report.

7. **Review and Discussion of Proposed 2014 Audit Plan:** The Committee reviewed the proposed audits for the development of the fiscal year 2013-14 annual audit plan. Internal Audit conducted the annual risk assessment after reviewing financial and operational data and seeking input from senior management. Internal Audit has also created a university-wide information technology risk assessment and long-range audit plan in accordance with industry standards. Approximately 7,100 hours will be devoted to risk-based audits and compliance reviews, and 2,000 hours are allotted for advisory services. Twenty-one audits and five compliance reviews are proposed for 2013-14. Audits not completed in the fiscal year scheduled will be carried forward to the next fiscal year.

The Committee accepted the report.

8. **Review and Acceptance of the following Internal Audit Reports and Memos Issued:** The Committee reviewed and accepted the following Internal Audit Reports:
  - a. **Financial Reporting and Cost Accounting:** The audit received a rating of effective. The audit indicated that management has designed and implemented controls that are effective at reducing risks related to accurate and timely completion of the financial statements, the National Science Foundation Report, the Facilities and Administrative Cost rate proposal, and



accounts receivable reports. Additionally, the Cost Accounting unit provides strong oversight to service centers.

- b. Graduate Education: The audit received a rating of significant improvements are needed. Audit recommendations were issued to management in the areas of tuition remission, CollegeNET funds handling, and Plans of Study.
  - c. Office of University Bursar: The audit received a rating of effective. The audit indicated that management has designed and implemented controls that are effective at reducing risks related to proper recording of loans and timely identification of past due accounts for collections or litigation.
  - d. Records Management: The audit received a rating of unreliable. Audit recommendations were issued to management in the areas of storage, use, and destruction of university records; unauthorized removal of or access to university records by student workers; identification and destruction of documents containing Social Security numbers; and security of the vault storing computer back-up tapes and computer equipment.
  - e. Athletics: The compliance review received a rating of improvements are recommended. Audit recommendations were issued to management in the areas of wage payroll, expenditures, fixed assets, and vehicle management.
9. Federal Audit of National Science Foundation Research Funds: In addition to the annual audits of the university's financial statements and its Intercollegiate Athletics program performed by the Auditor of Public Accounts (APA), Virginia Tech is also subject to special purpose audits or reviews performed by other entities, such as federal agencies sponsoring grants and contracts. The Office of the Inspector General (OIG) for the National Science Foundation (NSF) recently announced it will perform "cost incurred performance audits" of eleven institutions of higher education including Virginia Tech which have received significant funding from NSF. The scope of the audit will include testing transactions posted to these NSF awards to ensure they are in compliance with federal regulations and are allowable costs. They will also test the university's compliance with the additional requirements for reporting the NSF awards using American Reinvestment and Recovery Act funds. The Committee received a report on the scope, timetable, and status of this federal audit.

### **Finance Closed Session**

**Board Members Present:** Mr. B. K. Fulton, Mr. George Nolen, Ms. Deborah Petrine, Mr. Michael Quillen

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

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.

The Committee recommended the personnel changes report to the full Board for approval.

- \* 3. 2013-14 Promotion, Tenure, and Continued Appointment Program: The Committee met in Closed Session to review and take action on the 2013-14 Promotion, Tenure, and Continued Appointment Program.

The Committee recommended the 2013-14 Promotion, Tenure, and Continued Appointment Program to the full Board for approval.

- \* 4. Approval of 2013-14 Faculty Salary Program: The Committee met in Closed Session to review and take action on the 2013-14 Faculty Salary program including a resolution to change the President's compensation, consistent with the appropriated increase percentage and amounts included in the 2013 Appropriations Act.

The Committee recommended the 2013-14 Faculty Salary Program to the full Board for approval.

### **Finance Open Session**

**Board Members Present:** Mr. B. K. Fulton, Mr. George Nolen, Ms. Deborah Petrine

**VPI & SU Staff:** Mr. Allen Campbell, Mr. John Cusimano, Dr. John Dooley, Ms. Natalie Hart, Ms. Kay Heidbreder, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Sharon Kurek, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Laura Neff-Henderson, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr.

1. Opening Remarks and Approval of Minutes of the March 25, 2013 Meeting: The Committee reviewed and approved the minutes of the March 25, 2013 meeting.
2. Trends in Compensation Expenditures: The Finance and Audit Committee received a report in the November 2012 meeting which presented an overview of the university compensation process and an overall trend analysis of faculty and staff salary adjustments for fiscal years 2008 to 2012. During the March 2013 Board meeting, the Committee expressed interest in receiving information about the trend in total compensation cost of the university from fiscal years 2008 to 2012. In response to the request, the committee received a report on trends in compensation expenditures that summarizes the total compensation cost for all faculty, staff, and non-salaried employees of the university for fiscal years 2008

to 2012. Total compensation cost increased by \$42.2 million or 8.64 percent during the four year period of 2008 to 2012. During fiscal years 2008 through 2012, the total compensation in Sponsored Programs grew by 18 percent, Auxiliary Enterprises grew by 13 percent, and E&G programs grew by 5 percent. The report also presented an analysis of the changes in the total compensation cost during this period.

3. **Report on Trends in Indirect Cost Rates:** The Committee received a report on the Facilities and Administrative (Indirect) cost rates. This report is presented in response to the Board of Visitors request and includes an overview of the rate development process, trend analysis of the indirect cost rate at the university, comparison of Virginia Tech's rates to similar institutions, and the outlook for the future for these rates. The university F&A rates have experienced a gradual increase since fiscal year 2003. The current research F&A rate is 61.0 percent, and it is in effect through fiscal year 2015. The two major reasons for the increase in the university's F&A rates are the change in the university's cognizant agency from Department of Health and Human Services to Office of Naval Research and the impact of significant investments made by the university in research buildings and equipment. The university expects the F&A rates to decrease in the near future if the anticipated growth in research programs is realized.
- \* 4. **Approval of Year-to-Date Financial Performance Report (July 1, 2012 – March 31, 2013):** The Committee reviewed the Year-to-Date Financial Performance Report for July 1, 2012 – March 31, 2013. For the third quarter, all programs of the university are on target and routine budget adjustments were made to reflect changes in General Fund revenues and expenditure budgets in academic and administrative areas. During the third quarter, tuition and fee revenues are ahead of historical projections due to higher than anticipated fall to spring retention. "All other income" revenue budget has been increased by \$400,000 for Veterinary Medicine clinic and due to higher than projected program activity in Continuing education.

For the quarter ending March 31, 2013, \$120.6 million has been expended on Educational and General capital projects and \$17.03 million has been expended on Auxiliary Enterprises capital projects. Capital outlay expenditures for the nine month period ending March 31, 2013 totaled \$137.6 million.

The Committee recommended the Year-to-Date Financial Performance Report to the full Board for approval.

- \* 5. **Approval of 2013-14 Faculty Compensation Plan:** The Committee reviewed for approval the 2013-14 Faculty Compensation Plan. The university continues to use the parameters provided by the Secretary of Education in the "Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education". The document outlines the authorized salary average for full-time teaching and

research faculty and administrative and professional faculty, and requires a board-approved faculty compensation plan.

SCHEV reports that the authorized salary average for 2011-12 for Virginia Tech was \$90,392. This places Virginia Tech at the 25<sup>th</sup> percentile of its peer group for 2011-12. Because the state did not allocate salary funding in 2012-13, the authorized salary average continues to be \$90,392. Based upon the merit program approved by the General Assembly for July 25, 2013, the university's authorized salary average is expected to increase in 2013-14. In the hopes of returning to a recurring annual merit process in the future, the university will be prepared to undergo a merit review process in spring 2014, in anticipation of a statewide program to be determined by the 2014 General Assembly. Accordingly, this plan also authorizes management to plan and budget for both General Fund and nongeneral fund resource allocations to support a merit-based faculty salary increase.

The Committee recommended the 2013-14 Faculty Compensation Plan to the full Board for approval.

- \* 6. Approval of 2013-14 University Budget: The Committee reviewed for approval the following 2013-14 University budgets:
  - a. Operating and Capital Budgets: The university anticipates an initial authorization of \$1.18 billion during 2013-14 to carry out all of its programs, based on the direct appropriations to the university. However, the annual internal budget varies from this external expenditure authorization for several reasons, some of which increase the annual expenditure authority while others reduce the expenditure plans. For 2013-14, the state has increased the university's direct General Fund appropriation \$8.2 million, including \$3.8 million for the university's Educational and General program and \$1.9 million for Agency 229.

The Educational and General budget will be \$643.3 million in 2013-14. The auxiliary revenue will grow 3.8 percent over the adjusted 2012-13 budget in 2013-14, with a significant portion of the increase attributable to growth in Residential and Dining Programs, Parking and Transportation, Intercollegiate Athletics, Center for the Arts, and increased business volume in the Virginia Tech Electric Services utility.

The capital outlay program for 2013-14 is comprised of 13 Educational and General projects and 11 Auxiliary Enterprise projects for a total of 24 projects. The total capital outlay budget for fiscal year 2013-14 includes approximately \$635 million of authorizations with an estimated available balance of about \$319 million. Of the available balance, the university plans to spend about \$99 million in fiscal year 2013-14.



- b. Hotel Roanoke Conference Center Commission Budget: The Hotel Roanoke Conference Center Commission was established by resolutions adopted by Virginia Tech and the City of Roanoke, under Commonwealth of Virginia enabling legislation. The enabling legislation provided that the Commission shall annually prepare and submit to both the City of Roanoke and Virginia Tech a proposed operating budget showing its estimated revenues and expenses for the forthcoming fiscal year, and, if the estimated expenses exceed the estimated revenues, the portion of the unfunded balance is to be borne by each participating party for the operation of the conference center. The Commission has adopted and approved its operating budget for fiscal year 2013-14. Virginia Tech and the City of Roanoke will make equal contributions of \$80,000 to the Commission for fiscal year 2013-14. The funds for Virginia Tech will come from the Fralin endowment which was established to assist with the project.
- c. Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences Budget: The Committee reviewed for approval the 2013-14 budget for the Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences. The collaboration agreement, which outlines the relationship and responsibilities of each party, requires the governing boards of each university to approve the annual operating budget for the School of Biomedical Engineering and Sciences. The 2013-14 recommended budget is \$2.8 million.

The Committee recommended the 2013-14 University Budget to the full Board for approval.

- \* 7. Approval of 2013-14 Auxiliary Systems Budgets: The Committee reviewed for approval the 2013-14 Auxiliary Systems Budgets for the period of July 1, 2013 to June 30, 2014. In accordance with the resolution authorizing and securing the Dormitory and Dining Hall System, Electric Service System, University Services System, and Intercollegiate Athletics System revenue bonds, the Board of Visitors is required to adopt an annual budget. All budgets are balanced and designed in accordance with bond covenants including maintenance and reserve requirements. Once approved by the Board of Visitors, the annual budget will be filed with the State Treasurer and will be the basis for making payments from the revenue fund to meet the operating costs of the auxiliary systems.
  - a. Dormitory and Dining Hall System Budget: The budget for the Dormitory and Dining Hall System, including debt service, is \$101.3 million.
  - b. Electric Service System Budget: The budget for the Electric Service System, including debt service, is \$36.4 million.
  - c. University Services System Budget: The budget for the University Services System, including debt service, is \$40.1 million.

- d. Intercollegiate Athletics System Budget: The budget for the Intercollegiate Athletics System, including debt service, is \$55.5 million.

The Committee recommended the 2013-14 Auxiliary Systems Budgets to the full Board for approval.

- \* 8. Approval of 2013-14 Pratt Fund Budgets: The Committee reviewed for approval the 2013-14 Pratt Fund budgets for Engineering and Animal Nutrition. The Pratt Fund provides funding for programs in both the College of Engineering and Department of Animal Nutrition in the College of Agriculture and Life Sciences. For 2013-14, the College of Engineering proposes expenditures of \$839,170. Animal Nutrition proposes expenditures of \$1.03 million.

The Committee recommended the 2013-14 Pratt Fund Budgets to the full Board for approval.

- \* 9. Approval of Resolution for Dairy Center Relocation: The existing dairy facilities located on Southgate Drive must be razed to make way for a new U.S. 460 Interchange. The Interchange is expected to start construction in the summer of 2015 and replacement facilities for dairy herd operations must be in place by spring 2015 to allow for a transition period. The university has developed a two-phase relocation plan for relocating the dairy teaching and research facilities. The first phase of the relocation is to move the dairy herd operations to ensure continuity of the instructional activities currently occurring at the Southgate Drive location. Phase two of the plan includes relocation of dedicated research facilities.

This resolution request is for phase one. The university has selected a lease arrangement with Virginia Tech Foundation as the best overall solution. The dairy program activities would normally qualify for state support. However, because of the timing requirements to start moving the herd by spring 2015, the state's limited capacity to fund new capital projects, and to ensure no disruption in instructional activities, the university has developed a self-funded plan for phase one of the relocation. The plan calls for the university to provide a land lease to the Virginia Tech Foundation and for the Foundation to design, construct, equip, and finance the project. The university, in turn, will lease the project at break-even rate until the Foundation's costs are retired. The overall scope of the project includes approximately 95,000 gross square feet of agriculture buildings and associated site improvements. This request is for authorization to enter into a capital lease with the Foundation for phase one at a project cost not to exceed \$14 million.

The Committee recommended the Resolution for the Dairy Center Relocation to the full Board for approval.

- \*10. Resolution on Anti-Discrimination and Harassment Prevention Policy: The Committee reviewed for approval an amendment to the Anti-Discrimination and Harassment Prevention Policy. The amendment adds genetic information to the list of protected status in compliance with federal laws and clarifies oversight responsibilities for sexual harassment complaints involving any student who is not acting in the capacity of an employee, volunteer, or contractor.

The Committee recommended the Resolution on Anti-Discrimination and Harassment Prevention Policy to the full Board for approval.

- \*11. Resolution for Vehicle Stipends for Athletics: The Committee reviewed for approval a resolution regarding vehicle stipends for certain members of the Athletics Department. The Department of Athletics proposes to provide an annual vehicle stipend of up to \$7,500, or a courtesy vehicle to each of the Associate Directors of Athletics, Assistant Directors of Athletics, Head Coaches, and Assistant Coaches for revenue sports. In addition, the Director of Athletics will have the authority, with approval of the President, to grant annual vehicle stipend to Assistant coaches who do not otherwise receive a vehicle stipend, to comply with Title IX regulations.

The Committee recommended the Resolution for Vehicle Stipends for Athletics to the full Board for approval.

**\*Requires full Board approval.**

There being no further business, the meeting adjourned at 11:35 a.m.

**Virginia Tech**  
**Board of Visitors Entrance Conference Agenda**  
**June 3, 2013**

**1. Introductions**

**2. Audit Objectives, Audit Plan and Audit Roles:**

- a. **Discussion of APA audit team and resources** – Project Manager, In-charge Auditor, and Staff. Specialists assigned in Financial Management, Information Systems Security, and Data Analysis.
  - a. **Audit timing** – Our Office’s workplan includes completing the universities that are material to the Commonwealth’s CAFR (VT, UVA, and VCU) in the fall of each year. Our goal is to have the audit completed by the November board meeting.
  - b. **Timeline of the audit completion** - We generally start with transactional and internal control work until the financial statements are complete and then substantive work until audit completion. An important issue is including final amounts from the foundations and timely audit adjustments and footnotes from the Controller’s Office.
  - c. **Audit objectives** – Our audit objectives are to provide an opinion to the university’s financial statements that will be included with the financial report that is distributed by the university. We will also issue a report on internal controls and compliance that will include any findings or recommendations that we may issue as a result of the audit. For NCAA Division I universities, we complete agreed-upon procedures and issue a report that includes a schedule of financial activity related to intercollegiate athletics.
  - d. **Statewide single audit support** – Detailed compliance and control audit work to support the statewide single audit is performed based on a cycle – three years for financial aid and two years for research and development for the research universities. Both student financial aid and research and development are out of cycle this year.
  - e. **Overview of the relationship between APA, management, and the Board** – APA and University management work closely together in that APA is available to assist University staff during the report preparation process and we review the results of the financial statement preparation during the audit. APA follows up on all findings and recommendations to determine that management addresses findings promptly. At the completion of the audit, APA reports the results of our audits to the Board or the Audit Committee. We also work closely with internal audit throughout the year.
  - f. **Responsibilities of management relative to internal control and financial statements** – ARMICS outlines the University’s responsibility for internal control and the University annually certifies its responsibilities for internal control and accurate financial statements. Our responsibility is to ensure that internal controls are adequate as designed and then to review whether they are operating as intended.





### 3. **Discussion of Risk with Board Members**

The APA encourages the Board of Visitors to provide input regarding the risks they perceive to the University in completing its mission. While Board members can direct their comments to the Audit Committee Chair or the Internal Audit Director to be forwarded to the APA Project Manager, we also plan to meet directly with the Audit Committee Chair. We will discuss the following issues:

- Any areas of fraud risk
- Any areas of institutional risk
- Any matters that the Board believes should be considered in planning

### 4. **Required Communication with Board ([See Attached Summary](#))**



## **Required Communications with the Board**

### **1. Responsibilities and Roles:**

- a. The auditor's responsibility under generally accepted auditing standards
  - An audit is designed to obtain reasonable, rather than absolute, assurance, about whether the financial statements are free of material misstatement
  - The audit does not relieve management or the Board of their responsibilities
  - The auditor has limited responsibility for other information with audited financial statements
- b. Roles during audit process
  - Audit Committee – Communicate with APA about audit scope, communicate with management and internal audit regarding progress, and receive reports and findings from management, internal audit, and external audit.
  - APA – Independent external auditors
    - Opinion on University financial statements
    - Review internal controls and compliance as a part of auditing financial statements
    - Report on internal control and compliance findings
    - Review CAFR submissions
    - NCAA Agreed Upon Procedures
  - Internal audit – Provide audit results and input on risks to external audit and liaison with Audit Committee
  - Management – Assess internal control risks, prepare financial statements, prepare CAFR submissions, and respond to findings

### **2. Planned scope of the audit:**

- a. Approach to internal control – We review internal controls to identify those areas where we can replace substantive testing with transactional testing. We look for management to have written formal policies and procedures and check for the implementation of those procedures. Our work is similar to the requirements of ARMICS and Sarbanes-Oxley.
- b. Concept of materiality – We do not review all transactions or accounts in detail. We use materiality to focus our work on those financial statement line items and those transactions that are material or significant to the University.
- c. Relationship to internal audit – We meet with the Internal Audit Director as part of the planning process and review the results of internal audit work for the past year. We look for trends of findings to identify areas of increased risk. We follow-up on fraud cases. During the year, we coordinate in overlapping areas to rely on each other's work.

### **3. Identification of potential fraud risks:**

- a. Approach to fraud – Most of our audit is focused on our opinion on the financial statements and materiality. Our primary interest related to fraud would be in how it may affect the financial statements and those controls that the financial statements rely upon. However, we review policies and procedures for fraud risk and may direct our testwork towards addressing fraud risk.
- b. Responsibility for identifying fraud risks and fraud – SAS 99 requires us to assess fraud risk, interview management and staff about their knowledge of fraud and fraud risk, and review exceptions for indications of possible fraudulent transactions. Auditors should be looking for red flag fraud indicators. Even though government entities are not always profit oriented, the auditors remain vigilant about financial statement fraud.
- c. University's responsibility for assessing fraud risks – In reviewing internal controls for ARMICS, the University should be open to identifying and correcting any possible fraud risks.



## Update to Responses to Open Internal Audit Comments

### FINANCE AND AUDIT COMMITTEE

**March 31, 2013**

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 ongoing oversight and monitoring of progress to ensure solutions are implemented without unnecessary delays. Management supports units as necessary when assistance is needed to complete an action plan. As units progress toward completion of an action plan, 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 Finance and 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. Management continues to emphasize the prompt completion of action plans.

The report includes outstanding recommendations from Compliance Reviews and Audit Reports. Consistent with the report presented at the March board meeting, the report of open recommendations includes three attachments. Attachment A summarizes each audit in order of final report date with extended and on-schedule open recommendations. Attachment B details all open high or medium priority recommendations for each audit in order of the original target completion date, and with an explanation for those having revised target dates or revised priority levels. Attachment C charts performance in implementing recommendations on schedule over the last seven years. The 100 percent on-schedule rate for fiscal year 2013 reflects closing 17 of 17 recommendations by the original due date.

The report presented at the March 25, 2013 meeting covered Internal Audit reports reviewed and accepted through December 31, 2012 and included 10 open medium and high priority recommendations. Activity for the quarter ended March 31, 2013 resulted in the following:

Open recommendations as of December 31, 2012	10
Add: Medium & High priority recommendations accepted March 25, 2013	15
Subtract: recommendations addressed since December 31, 2012	4
Remaining open recommendations as of March 31, 2013	<u>21</u>

While this report is prepared as of the end of the quarter, management continues to receive updates from Internal Audit regarding auditee progress on action plans. Through May 7, 2013, Internal Audit has closed six of the 21 outstanding medium and high priority recommendations. The remaining 15 open recommendations are progressing as expected and are on track to meet their respective target due dates. Management is working jointly with all the units and providing assistance as needed to ensure the action plans are completed timely.

## ATTACHMENT A

## Open Recommendations by Priority Level

## FINANCE AND AUDIT COMMITTEE

March 31, 2013

Report Date	Audit Name	Audit Number	Total Recommendations						
			ISSUED	COMPLETED	OPEN				
					Extended		On-schedule		Total
					High	Medium	High	Medium	Open
27-Feb-12	University Scholarships and Financial Aid	12-1028	1					1	1
16-May-12	Mechanical Engineering	12-1041	2				1	1	2
22-Aug-12	Equine Medical Center	12-1061	7	3			3	1	4
31-Jan-13	Department of Psychology	13-1086	1					1	1
13-Feb-13	Fish and Wildlife Conservation	13-1084	2	1				1	1
27-Feb-13	Virginia-Maryland Regional College of Veterinary Medicine	13-1080	3				1	2	3
07-Mar-13	Animal and Poultry Sciences	13-1089	3				1	2	3
07-Mar-13	IT Disaster Recovery	13-1097	3				2	1	3
07-Mar-13	University Scholarships and Financial Aid	13-1099	3				3		3
<b>Totals:</b>			<b>25</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>10</b>	<b>21</b>



## Internal Audit Open Recommendations

## FINANCE AND AUDIT COMMITTEE

March 31, 2013

Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
13-Feb-13	1	13-1084	Fish and Wildlife Conservation	Laboratory Documentation and Safety Training	Medium		01-Apr-13		1	
27-Feb-13	2	13-1080	Virginia-Maryland Regional College of Veterinary Medicine	State Vehicle Management	Medium		01-Apr-13		1	
27-Feb-12	3	12-1028	University Scholarships and Financial Aid	Departmental Scholarships Utilization Monitoring	Medium		30-Apr-13		1	
07-Mar-13	4	13-1089	Animal and Poultry Sciences	Personnel Activity Reports	High		30-Apr-13		1	
16-May-12	5	12-1041	Mechanical Engineering	Labor Redistribution	High		1-May-13		1	
16-May-12	6	12-1041	Mechanical Engineering	Personnel Activity Reports	Medium		1-May-13		1	
27-Feb-13	7	13-1080	Virginia-Maryland Regional College of Veterinary Medicine	Overtime Compensation	High		1-May-13		1	
27-Feb-13	8	13-1080	Virginia-Maryland Regional College of Veterinary Medicine	Leave Reporting	Medium		1-May-13		1	
31-Jan-13	9	13-1086	Department of Psychology	FERPA Training	Medium		30-Jun-13		1	
07-Mar-13	10	13-1089	Animal and Poultry Sciences	Environmental Health and Safety	Medium		31-Aug-13		2	
07-Mar-13	11	13-1089	Animal and Poultry Sciences	Personally Identifying Information	Medium		31-Aug-13		2	
22-Aug-12	12	12-1061	Equine Medical Center	Ineffective Operating Procedures	High		1-Sep-13		2	
07-Mar-13	13	13-1099	University Scholarships and Financial Aid	Federal Work Study	High		31-Oct-13		2	
07-Mar-13	14	13-1099	University Scholarships and Financial Aid	Overawards	High		30-Nov-13		2	
07-Mar-13	15	13-1099	University Scholarships and Financial Aid	General Scholarships	High		31-Dec-13		2	
07-Mar-13	16	13-1097	IT Disaster Recovery	Inadequate Backup and Recovery Procedures	High		2-Jan-14		2	
07-Mar-13	17	13-1097	IT Disaster Recovery	Incomplete Division of Information Technology DRP Documentation	Medium		2-Jan-14		2	

## Internal Audit Open Recommendations

## FINANCE AND AUDIT COMMITTEE

March 31, 2013

Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
22-Aug-12	18	12-1061	Equine Medical Center	Perpetual Inventory	High		15-Feb-14		2	
22-Aug-12	19	12-1061	Equine Medical Center	Separate Accounting System	High		15-Feb-14		2	
22-Aug-12	20	12-1061	Equine Medical Center	Past Due Notifications	Medium		15-Feb-14		2	
07-Mar-13	21	12-1061	IT Disaster Recovery	Undefined University Policy and Procedures for Disaster Recovery Planning	High		15-Feb-14		2	

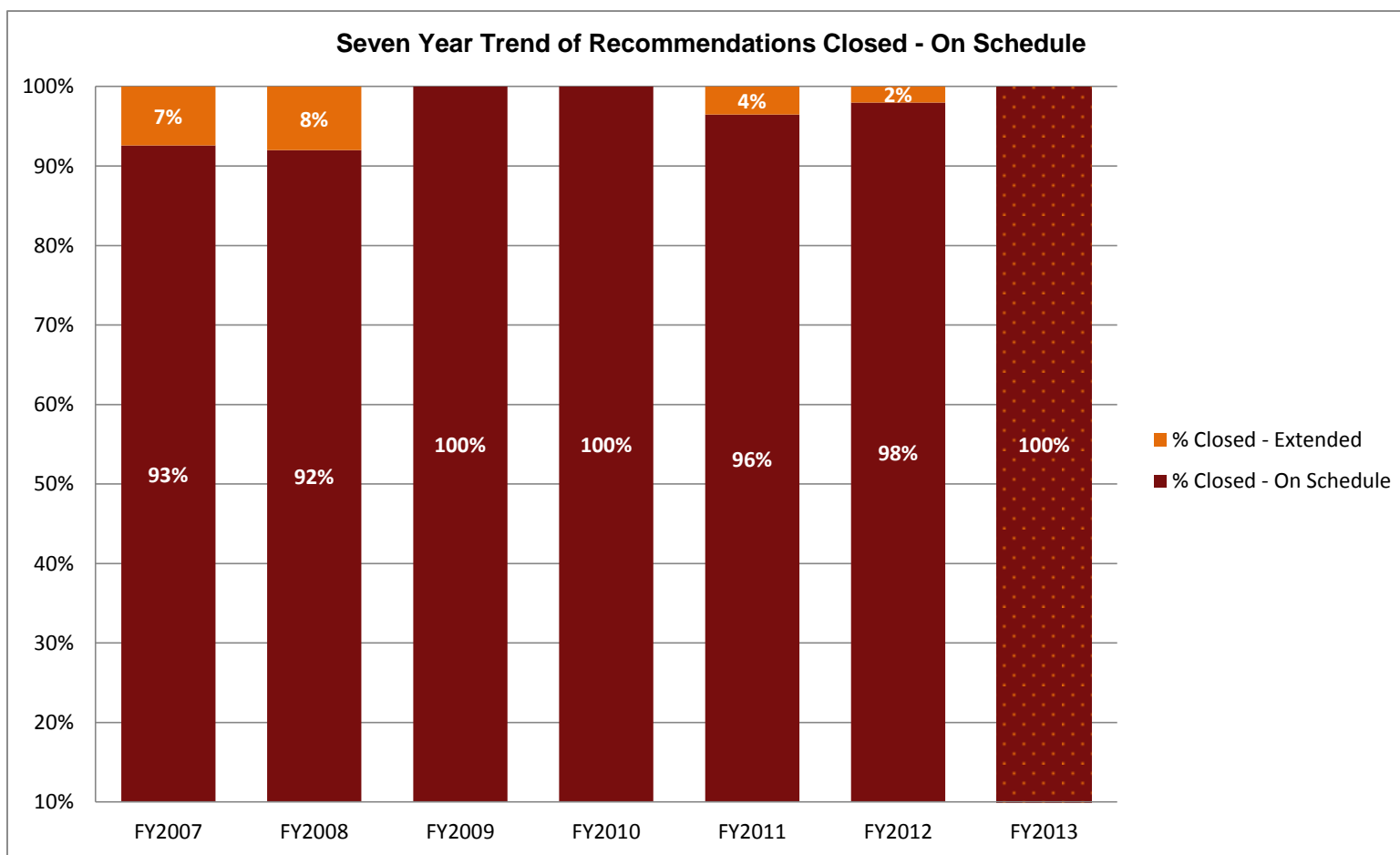
- (1) As of March 31, 2013, management confirmed during follow up discussions with Internal Audit that actions are occurring and the target date will be met. The Internal Audit department will conduct testing after the due date to confirm that the Management Action Plan is implemented in accordance with the recommendations.
- (2) Target date is beyond current calendar quarter. Management has follow up discussions with the auditor to monitor progress, to assist with actions that may be needed to meet target dates, and to assess the feasibility of the target date.

## ATTACHMENT C

## Management Performance and Trends Regarding Internal Audit Recommendations

## FINANCE AND AUDIT COMMITTEE

March 31, 2013



## Internal Audit Status Report

### FINANCE AND AUDIT COMMITTEE

May 13, 2013

#### Audit Plan Update

Audits were performed in accordance with the fiscal year 2012-13 annual audit plan at a level consistent with the resources of the Department of Internal Audit. Five audit projects have been completed since the March board meeting. Additionally, a construction contracts review has been completed as an advisory service project for management.

The following seven audit projects are underway: Human Resources: Compensation and Classification, International Affairs, IT: Outsourced Systems, Virginia Tech Transportation Institute, Virginia Cooperative Extension, Career Services, and the College of Engineering compliance review. It was determined that the risk-based audit of Career Services should be reclassified as an advisory service project due to the low priority objectives of the review. Additionally, a management requested advisory review of the Copier Management Program is currently being conducted as a supplemental audit.

Three projects have been deferred due to management's request and personnel turnover:

- Real Estate Management and Architecture audit has been deferred for six months based on leadership changes within University Planning.
- Office of Sponsored Programs Pre-Award audit has been deferred since the prior two audits of the Pre-Award function both returned effective ratings.
- Chemistry Service Center management requested advisory review.

So far in fiscal year 2012-13, Internal Audit has completed 52 percent of its audit plan as depicted in Exhibit 1.

#### Exhibit 1 FY 2012-13 Completion of Audit Plan

<b>Audits</b>	
Total # of <b>Audits</b> Planned	28
Total # of Supplemental <b>Audits</b>	1
Total # of Carry Forwards	1
Total # of Planned <b>Audits</b> Canceled and/or Deferred	3
Total <b>Audits</b> in Plan as Amended	27
Total <b>Audits</b> Completed	14
<b>Audits</b> - Percentage Complete	52%
Note: Includes Compliance Reviews and Advisory Services	



## Internal Audit Proposed Audit Plan for Fiscal Year 2013-14

### FINANCE AND AUDIT COMMITTEE

**May 15, 2013**

Internal Audit conducts risk-based audits, compliance reviews, advisory services, and allegations of fraud. The risk-based audit is an objective examination of evidence for the purpose of providing an independent assessment to contribute to the improvement of governance, risk management, and the control systems within the university. The objective of the compliance review is to ensure all senior management areas (even low risk) receive periodic visits from Internal Audit every five years to perform tests of compliance with major university business policies at a minimum. Advisory service activities, the nature and scope of which are agreed with the client, are intended to add value and improve the university's governance, risk management, and control processes without the internal auditor assuming management responsibility.

Internal Audit management conducted its annual risk assessment to identify the entities that should receive audit attention in fiscal year 2013-14. University departments and administrative operations were grouped into approximately 175 auditable entities or responsibility centers based on common missions and the existing organizational structure.

For each auditable entity, financial data reviewed included expenditures, revenues, cash receipts, federal contracts and grants, and the total number of employees. The relative business risk was assessed on a judgmental basis based on the following qualitative and quantitative factors.

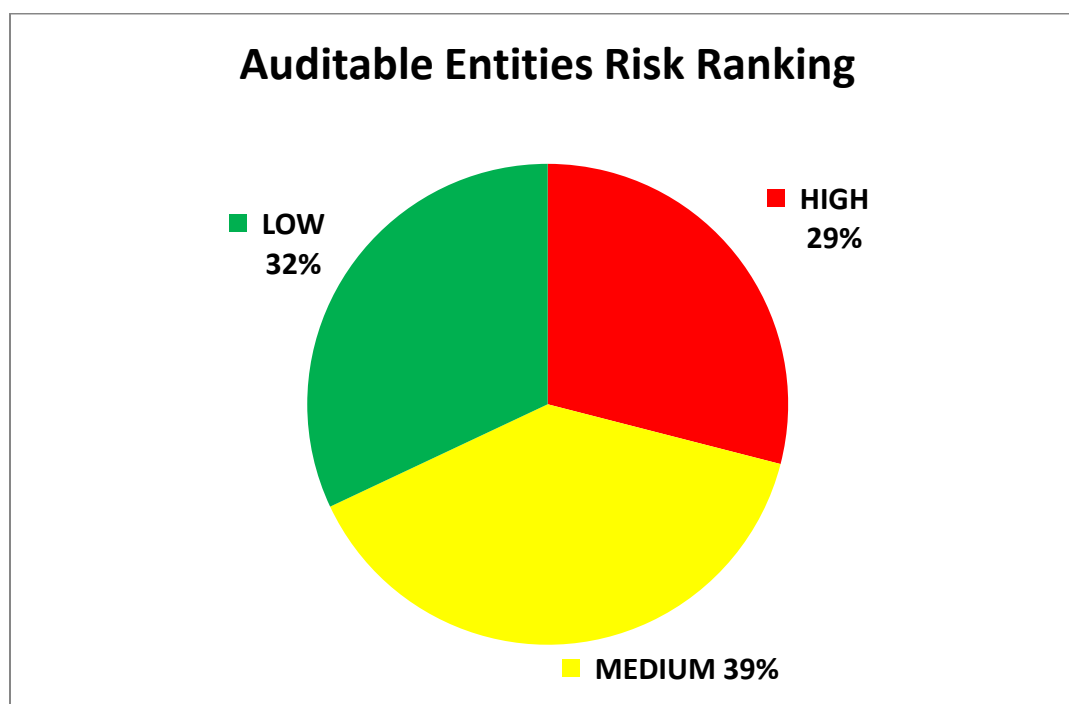
<b>Factor</b>
Quality and Stability of Control Environment
Business Exposure (Materiality and Liquidity of Operational Resources)
Public and Political Sensitivity
Compliance Requirements
Information Technology and Management Reporting

Elements considered within these factors included:

- Sense of management control consciousness;
- Stability and expertise of management;
- Interval since the last audit review;
- Complexity of operations and technology applications;
- Materiality or financial impact to the university;
- Potential impact to reputation;

- Impact of non-compliance with internal and external policy, procedure, regulatory, and statutory requirements; and
- Reliance on information and management reporting for operating decisions, monitoring performance, providing services, and allocating resources.

The graph below depicts the results of the risk assessment classifications. The risk assessment results are similar to previous risk assessments conducted by Internal Audit.



Senior management had the opportunity to provide input on areas for consideration in the preparation of the audit plan. Additionally, a five-year core audit plan was developed to ensure Internal Audit provides adequate coverage related to the university's critical areas. See the Proposed Five-Year Core Audit Plan on Schedule 4. The Core Audit Plan includes several multi-year audits that will allow for annual reviews of selected components of the entities with high external compliance risk and complex operations. These entities are University Scholarships and Financial Aid, Research, Human Resources, and Intercollegiate Athletics.

Internal Audit has also created a university-wide information technology (IT) risk assessment and audit plan document mapped to the ISO 27002 standard. This planning method helps ensure the consideration and reduction of enterprise-wide risks within the IT universe at Virginia Tech and compliance with Commonwealth of Virginia requirements for IT audit functions. ISO 27002 is an information security standard published by the International Organization for Standardization (ISO) that is considered to be a best practice for developing and maintaining enterprise-wide IT security. IT

policies at Virginia Tech already reference this internationally accepted standard as the basis for the guidance set forth.

Internal Audit consulted with key IT personnel during the development of the assessment and plan document to ensure that audit coverage was maximized and properly targeted. The assessment of IT and business operations at Virginia Tech identified four high-level risk domains, which provide the basis for execution of the five-year audit plan. These domains are as follows:

- Student Systems
- Finance and Administrative Systems
- Human Resources Systems
- Research Systems

These domains are intended to encapsulate the vast majority of the systems and computing environments within the IT universe at Virginia Tech. Audit coverage will be obtained for each of these risk domains in all of the 12 main content areas and their sub-areas described in the ISO 27002 standard for each five-year audit plan. This will be achieved in a variety of audits that are topical in nature to gain a better understanding of the university-wide environment instead of narrowly focusing on the performance of individual departments. This approach will also allow Internal Audit to maintain current knowledge of the IT security and operating conditions in a dynamic industry through the constant evaluation and revision of individual audits during the plan period. See the Proposed Five-Year Core Information Technology Audit Plan on Schedule 5.

As each audit is undertaken, risks will be re-evaluated to ensure proper audit coverage taking into account confidentiality, integrity, and availability. If new topics emerge during the five-year plan period that require more immediate attention, reconfiguration of the plan can be undertaken to accommodate these changes.

Given existing resources, an estimated 11,650 direct hours will be devoted to audits, planning, and reviews (Schedule 1). Based on the risk assessment and feedback from management, the proposed audit plan (Schedule 2) includes a balance of high, medium, and low risk entities and compliance reviews (Schedule 3). A description of the preliminary audit scope for projects on the fiscal year 2013-14 plan is detailed in Schedule 6. Internal Audit's goal is to complete 85 percent of the audit plan. The proposed audit plan may be modified based on the external audit environment or changes in regulations, management, or resources.

**AUDIT PERSONNEL AVAILABLE HOURS FOR FISCAL YEAR 2013-14**

<b>Sources of Effort Available:</b>	<b>No. of Employees</b>	<b>Annual Hours</b>	<b>Total Hours</b>	<b>Percent Of Effort</b>
Audit Staff *	7	2,080	13,860	86.63%
Wage Auditor	1	1,500	1,500	9.38%
Graduate Assistant	1	640	640	4.00%
<b>Total Available - Fully Staffed</b>	<b>9</b>		<b>16,000</b>	<b>100.00%</b>

\* Adjusted for Anticipated Vacancies due to Staff Turnover (2 auditors for 2 months)

**Planned Application of Effort:**

Performing Scheduled Audits	6,000	37.50%
Compliance Reviews	1,100	6.88%
Advisory Services / Management Requests	2,000	12.50%
Reviews of Alleged Fraud, Waste, and Abuse	1,500	9.38%
Annual Audit Activities (Follow-up, Inventory)	750	4.69%
Continuous Monitoring	300	0.60%
<b>Total Direct Hours - Audit, Planning, and Review</b>	<b>11,650</b>	<b>72.81%</b>
Vacations, Holidays, and Sick Leave	2,125	13.28%
Training and Professional Development	550	3.44%
Administrative Tasks, Network Maintenance	1,675	10.47%
<b>Total Indirect Hours</b>	<b>4,350</b>	<b>27.19%</b>
<b>Grand Total Hours of Effort</b>	<b>16,000</b>	<b>100.00%</b>



## AUDIT PLAN FOR FISCAL YEAR 2013-14

### RISK BASED AUDITS

ENTITIES	LAST AUDIT	RISK	HOURS
Aerospace and Ocean Engineering	2009	High	350
Athletics – Operations *	2010	High	300
Research: BioSafety *	N/A	High	250
Computer Science	2009	High	350
Conflict of Interests / Conflict of Commitment	2010	High	300
Continuing and Professional Education	2008	High	300
Human Resources: Hiring and Termination *	2009	High	250
IT: Banner Applications	2009	High	300
IT: PCI Compliance	2009	High	250
IT: Windows Server Security	various	High	400
Purchasing and Accounts Payable	2008	High	300
Student Residency Status	N/A	High	300
University Scholarships and Financial Aid *	2010	High	300
Alson H. Smith Jr. and Middleburg ARECs	2000	Medium	300
Facilities Work Order System	N/A	Medium	200
Fleet and Parking Services	2007	Medium	300
Housing and Residence Life	2007	Medium	300
Human Development	2008	Medium	250
IT: Wireless Security	2008	Medium	250
University Planning (Real Estate / Architecture)	2005	Medium	250
Institute for Society, Culture, and Environment	N/A	Low	200
<b>Total Hours Needed</b>			<b><u>6,000</u></b>
<b>Total Audits Planned</b>			<b>21</b>

\* Entity receives an annual audit on different components of their operation.

**FIVE-YEAR COMPLIANCE REVIEW PLAN  
FOR FISCAL YEARS 2013-14 THROUGH FISCAL YEAR 2017-18**

<b>Audit Entity (Senior Management Areas)</b>	<b>Last Review</b>	<b>Hours of Effort</b>				
		<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Athletics	2013					250
College of Agriculture and Life Sciences	2009	300				
College of Architecture and Urban Studies	2012				250	
College of Business	2010		200			
College of Engineering	2013					300
College of Liberal Arts and Human Sciences	2013					300
College of Natural Resources and Environment	2009	200				
College of Science	2010		250			
College of Veterinary Medicine	2013					250
Office of the President	2011				150	
Office of the Provost	2012				200	
University Libraries	2011			200		
Vice President and Dean for Graduate Education	2008	200				
Vice President and Dean for Undergraduate Education	2011			250		
Vice President for National Capital Region	2011			150		
Vice President for Administration	2010		300			
Vice President for Alumni Relations	2010		150			
Vice President for Development and University Relations	2011			250		
Vice President for Diversity and Inclusion	2009	150				
Vice President for Finance	2012				250	
Vice President for Information Technology	2009		200			
Vice President for Outreach and International Affairs	2011			300		
Vice President for Research	2012				300	
Vice President for Student Affairs	2009	250				
<b>Total Budgeted Hours</b>		<b>1100</b>	<b>1100</b>	<b>1150</b>	<b>1150</b>	<b>1100</b>
<b>Number of Reviews</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>

NOTE: Compliance reviews include all departments reporting to the respective senior management area.

**PROPOSED FIVE-YEAR CORE AUDIT PLAN  
FOR FISCAL YEAR 2013-14 THROUGH FISCAL YEAR 2017-18**

Area	2014	2015	2016	2017	2018
<b>Enrollment Services</b>	Financial Aid – Inst. and Stud. Eligibility, Title IV Return, Quality Assur.	Financial Aid – Federal Prog., Dept. Schol., Fin. Reporting	Financial Aid – State and Inst. Prog., Overaward	Financial Aid – Inst. and Stud. Eligibility, Title IV Return, Quality Assur.	Financial Aid – Federal Prog., Dept. Schol., Fin. Reporting
	Student Residency Status	Departmental Scholarships	Admissions	Registrar	Graduate Education
<b>Research</b>	Inst. for Society, Culture, and Environment	Fralin Life Science Institute	ICTAS	VTCRI	VBI
	Conflict of Interests / Conflict of Commitment	Export and Secure Research Compliance	ICAM	Animal Care and Resources	OSP Project Set-Up, Billing, A/R, Close-Out
	BioSafety	Cost Sharing	Effort Reporting	Cost Transfers	Lab Safety
<b>Human Resources / Payroll</b>	Hiring and Termination	Leave Accounting	Benefits	Payroll Transactions	Compensation and Classification
<b>Auxiliary Enterprises/ Student Support</b>	Housing and Residence Life	Health and Counseling Centers	The Inn at Virginia Tech	Dining	Recreational Sports
	Continuing and Professional Education	VT Electric Services	Telecommunications (CNS)	Student Centers and Activities	Licensing and Trademarks
	Athletics – Operations	NCAA – Financial Aid	NCAA – Eligibility	NCAA – Recruiting	Athletics – Compliance
<b>Facilities Management</b>	University Planning (Real Estate / Architect.)	EHSS	Police	Construction Management	Records Management
	Facilities Work Order System	Facilities Operations	Printing and Mail Services	Emergency Preparedness	Building Official
	Fleet and Parking Services	Renovations			
<b>Procurement and Payment / Financial</b>	Purchasing and Accounts Payable	Controller's Office – General Accounting	Controller's Office – Fixed Assets	Controller's Office – Risk Management	Bursar
<b>Academic Units</b>	Computer Science	Materials Science and Engineering	Crop and Soil Environmental Sciences	Engineering Science and Mechanics	Sustainable Biomaterials
	Human Development	Civil and Environmental Engineering	Electrical and Computer Engineering	Geosciences	VT-Wake Forest Schl of Biomed. Eng. & Science
	Aerospace and Ocean Engineering	School of Education	Physics	Biochemistry	Entomology
		College of Veterinary Medicine	Building Const. / Myers-Lawson Schl of Const.	Biological Systems Engineering	School of Public and International Affairs
<b>Off-Campus Locations</b>	Alson H. Smith Jr. and Middleburg ARECs	VCE – Southeast District	Reynolds Homestead	VCE – Northern District	Eastern Shore / Virginia Seafood ARECs

**PROPOSED FIVE-YEAR CORE INFORMATION TECHNOLOGY AUDIT PLAN  
FOR FISCAL YEAR 2013-14 THROUGH FISCAL YEAR 2017-18**

Year	Audit	ISO 27002 Coverage Areas											
		Risk Assessment	Security Policy	IT Security Organization	Asset Management	Human Resources Security	Physical and Environmental Security	Communications and Operations Management	Access Control	Information Systems Acquisition, Development, and Maintenance	Business Continuity	IT Security Incident Management	Compliance
2014	Banner Applications		✓				✓	✓					
2014	Windows Server Security							✓					
2014	PCI Compliance								✓				
2014	Wireless Security						✓	✓	✓				
2015	IT Security Incident Response			✓	✓		✓	✓	✓	✓			
2015	Network (RLAN, Routers & Firewalls)						✓	✓	✓				
2015	Project Management						✓		✓				
2015	Employee Access Life Cycle			✓	✓								
2016	FERPA/HIPAA			✓			✓					✓	
2016	Oracle Database			✓					✓				
2016	Printer Security						✓	✓					
2016	UNIX Server Security							✓					
2017	Banner Applications		✓				✓	✓					
2017	COOP Review	✓		✓	✓		✓				✓		
2017	General Controls Review			✓		✓	✓					✓	
2017	Surplus Property						✓						
2018	Disaster Recovery	✓		✓	✓		✓				✓		
2018	External Interfaces & Wire Transfers								✓				
2018	Mobile Device Security			✓			✓	✓					
2018	Outsourced Systems						✓		✓				

Note: Audits will include coverage of all critical or sensitive risk domains (Student, Finance, Human Resources, and Research) of the university.

IT Audits that will include decentralized scope coverage across campus



## **PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2013-14 AUDIT PLAN**

The description of the preliminary audit scope for projects on the fiscal year 2013-14 audit plan is detailed below. However, the preliminary scope is subject to change as the audit objectives are based on identified business goals and objectives, potential risks, and processes designed to mitigate those risks during the audit planning process. The annual expenditures and revenues referenced below reflect fiscal year 2011-12 data.

### ***Academic Reviews***

Periodic Reviews of Colleges, Schools, and Departments: The objective of these audits is to assure sound business practices are in place and processes comply with university policies. These reviews will focus on the unit's business objectives and will evaluate controls and business risks. Tests of records may include core business functions such as contract and grant administration, service centers, health and safety, facility security, conflict of interest, and systems and network security as applicable, to determine if processes effectively manage risks, safeguard assets, and comply with policies.

### ***Aerospace and Ocean Engineering***

The Department of Aerospace and Ocean Engineering offers degrees in two unique disciplines, with more than 570 undergraduate students and 125 graduate students enrolled. Total expenditures for the department were \$9 million, with sponsored research totaling \$4.7 million, representing a 31 percent increase since 2007. The department has extensive facilities including wind tunnels, water tunnels, structural test equipment, high-performance computer systems, and state-of-the-art spacecraft simulators. Aerospace and Ocean Engineering was last audited as part of a college-wide review in 2009.

### ***Computer Science***

The Department of Computer Science in the College of Engineering performs extensive research, both within computer science and between computer science and other disciplines. The department had total expenditures of \$12.3 million and sponsored research totaling \$5.1 million, representing a 151 percent increase since 2007. Computer Science recently completed a \$1 million renovation to provide an integrated space for undergraduate learning, projects, collaboration, and networking. Computer Science was last audited as part of a college-wide review in 2009.

### ***Human Development***

The Department of Human Development is committed to understanding and improving the lives of people of all ages through education, research, and outreach activities. Primary research focus includes adult development and aging, child and adolescent development, family studies, and marriage and family therapy. Total expenditures for this department within the College of Liberal Arts and Human Sciences were \$4.3 million. Human Development was last audited as part of a college-wide review in 2008.

## **PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2013-14 AUDIT PLAN**

### ***Alson H. Smith Jr. and Middleburg Agricultural Research and Extension Centers (ARECs)***

The Middleburg Agricultural Research and Extension (MARE) Center and the Alson H. Smith Jr. Center, with combined expenditures of \$2.9 million including sponsored research totaling \$1.4 million, are among Virginia Tech's 11 ARECs that are geographically disbursed throughout Virginia. The MARE center was used primarily for beef cattle research for 40 years, but was rededicated to equine research and teaching in 1992. In 2010, the MARE center launched a new undergraduate student learning experience in equine sciences that serves as the cornerstone for its teaching program. The mission of the Alson H. Smith Jr. AREC is to creatively use science and contemporary technology to solve horticultural crop production problems, develop and disseminate knowledge, train new researchers and industry leaders, and improve the quality of life of Virginia's citizens. The last audit of these activities was in 2000.

### ***Athletics – Operations***

Virginia Tech sponsors 21 varsity sports at the NCAA Division I level. The department's operating revenues were approximately \$70.7 million and expenditures were \$67 million. Internal Audit conducts a complete audit of Athletics over a four-year period. This audit will include reviews of the processes and controls related to: complimentary and voided tickets, ticket sales and service fees, and employment contract payments (coaches' bonuses). The last operational audit of Athletics was in 2010.

### ***Research: Biosafety***

Institutional Biosafety Committees (IBCs) provide institutional oversight of research involving biohazardous agents. The Virginia Tech IBC is comprised of faculty, staff, and community representatives with research responsibility. The IBC is charged with the planning and implementation of the campus Biosafety Program to ensure the health and safety of all personnel working with biohazardous agents, as well as federal compliance in many areas including infectious agents (bacteria, viruses, etc.), biologically derived toxins, and human and non-human primate blood and body fluids. The IBC drafts campus biosafety policies and procedures and reviews individual research protocols for biosafety concerns. This activity has never been audited.

### ***Conflict of Interests / Conflict of Commitment***

A conflict of interest occurs when a faculty or staff employee is in a position to advance their own interest, or that of their family or others, to the detriment of the university. A conflict of commitment arises when the external activities of a faculty or staff employee are so demanding of their time, attention, or focus that they interfere with the individual's responsibilities to the university. External activities consistent with faculty expertise and the mission of the affiliated department, however, can enhance professional development and enrich the academic experiences of students. Given these potential benefits, Virginia Tech has encouraged innovation and entrepreneurial activity in support of the broad missions of the institution. Virginia Tech's policies and procedures related to these areas of potential conflict are designed to promote and safeguard the

## **PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2013-14 AUDIT PLAN**

interests, integrity, and reputation of the university and its faculty, staff, and students. The last audit of these activities was in 2010.

### ***Continuing and Professional Education***

Continuing and Professional Education at Virginia Tech works with members of the university's teaching and research faculty as well as with academic, government, business, and community leaders to offer customized programs. Continuing and Professional Education programs are held regularly at nine locations around the Commonwealth and, in some cases, all around the world. Continuing and Professional Education had \$15.2 million in revenue representing an 84 percent increase over the previous five years. Furthermore, contract and grant activity has grown from \$80,000 to \$8 million since 2008. The last audit of this area was in 2008.

### ***Facilities Work Order System***

The system, entitled HokieServ, is used to manage approximately 30,000 work orders generated annually through Facilities Services. The system interfaces with HokieMart as a vendor to receive departmental Internal Service Requests and as a purchaser associating all transactions with the related work orders. All departmental and foundation billing is routed directly from HokieServ to the Banner general ledger and accounts receivable systems. This audit will focus on the workflow of the incorporated business processes as well as the provisioning of access and data integrity for the HokieServ system. This system has never been audited.

### ***Fleet and Parking Services***

The mission of Fleet Services, with revenues of \$2.9 million, is to provide high quality, safe, clean, and economical vehicles for Virginia Tech faculty, staff, and students to use for official university business. The mission of Parking Services is to provide safe and convenient parking areas for members of the university community and guests. The three main sources of parking revenue at Virginia Tech, totaling more than \$7.1 million, are permit fees, fine revenues, and meter revenues. These activities were last reviewed in 2007.

### ***Housing and Residence Life***

The mission of Housing and Residence Life is to provide inclusive communities that engage students in exceptional living and learning experiences within safe, clean, and well-maintained environments that foster a sense of belonging. Housing and Residence Life supports approximately 9,000 on-campus residents. Housing and Residence Life had expenditures of \$10 million. This review will include a review of liability, health and safety, and summer conferences under the purview of this unit. The last audit of this activity was in 2007.

### ***Human Resources: Hiring and Termination***

The university fulfills its land-grant mission of transforming knowledge to practice through technological leadership and by fueling economic growth and job creation locally, regionally, and across Virginia. Human Resources supports the 8,000

## **PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2013-14 AUDIT PLAN**

employees of the university at the primary and satellite campuses and research stations throughout Virginia and the world. Human Resources has developed specific processes at the employee, departmental, and university level to ensure compliance with complex state and federal requirements related to hiring and terminating employees. The last audit of these activities was in 2009.

### ***IT: Banner Applications***

The applications within Banner – Student, Finance, Human Resources, Financial Aid, and Advancement – assist Virginia Tech in recording and maintaining comprehensive data for its students, employees, alumni, and donors. This audit will focus on reviewing the effectiveness of the university's enterprise system environment and ensuring its critical information is securely accessible while safeguarding against loss, abuse, and corruption. The last audit with coverage in this area was in 2009.

### ***IT: Payment Card Industry (PCI) Compliance***

Virginia Tech departments are increasingly utilizing credit/debit cards as a method for receiving payment for goods or services provided. In order to process payment, the department must capture, transmit, and sometimes store sensitive cardholder information. The PCI's Data Security Standard (DSS) establishes a comprehensive set of requirements designed to enhance data security for payment accounts and reduce the risk of stolen cardholder information, either at rest or in transit. The risk of noncompliance with these requirements is the loss of the ability to accept credit card payments for various activities. PCI Compliance was last audited in 2009.

### ***IT: Windows Servers***

Servers are used to perform a variety of tasks, from network attached file storage or collaborative database hosting to processing email or print requests. As such, servers often present significant risks when not properly secured. A large percentage of business servers operate on the Windows platform. This audit will focus on Windows server security across the enterprise by selecting servers in various administrative, academic, and research departments. While this topic has previously been audited as part of broader reviews, there has been no dedicated audit of Windows servers.

### ***IT: Wireless Security***

Wireless networks are difficult to secure as they do not have a defined perimeter and radio signals can extend beyond the intended perimeter, thus leaking through the physical boundaries of a business. Wireless access points installed by students, employees, or the public can bypass wireless security controls with a direct connection into the university network. Additionally, artificial wireless access points can mislead students and employees into connecting through an unsanctioned device, which increases the risk of loss or theft of data. This audit will assess the security for existing wireless networks that help ensure the confidentiality, integrity, and availability of information for the university. The last audit of this activity was in 2008.



## **PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2013-14 AUDIT PLAN**

### ***Institute for Society, Culture, and Environment***

The Institute for Society, Culture and Environment (ISCE) supports targeted creative, interactive, multi- and interdisciplinary research endeavors involving the social sciences, humanities, and the arts. Research extends from public policy to personal identity and includes explorations of race, ethnicity, class, and gender. ISCE administers a Summer Scholars program in support of interdisciplinary teams to address issues of social and individual transformation, with awards ranging from \$15,000 to \$30,000, and expected to result in a viable proposal to an outside funding group. This audit will include a review of ISCE's sponsored research, the Summer Scholars program, and the financial and administrative activity of the institute. This institute has never received dedicated audit coverage.

### ***Purchasing and Accounts Payable***

The Purchasing and Accounts Payable functions are overseen by the Procurement Department and Controller's Office respectively. Although managed separately, this audit will focus on the processes to make a purchase that involves both functions as transactions flow from one to the other. The Procurement Department provides an efficient and responsive Purchasing activity to obtain high quality goods and services at reasonable costs, all in support of the university's instructional, research, and public service programs. Accounts Payable processed and disbursed payments for approximately 262,000 invoices totaling more than \$674 million. Accounts Payable also pre-audits disbursement documents in accordance with state and university policy and procedures and makes decisions regarding the payment of the invoices. The last audit of these activities was in 2008.

### ***Student Residency Status***

Eligibility for in-state tuition privileges is governed by the Code of Virginia, with provisions of this law set forth, defined, and discussed in the State Council of Higher Education for Virginia's Domicile Guidelines. Several units are responsible for applying these guidelines at Virginia Tech, including the Graduate School, the Office of the University Registrar, Undergraduate Admissions, and the Virginia Maryland Regional College of Veterinary Medicine. Consistency across these independent processes is vital to ensure external compliance and equity amongst the student body. No dedicated audit has been conducted of this activity.

### ***University Planning (Real Estate / Architecture)***

The Office of University Planning has four planning divisions, including Architecture, Sustainability, Transportation, and Real Estate. This audit will primarily focus on the divisions of Architecture and Planning. The major functions of the Architecture division include providing guidance and leadership for site development and project planning, as well as oversight for the long-range plan. The major functions of the Real Estate division include supporting the university community in the areas of property acquisitions, easements, and leases, as well as developing and maintaining facility use agreements. The last audit of these activities was in 2005.

## **PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2013-14 AUDIT PLAN**

### ***University Scholarships and Financial Aid***

The Office of University Scholarships and Financial Aid (USFA) is part of the Enrollment Management area. USFA supports the university's student access, enrollment, and retention goals by providing the financial means to encourage economic, social, cultural, and academic diversity in the student body. USFA provided or monitored approximately \$413 million in student financial assistance in fiscal year 2011-12. A complete audit of USFA is performed over a four-year period. This audit will include institutional and student eligibility, Title IV Return, and quality assurance. The last audit of this activity was in 2012.

### ***Compliance Reviews***

Internal Audit will continue its program of limited scope reviews of senior management areas. These surveys review major aspects of a department's administrative processes using internal control questionnaires and limited testing that provides broad audit coverage ensuring compliance with university policies on campus.

**Review and Acceptance of Internal Audit Reports Issued****FINANCE AND AUDIT COMMITTEE****April 23, 2013****Background**

In concurrence with the fiscal year 2012-13 Internal Audit Plan approved by the Finance and Audit Committee at the September 10, 2012 Board of Visitors meeting, the department has completed four risk-based audits and one compliance review during this reporting period. This report provides a summary of the ratings issued during the period and the rating system definitions. Internal Audit continues to make progress on the annual audit plan.

**Ratings Issued This Period**

Financial Reporting and Cost Accounting	Effective
Graduate Education	Significant Improvements are Needed
Office of University Bursar	Effective
Records Management	Unreliable
Athletics	Improvements are Recommended

## Summary of Audit Ratings

Internal Audit's rating system has four tiers from which to assess the controls designed by management to reduce exposures to risk in the area being audited. The auditor can use professional judgment in constructing the exact wording of the assessment in order to capture varying degrees of deficiency or significance.

### Definitions of each assessment option

**Effective** – The audit identified opportunities for improvement in the internal control structure, but business risks are adequately controlled in most cases.

**Improvements are Recommended** – The audit identified occasional or isolated business risks that were not adequately or consistently controlled.

**Significant or Immediate Improvements are Needed** – The audit identified several control weaknesses that have caused, or are likely to cause, material errors, omissions, or irregularities to go undetected. The weaknesses are of such magnitude that senior management should undertake immediate corrective actions to mitigate the associated business risk and possible damages to the organization.

**Unreliable** – The audit identified numerous significant business risks for which management has not designed or consistently applied controls prior to the audit. Persistent and pervasive control weaknesses have caused or could cause significant errors, omissions, or irregularities to go undetected. The weaknesses are of such magnitude that senior management must undertake immediate corrective actions to bring the situation under control and avoid (additional) damages to the organization.

### RECOMMENDATION:

That the internal audit reports reviewed above be accepted by the Finance and Audit Committee.

## **Federal Agency Special Purpose Audits and Reviews**

### **FINANCE AND AUDIT COMMITTEE**

**May 2, 2013**

#### **Background**

In addition to the annual audits of the university's financial statements and its Intercollegiate Athletics program performed by the Auditor of Public Accounts (APA), Virginia Tech is also subject to special purpose audits or reviews performed by other entities, such as federal agencies sponsoring grants and contracts. Due to the growth in the breadth of the research programs and the dollar volume of activities at Virginia Tech, the university is more likely to now be selected for inclusion in such audits or reviews. The following report provides an update on a significant federal agency audit which is currently in progress.

#### **National Science Foundation Audit**

The Office of the Inspector General (OIG) for the National Science Foundation (NSF) recently announced it will perform "cost incurred performance audits" of eleven institutes of higher education which have received significant funding from NSF. Because Virginia Tech currently has 503 active awards totaling \$190.7 million from NSF, it was one of the universities selected for audit. The university received notification of this audit on April 1, 2013. Other institutions selected for audit include Stanford University, Indiana University, Michigan State University, and the University of California - Berkeley.

#### **Single Audit Act**

Prior to the 1990's, each federal agency separately audited its sponsored agreements awarded to each recipient on some rotational basis. Therefore, it was not unusual for universities to have multiple federal agencies on campus auditing such awards annually. The Single Audit Act streamlined this process and has a common set of auditing standards and a single annual audit requirement of recipients. All federal agencies can rely upon the results of these Single Audits. The Auditor of Public Accounts performs the required audit processes for the Single Audit Act each year for the university in accordance with the federal auditing standards as part of the university's financial statement audit. Most federal agencies do rely upon the Single Audit results; however, they are not precluded from performing additional audits.



## Status of the NSF Audit

It is customary for federal auditors to conduct this type of audit. However, in this case the OIG has chosen to engage public accounting firms to conduct most, if not all, of these audits during 2013.

The OIG has selected Withum Smith and Brown (WSB), a public accounting firm, to perform Virginia Tech's audit. The university has designated the Assistant Vice President for Sponsored Programs Administration and the Assistant Vice President for Finance and University Controller to coordinate interactions with WSB. During the entrance conference on April 12, 2013, WSB presented the following information regarding the audit scope and schedule for conducting the audit:

Audit scope will include:

- a. All expenses charged to projects supported by the NSF awards for the period of January 1, 2010 through December 31, 2012.
- b. Testing transactions posted to these NSF awards to ensure they are in compliance with federal regulations and are allowable costs.
- c. Testing the university's compliance with the additional requirements for reporting the NSF awards funded by American Reinvestment and Recovery Act funds.

Audit Timetable Projection:

- |  |                         |
|--|-------------------------|
| a. Selection and review of an initial set of three months data                     | April – May 2013        |
| b. On-campus visit for initial field work for the initial set of expenditures      | June 2013               |
| c. Revised data gathering process for the remaining months within the audit period | June – July 2013        |
| d. On-campus visit to test complete set of transactions for the three year period  | August – September 2013 |
| e. Completion and issuance of audit report   | Fall 2013               |

## **Prior Results and Potential Impact of this Type of Audit**

It is not unusual for the federal government to conduct audits such as those planned for 2013. In recent years various federal agencies have performed targeted audits of selected universities to test compliance with various federal regulations related to federal grants and contracts. Such audits can result in recommendations for improvement in procedures and processes, questioned costs on specific grants and contracts, or requests for repayment of project costs to the federal government. The past experience of higher education institutions is that results have varied widely for these audits. For example, audits of effort reporting practices at 30 universities in fiscal year 2009-10 were limited in scope and resulted in only recommendations for improvements. Other more comprehensive audits, similar to the current NSF OIG audit, have resulted in questioned costs and required universities to repay amounts totaling from hundreds of thousands to several million dollars. The most significant financial impact of a federal audit was at Yale University in response to a whistle-blower complaint under the False Claims Act. Yale University was audited by all of its federal sponsors in a criminal investigation coordinated by the Department of Justice, and they settled the complaint by paying over \$7 million in questioned costs and penalties. Thus, the impact of a federal audit can be significant.

Since the audit at Virginia Tech is in the early stages, the university does not have any information regarding the nature or scale of any issues that might arise. However, the university plans to work closely with the auditors and to strive to meet their requests and deadlines. Currently, the university plans to provide a status report to the Finance and Audit Committee during its September 9, 2013 meeting.

## Trends in Compensation Expenditures

### FINANCE AND AUDIT COMMITTEE

**May 5, 2013**

The Finance and Audit Committee received a report at the November 2012 meeting which presented an overview of the university compensation process and an overall trend analysis of faculty and staff salary adjustments for fiscal years 2008 to 2012. During the March 2013 Board meeting, the Committee expressed interest in receiving additional information about the trend in total compensation cost of the university from fiscal years 2008 to 2012. In response to the request, this report summarizes the total compensation cost for all faculty, staff, and non-salaried employees of the university for fiscal years 2008 to 2012. The report also provides an analysis of the changes in the total compensation cost during this period.

Virginia Tech currently employs 7,322 faculty and staff employees and numerous wage employees. Compensation and related benefit costs constitutes the largest share of the operating cost of the university. The salary costs are funded through varied sources: Educational and General funds, including state appropriations and tuition and fees, auxiliary enterprises, sponsored programs, as well as other sources as may be appropriate to the nature of the activity.

Virginia Tech has maintained a decentralized environment for many years. This system is designed to provide a level of flexibility within a structured and controlled environment. The system also allows campus leaders to invest in the strategic initiatives of the institution such as maintaining and expanding a robust research program, while managing a range of issues such as shrinking resources and increased enrollment. This environment supports the proper alignment of costs among funding sources based on the nature of activities in accordance with federal cost accounting rules.

### **Background**

University employees are categorized into faculty, staff, and non-salaried positions. Salaried faculty positions are further classified as teaching and research faculty, research faculty, and administrative and professional faculty depending upon the instructional, research or administrative and management responsibilities of the position. Staff positions are further categorized as classified staff or university staff based upon the applicability of state human resource policies or university human resource policies. The university has separate methodologies for establishing pay structures for staff and faculty positions.

Classified Staff and University Staff: The Commonwealth of Virginia structured staff positions within pay bands based on job complexity, responsibility, qualifications, prevailing market data for the region, and other factors. Pay bands establish the lower and upper pay limits for a position. The university mirrors this structure for the university staff. The Commonwealth of Virginia traditionally provides guidance on statewide compensation programs. The Commonwealth also allows certain off-cycle adjustments based on certain criteria.

Faculty: The establishment of compensation for salaried faculty is structured differently from the staff system. The compensation is based on broader national market data which considers the nature of the institution, the composition of academic programs, and the composition of the faculty. These can be unique to each discipline within a college. Other factors include competition,

qualifications, and rank, etc. The annual faculty merit process is the traditional process to recognize faculty performance based on the annual activity report and other factors such as the market. Due to the economic conditions, the state has not provided funding for a salary increase and the university has not instituted the annual faculty merit process for the past five years. The General Assembly approved a merit program to be effective in fiscal year 2014. The university is currently conducting the faculty merit process in preparation for the July 25, 2014 effective date for such increases.

**Non-salaried Employees:** Non-salaried positions are typically part-time positions paid at an hourly rate for the number of hours worked. The university has several types of non-salaried employees including wage or hourly employees, emergency hires, sporadic hires, graduate assistants (teaching and research assistants), and part-time adjunct faculty. Wage employee total hours worked during a measurement period are limited to 1500 hours. Wage employees are paid hourly wages and are not entitled to benefits. Wage positions are managed by university departments with guidance and oversight by the university human resources department. Wage employees are hired based on the departmental need and available resources.

The authority for compensation plans falls under one of two sources: a) the purview of the Board of Visitors for faculty and university staff, and b) the Commonwealth of Virginia for classified staff. While the Commonwealth may address compensation actions and related funding directly through the Appropriation Act, Section §23-128 of the Code of Virginia provides the Board of Visitors with the authority to approve faculty appointments and establish salaries for faculty. The Higher Education Restructuring Act of 2005 expanded the Board's authority to include the compensation management for university staff.

## **Environment**

Fiscal years 2008 through 2012 have seen a turbulent economic environment for operations. This period is defined by an economic recession that resulted in significant reductions in state support and then a period of constrained economic growth. The university managed total budget reductions of \$75 million from FY 2008 to FY 2012. As a result, the university has been unable to provide traditional compensation programs such as annual salary increases for staff or an annual merit process for faculty during this time period. Instead, the university worked to preserve jobs, align operations with available resources (including a reduction of employees), focused the institution on strategic objectives and retention of key employees, and growth of operations, where possible. During this time period, the university's enrollment increased by 1,189 students placing a greater demand on the academic and support areas to address the instructional and supporting needs. Further, consistent with the strategic plan, externally sponsored programs (primarily research) expanded 32 percent or \$64 million from 2008 to 2012.

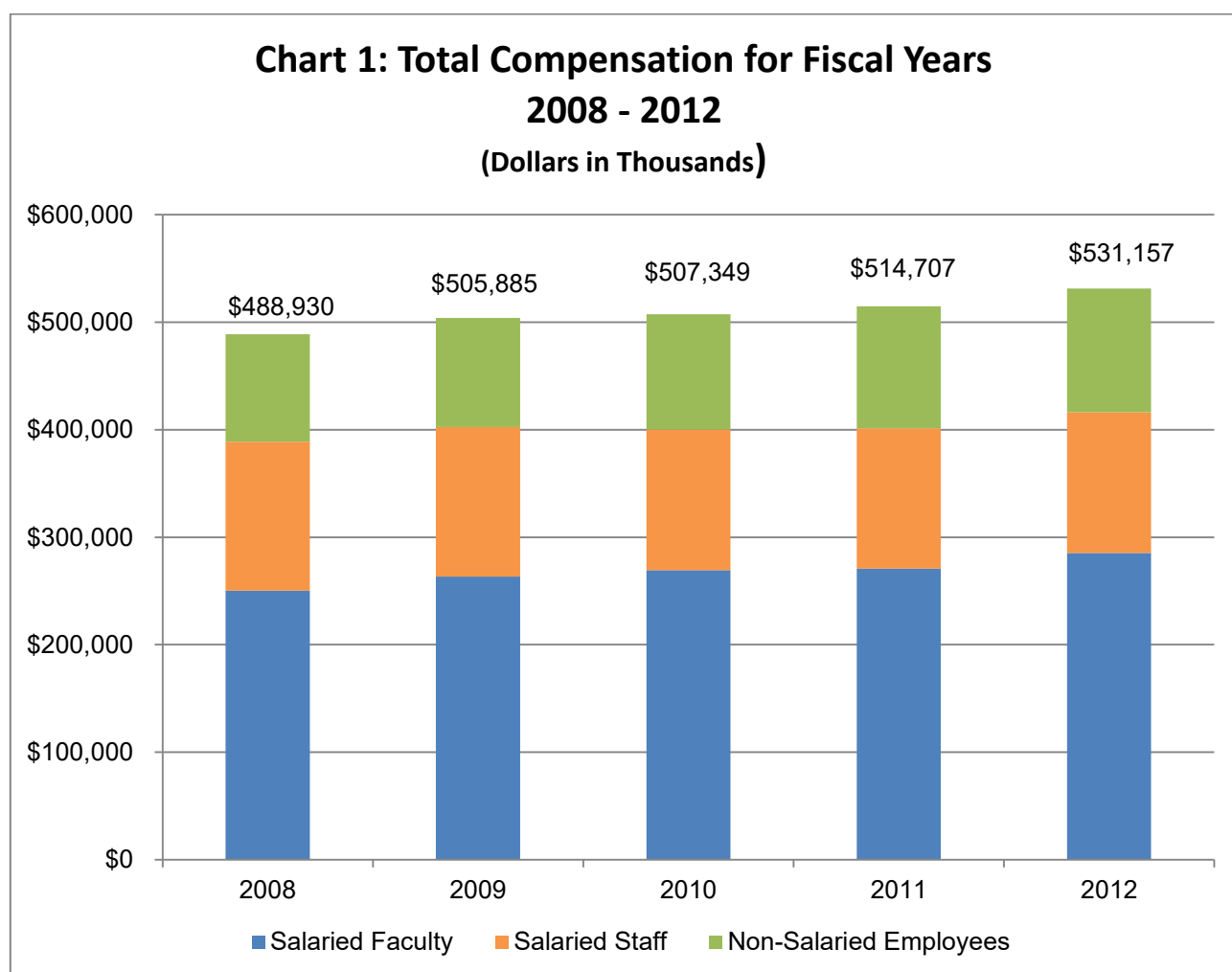
## **Trends in Total Compensation**

Total compensation includes payments made to university employees for salary and bonus payments and excludes non-compensation related payments such as travel reimbursements, moving and relocation, leave payouts, and disability benefits, etc. Compensation cost does not include the cost of benefits provided by the university. Exclusion of the benefit costs isolates the changes in total compensation from changes in fringe benefit rates. Compensation cost for FY 2012 has been adjusted by \$9.2 million for the state mandated 5 percent salary increase for employees in the Virginia Retirement System (VRS). In exchange, these employees were required to make a 5 percent employee contribution to the retirement program.

While the university provided a report on trends in compensation to the Committee in November, 2012, it is important to differentiate the trend analysis presented here with the prior information presented to the Committee:

- The November 2012 compensation report included annualized pay cost to salaried employees (faculty, staff). This report includes salary and one-time bonus payments made to all salaried and non-salaried employees.
- The November 2012 compensation report focused on university trends in off-cycle salary adjustments for faculty and staff and availability of resources for such actions. This report is focused on the trends in total compensation for FY 2008 – FY 2012.
- The November 2012 report included a comparison of the annualized cost of compensation, i.e. compensation cost was measured for all salaried employees at a point in time at the beginning of each fiscal year. This report includes total payments made to all salaried and non-salaried employees during the entire 12- month fiscal year.

Attachment A summarizes the total compensation cost for fiscal years 2008 to 2012 by faculty, staff, and non-salaried employee categories. Chart 1 below is a graphical representation of the information and displays the total compensation for fiscal year 2008 to 2012 for salaried faculty, staff, and non-salaried employees.





Total compensation cost increased by \$42.2 million (8.64 percent) during the four year period of 2008 to 2012. The increase was 3.47 percent, 0.29 percent, 1.45 percent, and 3.20 percent for FY 2009, 2010, 2011, and 2012 respectively. After a period of significant reductions in state support and a severe recessionary environment, the university began to reinvest in its programs in FY 2012.

Approximately 39 percent (\$16.5 million) of this increase occurred in FY 2012. In FY 2011, the Commonwealth of Virginia authorized a one-time bonus to employees at an approximate cost of \$12 million. Considering the bonus as a one-time compensation cost (thus, not recurring in FY 2012), the overall increase in compensation in FY 2012 is \$28.5 million. Some of the key factors that have contributed to the increase in compensation cost during FY 2012.

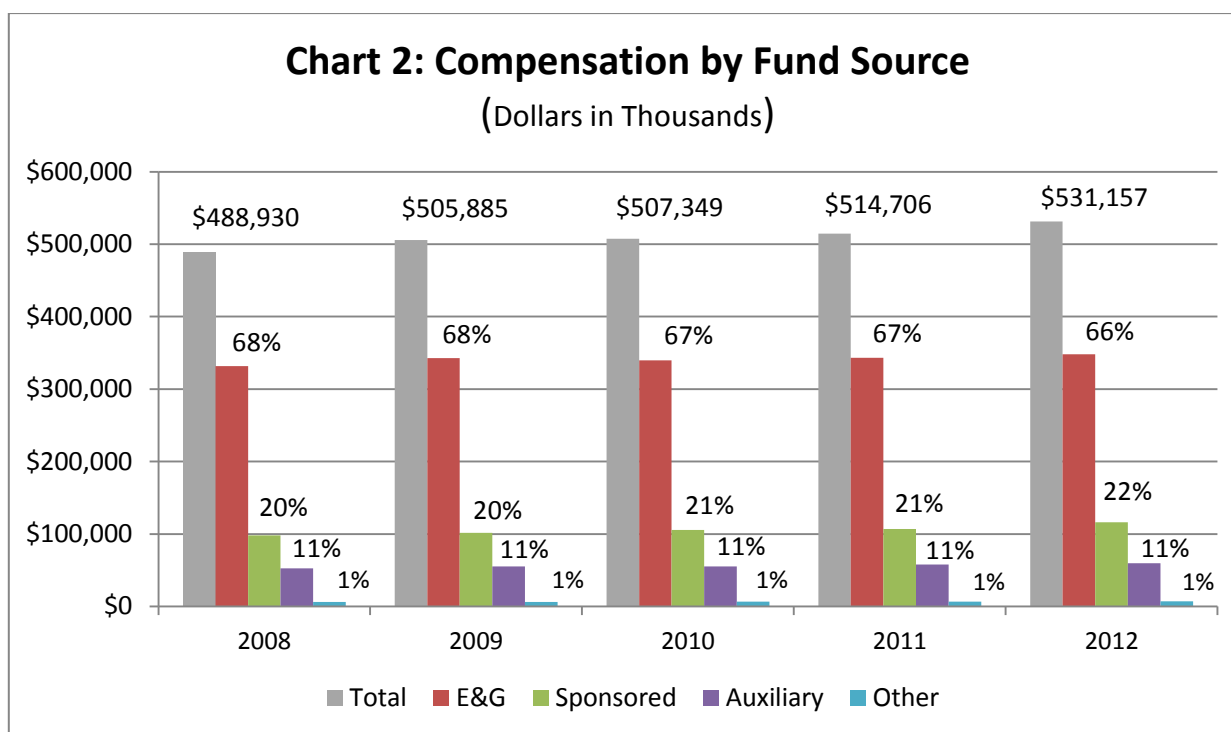
- The university implemented a board approved 2 percent budget allocation to all deans and senior management areas for salary alignment actions. The total cost of the alignment increase was \$8 million.
- The university has experienced significant growth in its research enterprise during the four year period. This growth is accompanied by a corresponding increase in the salaries charged to sponsored projects. Salaries charged to sponsored programs increased by \$10.6 million in FY 2012. After eliminating the 2 percent increase and the VRS adjustment already included above, the net increase in salaries charged to sponsored program is \$7.74 million. This represents the university's strategic efforts to expand its research programs. The increase includes compensation charged both to the externally sponsored grants awarded to the university and to the internal investments made by the university through the reinvestment of returned overhead generated by grants and contracts.
- Auxiliary services, which provide essential goods and services to students, faculty and staff, and the university community have also grown during this period. As the student enrollment has grown, the need for these services has also expanded resulting in net increase of \$1.13 million or 1.96 percent in compensation cost for auxiliary operations.

Key highlights impacting the distribution of compensation cost among employee categories include:

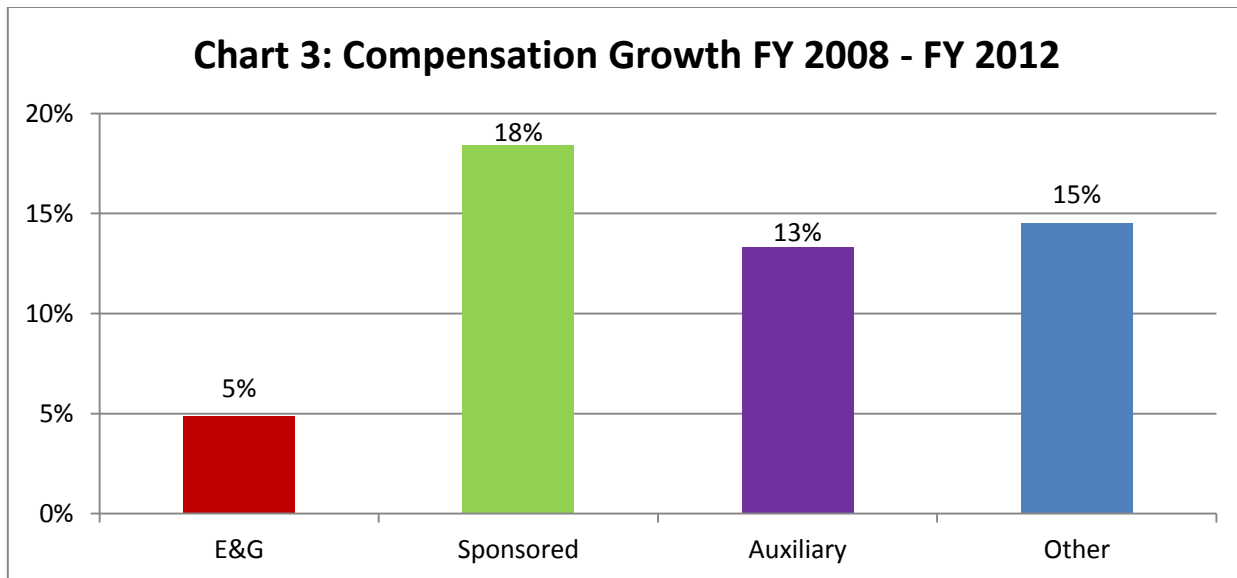
- Alternate Severance Option/Workforce Transition Act (ASO/WTa): The total compensation of non-salaried employees increased by \$6.3 million or 5.89 percent in fiscal year 2011 while salary costs for all other employee categories decreased or experienced marginal increase. This reflects the impact of the Alternate Severance Option/Workforce Transition Act (ASO/WTa) implemented in FY 2010. The ASO/WTa action resulted in an overall reduction of full-time equivalents (FTE) by 201 employees. University departments managed the continuation of operations through employment of non-salaried wage employees.
- Conversion of Staff to Administrative Professional (AP) faculty: Consistent with the Restructuring Agreement with the Commonwealth, the university instituted a program during FY 2009 and 2010 which gave an option to certain staff position groups in higher pay bands (pay band 5 and above) to convert to the AP faculty category. Approximately 102 full time equivalents converted from staff to faculty positions resulting in reduction in staff salaries and an increase in AP faculty salaries without an overall increase in compensation.

## Compensation Funding Sources

The compensation for the university is funded by multiple sources: Educational and General (E&G) funds, Auxiliary Enterprises, Sponsored Programs, and other (Continuing Education programs, Unique Military Activities, etc.). Chart 2 below displays the trend of the compensation by funding source:

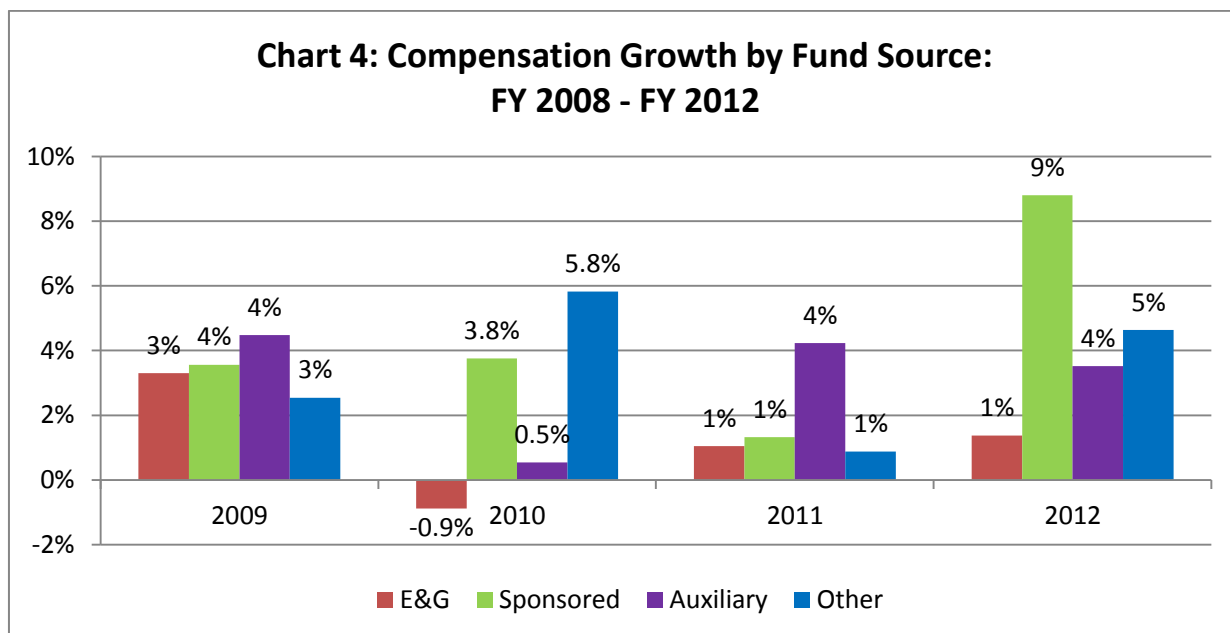


While E&G resources continue to fund majority of the total compensation, its relative share has decreased from 68 percent in FY 2008 to 66 percent in FY 2012. As demonstrated, the decrease is being offset by increase in funding from Sponsored Programs and Auxiliary Enterprises. Chart 3 below provides the distribution of sources which have funded the growth in compensation:



During FY 2008 through FY 2012, the total compensation in Sponsored Programs grew by 18 percent, Auxiliary Enterprises grew by 13 percent, and E&G programs grew by 5 percent. The compensation growth in the "Other" category is primarily due to growth in Continuing Education programs. However, the "Other" category represents only 1 percent of total compensation.

Chart 4 below displays sources of compensation growth by year:



## Summary

FY 2008 through FY 2012 has been a period challenged by a global economic recession of unprecedented magnitude which resulted in a period of retrenchment and constrained growth. This is especially pronounced within the Educational and General (E&G) programs of the university. The compensation growth was primarily driven by the planned expansion of the sponsored programs. This coupled with the increased business activities in auxiliary enterprises have helped the university navigate through a challenging economic period and remain focused on the strategic goals of the university. The ongoing faculty merit process and the anticipated annual merit increase for staff employees in July, 2013 should restore the long-standing systematic compensation review process at the university.

**Trends in Compensation Expenditure: Fiscal Years 2008 - 2012**  
(in Thousands)

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	VRS <sup>1</sup> <u>Adjustment</u>	2012 <u>Adjusted</u>
<b>FACULTY:</b>							
Teaching and Research	\$147,692	\$151,702	\$151,592	\$149,025	\$156,792	-\$1,757	\$155,035
Administrative and Professional <sup>3</sup>	69,644	76,685	82,018	83,397	90,062	-1,665	88,397
Research	32,894	35,102	35,883	38,320	42,196	-370	41,826
Total Faculty:	250,230	263,489	269,493	270,742	289,050	-3,792	285,258
<b>STAFF: <sup>3</sup></b>							
Classified	\$116,940	\$109,573	\$100,767	\$95,288	\$92,824	-\$3,700	\$89,124
University	21,515	29,307	30,059	35,338	43,409	-1,757	41,652
Total Staff:	138,455	138,880	130,826	130,626	136,233	-5,457	130,776
<b>NON-SALARIED EMPLOYEES <sup>2</sup>:</b>							
Student Wage	\$60,813	\$63,478	\$64,450	\$68,509	\$69,367	0	\$69,367
Non-student Wage	39,432	40,038	42,580	44,830	45,756	0	45,756
Total Non-salaried Employees:	100,245	103,516	107,030	113,339	115,123	0	115,123
	<u>\$488,930</u>	<u>\$505,885</u>	<u>\$507,349</u>	<u>\$514,707</u>	<u>\$540,406</u>	<u>-\$9,249</u>	<u>\$531,157</u>

**Footnotes:**

- The state required a 5 percent salary increase for employees participating in the Virginia Retirement System in FY 2012. In exchange, these employees were required to make a 5 percent employee contribution to the retirement program. The VRS Adjustment removes the state's VRS amount from the trend in compensation to provide a comparable analysis over time.
- Non salaried employees include Student wage, Graduate Teaching and Research Assistants and non-student Wage employees such as wage or hourly employees, emergency hires, and sporadic employees.
- The trend in AP Faculty and Staff is not directly comparable over time as there has been a shift from staff to AP faculty. The Higher Education Restructuring Act provided the university with additional authorities for the creation, management, and oversight of personnel systems. As a result of changes agreed to with the state, certain staff positions in higher pay bands have and are being converted to the AP faculty category over time. An initial conversion occurred in FY09 and FY10. In addition, as employees in certain staff positions, which did not initially elect to convert, turnover these positions are refilled as AP faculty positions. Given this conversion process from staff to AP Faculty, a comparable trend can be created by consolidating the AP faculty and staff categories in Payband 5 and above.

**Analysis of Compensation**  
(after normalizing for both the Commonwealth adjustment to compensation for VRS and the Conversion of Staff to AP Faculty)

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u> <u>Adjusted</u>	<u>Change</u>	
						<u>\$</u>	<u>%</u>
AP Faculty	\$69,644	\$76,685	\$82,018	\$83,397	\$88,397	N/A	N/A
Staff - Grade 5 & above	35,560	33,364	27,986	26,736	26,155	N/A	N/A
<b>Total AP Faculty &amp; Staff - Grade 5 &amp; above :</b>	<b>105,204</b>	<b>110,049</b>	<b>110,004</b>	<b>110,133</b>	<b>114,552</b>	<b>9,348</b>	<b>8.9%</b>
Teaching and Research	\$147,692	\$151,702	\$151,592	\$149,025	\$155,035	\$7,343	5.0%
Research	32,894	35,102	35,883	38,320	41,826	8,932	27.2%
<b>Total T&amp;R and Research Faculty:</b>	<b>180,586</b>	<b>186,804</b>	<b>187,475</b>	<b>187,345</b>	<b>196,861</b>	<b>16,275</b>	<b>9.0%</b>
<b>Total Staff (Grade 1-4):</b>	<b>\$102,895</b>	<b>\$105,516</b>	<b>\$102,840</b>	<b>\$103,890</b>	<b>\$104,621</b>	<b>\$1,726</b>	<b>1.7%</b>
Student Wage	\$60,813	\$63,478	\$64,450	\$68,509	\$69,367	\$8,554	14.1%
Non-student Wage	39,432	40,038	42,580	44,830	45,756	6,324	16.0%
<b>Total Non-salaried Employees:</b>	<b>100,245</b>	<b>103,516</b>	<b>107,030</b>	<b>113,339</b>	<b>115,123</b>	<b>14,878</b>	<b>14.8%</b>
<b>TOTAL COMPENSATION</b>	<b>\$488,930</b>	<b>\$505,885</b>	<b>\$507,349</b>	<b>\$514,707</b>	<b>\$531,157</b>	<b>\$42,227</b>	<b>8.6%</b>



## **Report on Trends in Facilities and Administrative (Indirect) Cost Rates FINANCE AND AUDIT COMMITTEE**

**May 12, 2013**

During its March 2013 meeting, the members of the Board of Visitors requested a report regarding the university's Facilities and Administrative (F&A) or Indirect Cost Rate for sponsored research projects. This report is presented in response to this request and includes an overview of the rate development process, a trend analysis of the indirect cost rate at the university, a comparison of Virginia Tech's rates to similar institutions, and the outlook for the future for these rates.

### **Background**

Institutions of Higher Education that engage in sponsored projects with the federal government are required to submit an F&A rate proposal to be negotiated with the institution's cognizant federal agency. There are only two federal agencies who serve as cognizant agencies for all institutions of higher education: the Department of Health and Human Services (DHHS) and the Office of Naval Research (ONR). The majority of universities have DHHS as their cognizant agency, and only a small group of universities (generally those with significant funding from the Department of Defense) has ONR as their cognizant agency.

The F&A proposal, which calculates the F&A rate based on audited financial statement expense totals for a given year, is reviewed (DHHS) or audited (ONR) by the cognizant agency. The F&A rates are negotiated with the agency, and a rate agreement (generally for three years) is executed for use in future years. These F&A rates are the approved mechanism for universities to recover, from the federal government and other external sponsors of grants and contracts, the sponsoring agency's fair share of the indirect costs incurred by the universities in developing and maintaining research programs. The approved F&A rate is charged to sponsored projects awarded during the term of the rate agreement and is applied as a percentage of eligible direct costs of the sponsored project.

Examples of typical administrative costs included in the F&A proposal are salaries and related fringe benefit expenses of individuals working in the accounting, budgeting, human resources, and purchasing functions. Examples of typical facilities costs included in the F&A proposal are rent, depreciation on buildings and equipment, interest expense, and operations and maintenance of physical plant (O&M), such as utilities, building maintenance and custodial services.

## Development of Rates

As explained above, there are two components of the F&A costs: the Facilities component and the Administrative component. Because of the concern about the accuracy and appropriateness of some administrative costs, the federal government capped the administrative cost rate such that it cannot exceed 26 percent of research expenditures; this cap applies to all institutions of higher education. Since Virginia Tech's administrative costs already exceed the 26 percent cap, any growth in the F&A rate must be related to facilities costs.

The university follows the federal cost accounting regulations to compute the F&A cost rate. The process to allocate all F&A costs to the related functional programs such as research, instruction, and other sponsored activities is complex; however, the resulting calculation to derive the F&A rate is very basic:

$$\text{F\&A Rate} = \frac{\text{Allocated Facilities and Administrative Costs}}{\text{Qualifying Direct Research Expenditures}}$$

Since the rate is calculated such that it will be used for three years into the future, in addition to the base year costs, projections for significant changes to known costs such as interest expense, building depreciation, and operations and maintenance costs of buildings scheduled to be completed during these future years are added to the calculated rate. These projected facilities costs increases are partially offset by projected increases in research expenditures based on historical growth patterns. The effect of the projections is subject to negotiations with the cognizant agency.

While the focus of most discussions regarding F&A rates is on the on-campus research rates, it is important to recognize that the university has several F&A rates. Specifically, Virginia Tech has separate rates for instruction, research, Agricultural Experiment Station, and public service. It also has both an on-campus and off-campus rate for each of those categories. Each of those rates is applied to a segment of the university's sponsored program portfolio.

## Trend in F&A Rates

Attachment 1 shows the university's negotiated F&A rate for the research projects since fiscal year 1987. The university F&A rates have experienced a gradual increase since fiscal year 2003. The current research F&A rate is 61.0 percent, and it is in effect through fiscal year 2015. The Appropriation Act, Section 4-2.03a, requires each state agency, including institutions of higher education, to recover full indirect costs unless prohibited by the grantor agency or exempted by provisions of the Act. Therefore, the university cannot arbitrarily decide to waive F&A or indirect costs. The university may, under exceptional circumstances, approve the waiver of the indirect costs for a particular project.

There are two major reasons for the increase in the university's F&A rates in recent years:

*Impact of the Cognizant Agency on F&A Rates:* The first reason is that the federal government decided to change the university's cognizant agency from DHHS to ONR. This change was effective beginning with the F&A rates for fiscal year 2007. The change in the cognizant agency from DHHS to ONR had a positive impact on the F&A rate negotiation process.

ONR utilizes the Defense Contract Audit Agency (DCAA) to perform specified audit procedures on the submitted proposal to ensure the requested rate is fully supported by actual costs. This approach allows the university a greater opportunity to justify and establish the full indirect cost rate for performing sponsored research. Unless the DCAA discovers an error in methodology or in the rate calculation during their audit, the proposed rate is used as the starting point for further negotiations. The DCAA auditors also review the documentation for the projected increase in facilities costs and the assumptions used for the growth in direct cost bases. Again, unless problems are detected, ONR gives full consideration to projections and negotiates rates which include the majority of the projected increases.

The DCAA (ONR) approach for rate negotiations is significantly different from the approach adopted by DHHS. DHHS relied on analytical review techniques as opposed to audit procedures in their F&A proposal negotiations. DHHS adopted a conservative approach in their negotiation process and did not give full consideration to the university's costs. Therefore, "negotiations" always resulted in rate reductions of 3 to 5 percent and generally any projections were assumed to be fully offset by increases in the research expenditures. This phenomenon is clearly illustrated in the graph in Attachment 1, when the F&A rate increased from 51.0 percent to 56.0 percent in fiscal year 2007, the first year of the change in cognizant agency.

*Increase in facilities cost components:* The second reason is the increase in the facilities cost component of the F&A rate. These documented cost increases are primarily due to the ongoing and significant investments in research buildings and equipment in the last decade.

Attachment 2 is a graphical representation of the increase in the facilities cost components and their impact (after negotiations and inclusion of the impact of projections) on the final negotiated research F&A rate for fiscal years 2005 through 2013. The table at the bottom of the attachment shows that while administrative costs have remained at the 26.0 percent capped rate, facilities costs have grown from 24.0 percent to 35.0 percent mainly due to increases in building depreciation, interest expense, and operations and maintenance costs related to new research facilities. This significant increase is due to the investments made by the university in buildings and equipment with a significant research component in support of its strategic plan. The university added seven new buildings with a research component with an approximate cost of \$243 million. In addition, the university has ongoing construction on three

additional buildings costing \$180.1 million. These 10 buildings had an overall impact of \$9.7 million on the F&A rate proposal

### **F&A Rate Comparison with Similar Institutions**

Attachment 3 shows a graph of the average F&A rates for Virginia Tech and select similar institutions from 2007 to 2015. Virginia Tech maintains a list of comparable institutions, for F&A rate comparison purposes, which include all of State Council of Higher Education for Virginia (SCHEV) peer institutions and three additional institutions with similar research programs. The graph demonstrates a general upward trend in the F&A rates for both Virginia Tech and its comparable institutions. As shown in the graph, we have been consistently at the top in relation to our comparable institutions since our conversion to ONR as our cognizant agency. Despite the overall increase in research F&A rates, the university has consistently grown its research program during this period.

### **Effective Collections of Indirect Cost Recoveries and Waived Overhead**

Even though the F&A rate negotiated with the cognizant agency is supposed to be honored by all federal agencies, this is not the case. Rates also vary by state and local government and for commercial sponsors. Therefore, the effective collected F&A rate is generally significantly less than the negotiated F&A rate. This phenomenon is not unique to Virginia Tech. Rather, it is common for all universities, but the effective rate varies depending on the concentration of the type of sponsors funding their research programs. For example, by agency policy, the F&A rates for the United States Department of Agriculture and the Department of Interior are usually about 12 percent and 22 percent, respectively.

In fiscal year 2012 the university had an effective recovery rate of 41.1 percent for all federal grants and contracts. However, the negotiated F&A rate for research projects was 59.6 percent for this period.

### **Outlook for the Future**

The university anticipates the facilities cost rate to level off beginning fiscal year 2015 since only a limited number of new investments in research facilities are planned for the next several years. Attachment 4 shows the impact on the F&A rate for one reasonable set of assumptions regarding the growth in research expenditures. As research programs grow to utilize the additional building capacity, total research expenditures should grow. Therefore, if indirect costs were to remain the same or experience marginal increase, the F&A rate should begin to decline as the direct costs of research activities increase. Consistent with this logic, Attachment 4 reflects the following assumptions regarding trends in research funding:

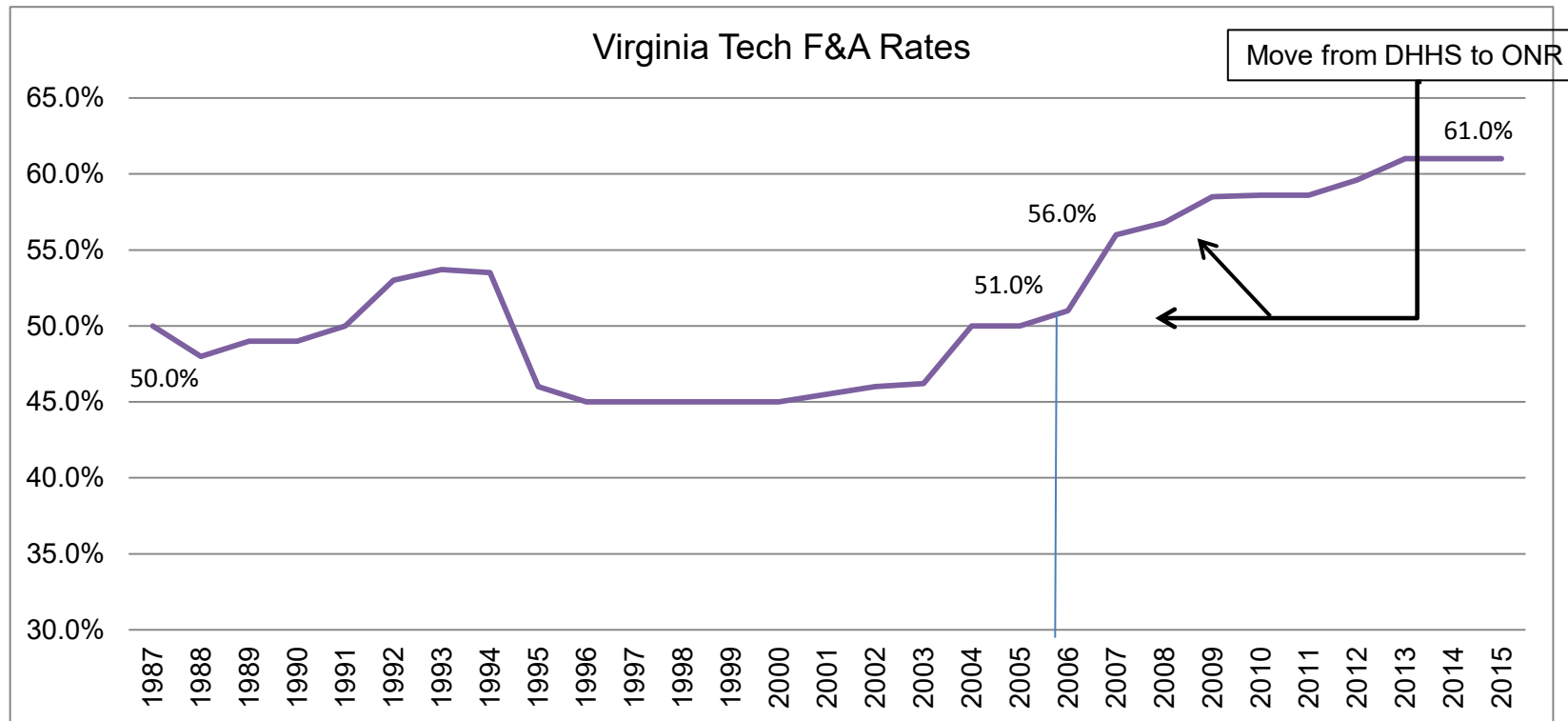
- i. federal sequestration will adversely impact direct research expenditures by approximately \$10 million per year,

- ii. direct research expenditures will otherwise continue to grow by approximately 6 percent per year, and
- iii. the university's cognizant agency will continue to be ONR and the allowable expenditure pattern for the university will be consistent with previous history.

## **Conclusion**

The university has made substantial investments in new research buildings over the past 10 years that have provided state-of-the-art facilities to the faculty of Virginia Tech. These facilities were designed to support the current and future growth in research in accordance with the university's strategic plan. As shown in the charts and graphs in this report, these investments in facilities were the primary drivers in increase in the F&A rate for sponsored research agreements. The rate also increased when the university was transferred from DHHS to ONR as cognizant agency. Since limited additional investments in research facilities are anticipated in the near future, the F&A rate should decrease if the anticipated growth in research programs occurs.

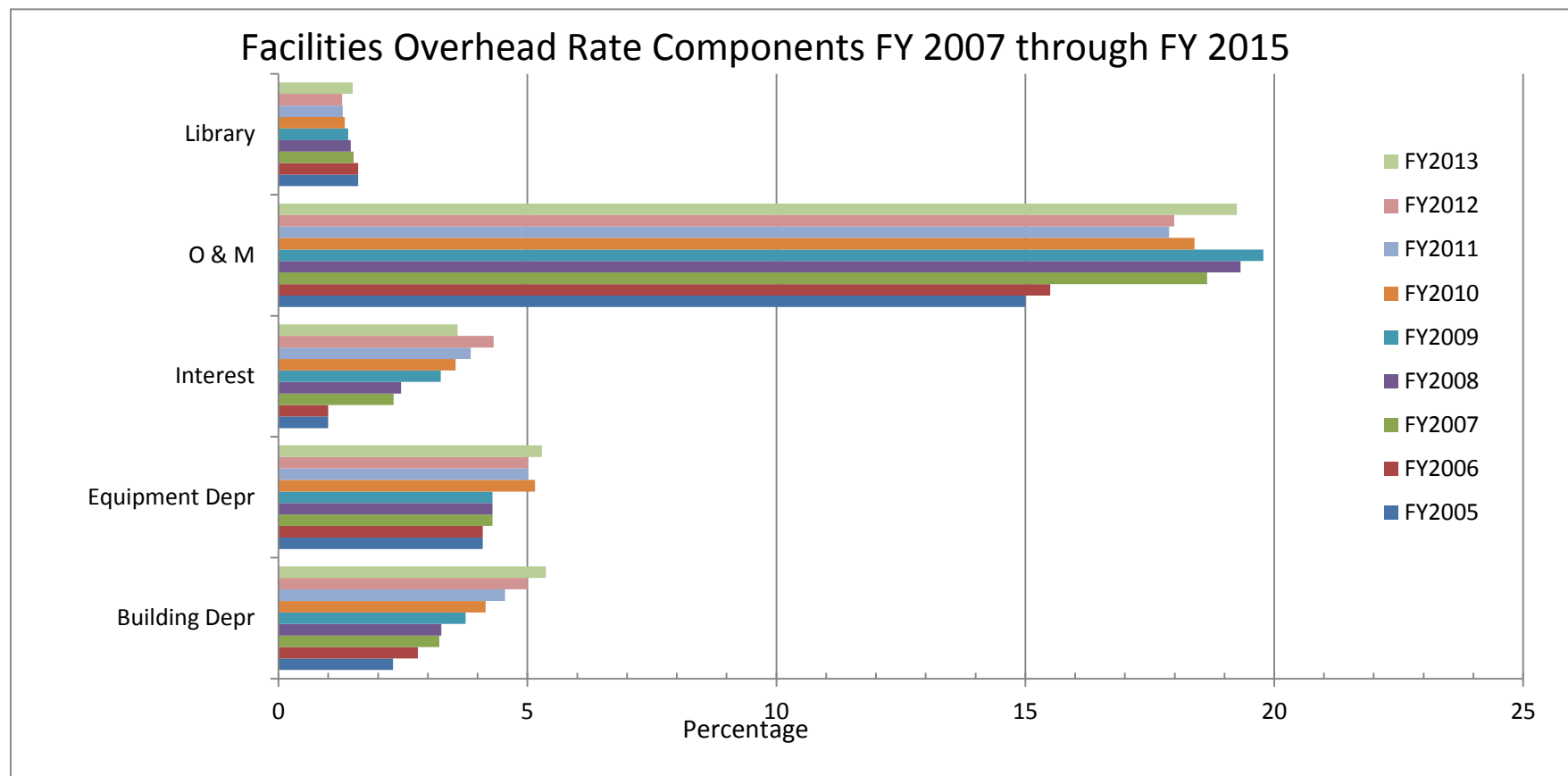




Year	F&A Rate
1987	50.0%
1988	48.0%
1989	49.0%
1990	49.0%
1991	50.0%
1992	53.0%
1993	53.7%
1994	53.5%
1995	46.0%
1996	45.0%

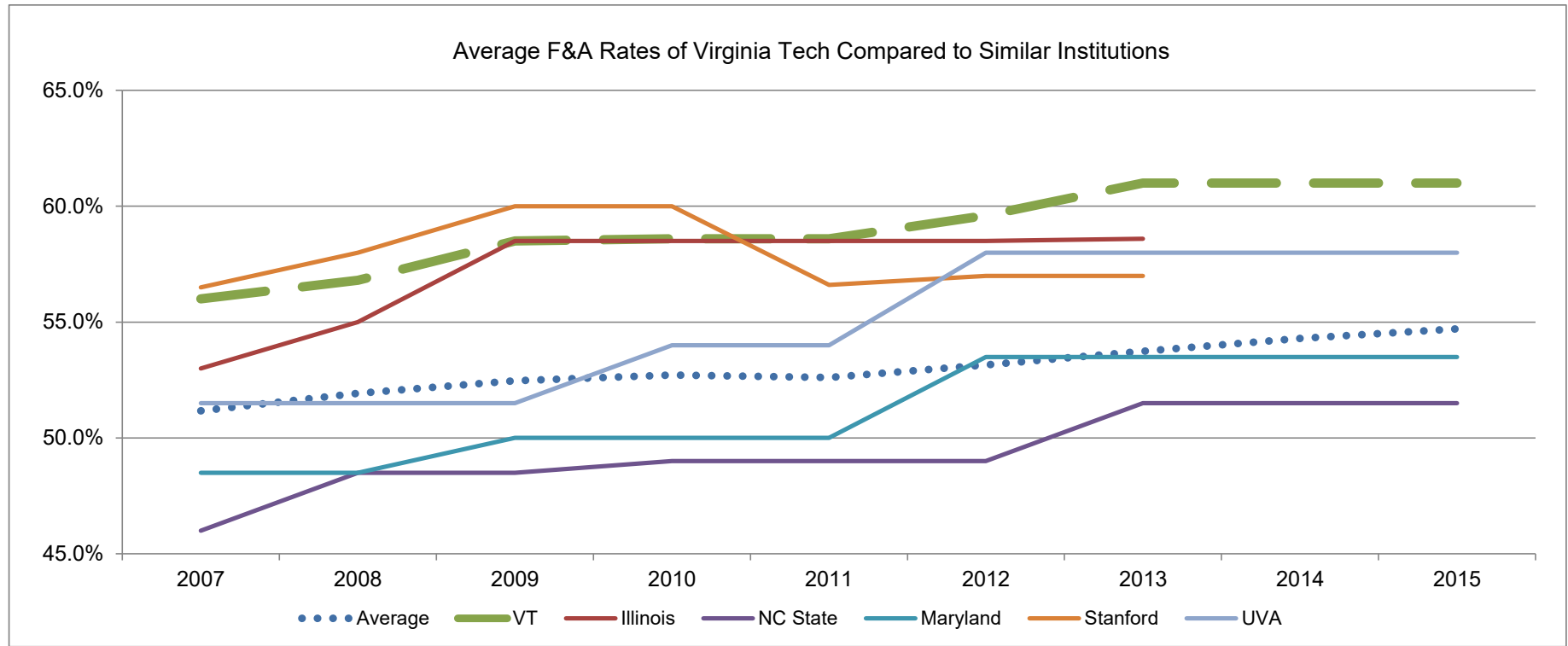
Year	F&A Rate
1997	45.0%
1998	45.0%
1999	45.0%
2000	45.0%
2001	45.5%
2002	46.0%
2003	46.2%
2004	50.0%
2005	50.0%
2006	51.0%

Year	F&A Rate
2007	56.0%
2008	56.8%
2009	58.5%
2010	58.6%
2011	58.6%
2012	59.6%
2013	61.0%
2014	61.0%
2015	61.0%

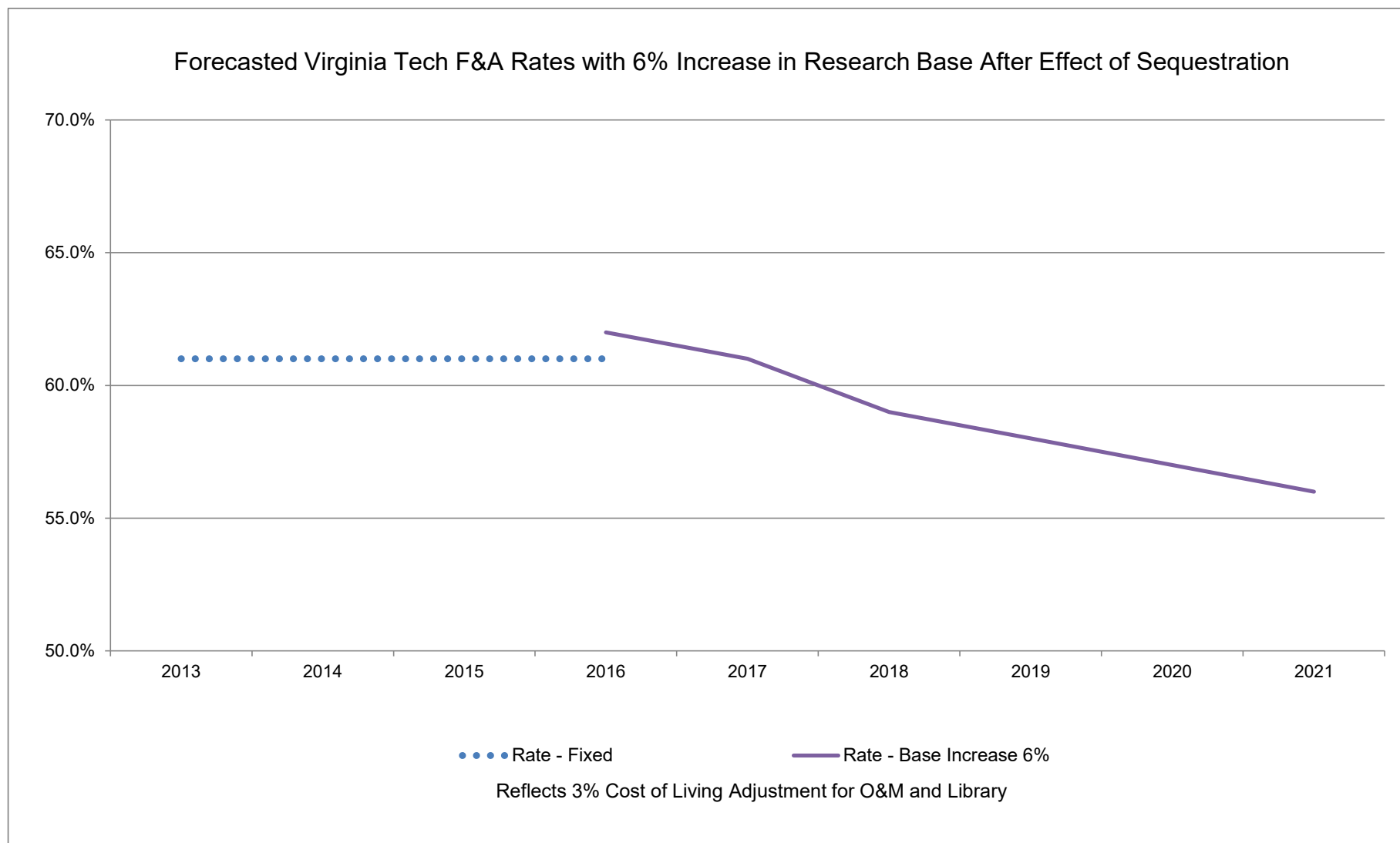


**Negotiated Facilities Overhead Rate Components**  
(Dollars in millions)

Components	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Building Depr	\$ 2.30	\$ 2.80	\$ 3.23	\$ 3.27	\$ 3.76	\$ 4.16	\$ 4.55	\$ 5.00	\$ 5.37
Equipment Depr	4.10	4.10	4.30	4.30	4.30	5.15	5.01	5.01	5.29
Interest	1.00	1.00	2.31	2.46	3.26	3.56	3.86	4.32	3.60
O & M	15.00	15.50	18.65	19.32	19.78	18.40	17.89	17.99	19.25
Library	1.60	1.60	1.51	1.45	1.40	1.33	1.29	1.28	1.49
<b>Total Facilities Rate</b>	<b>24.00</b>	<b>25.00</b>	<b>30.00</b>	<b>30.80</b>	<b>32.50</b>	<b>32.60</b>	<b>32.60</b>	<b>33.60</b>	<b>35.00</b>



	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average of Similar Institutions	51.2%	51.9%	52.5%	52.7%	52.6%	53.2%	53.7%	54.3%	54.7%
Virginia Tech (ONR)	56.0%	56.8%	58.5%	58.6%	58.6%	59.6%	61.0%	61.0%	61.0%
University of Illinois at Urbana-Champaign (ONR)	53.0%	55.0%	58.5%	58.5%	58.5%	58.5%	58.6%		
North Carolina State University (DHHS)	46.0%	48.5%	48.5%	49.0%	49.0%	49.0%	51.5%	51.5%	51.5%
University of Maryland, College Park (DHHS)	48.5%	48.5%	50.0%	50.0%	50.0%	53.5%	53.5%	53.5%	53.5%
Stanford University (ONR)	56.5%	58.0%	60.0%	60.0%	56.6%	57.0%	57.0%		
University of Virginia (DHHS)	51.5%	51.5%	51.5%	54.0%	54.0%	58.0%	58.0%	58.0%	58.0%



	2013	2014	2015	2016	2017	2018	2019	2020	2021
Rate - Fixed	61.0%	61.0%	61.0%						
Rate - Base Increase 6%				62.0%	61.0%	59.0%	58.0%	57.0%	56.0%



# Trends in Facilities and Administrative (Indirect) Cost Rates

M.Dwight Shelton

Vice President for Finance and CFO

June 3, 2013



# Facilities & Administrative (Indirect) Cost: Overview

F&A rates are the approved mechanism to recover from external sponsors their appropriate share of indirect costs related to research grants and contracts

- Administrative costs: salaries and related fringe benefit expenses for individuals in accounting, budgeting, human resources, and purchasing functions
- Facilities costs: depreciation expense for building and equipment, interest expense, utilities costs, and operations and maintenance costs

Rate negotiated with the approved cognizant Federal agency

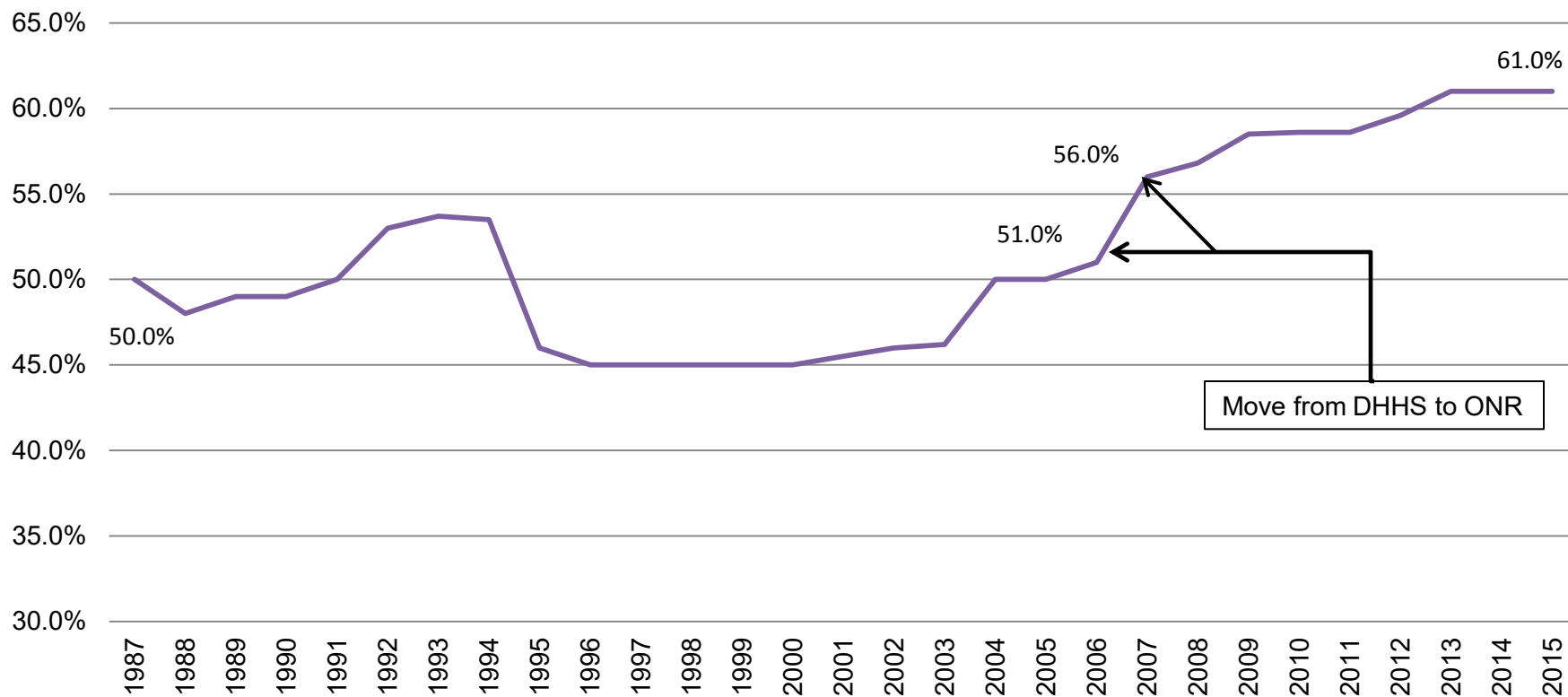
# F&A Rate Development

- Calculation based on federal cost accounting regulations
- Process of allocating indirect costs to the appropriate direct cost bases is complex; the actual calculation is basic:

$$\text{F\&A Rate} = \frac{\text{Allocated Facilities \& Administrative Costs}}{\text{Qualifying Direct Research Expenditures}}$$

# Trends in F&A Rates

## Virginia Tech F&A Rates

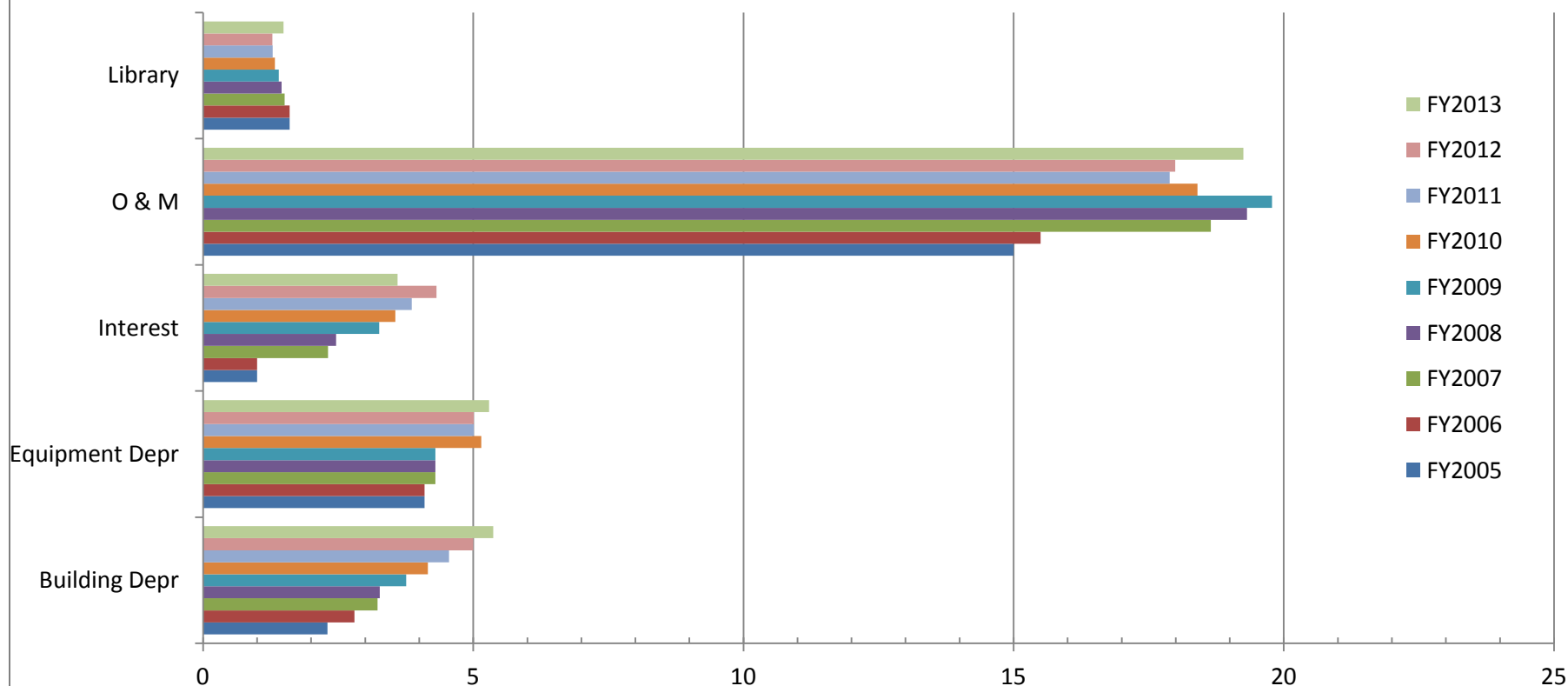


# Trends in F&A Rates (contd.)

The F&A rate has been steadily increasing in recent years primarily due to the following factors:

- The change in the federal cognizant agency approving F&A rates for Virginia Tech from Department of Health and Human Services to Office of Naval Research
- Ongoing and significant investments made by the university in research buildings and equipment in the last decade

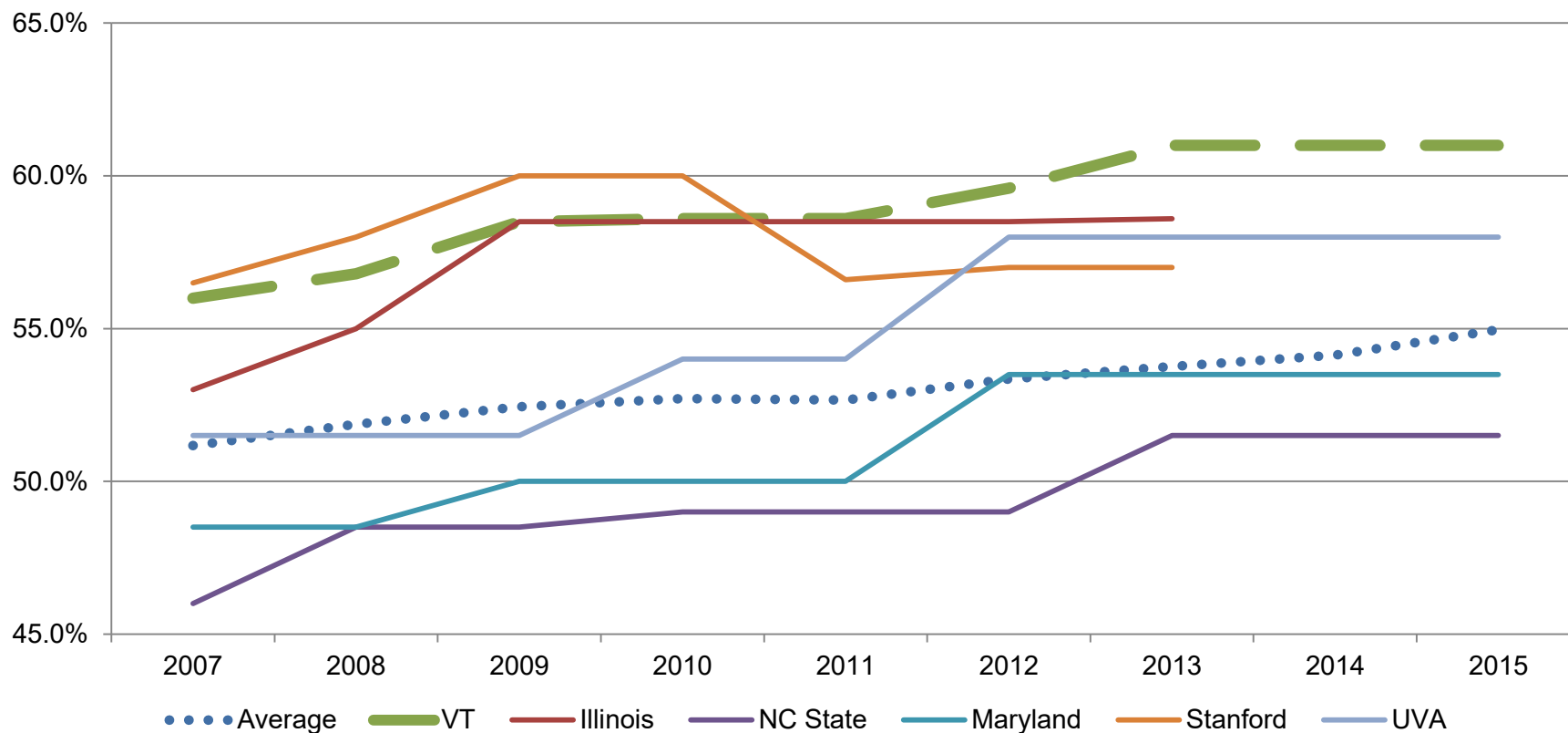
# Facilities Overhead Rate Component: FY 2007 – FY 2015





# Comparison with Similar Institutions

Average F&A Rates of Virginia Tech Compared to Similar Institutions



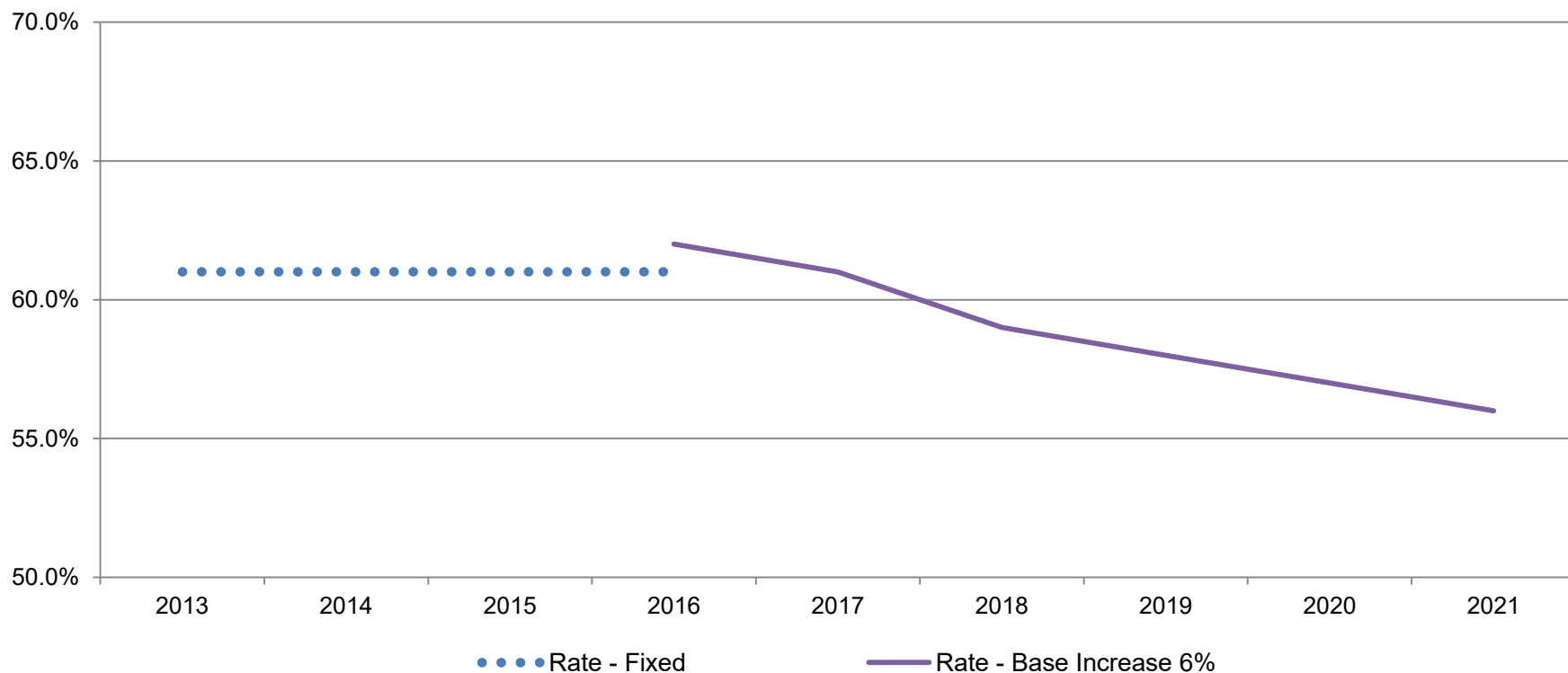
# Outlook for the future

Based on the following set of assumptions, the university anticipates the F&A rate to decline:

- Facilities costs should level off beginning FY 2015 due to limited future planned investments in research facilities
- Direct research expenditures will continue to grow by approximately 6 percent
- Federals sequestration will adversely impact direct research expenditures by approximately \$10 million
- University's cognizant agency will continue to be Office of Naval Research

# Outlook for the future

Forecasted Virginia Tech F&A Rates with 6% Increase in Research Base After Effect of Sequestration



Reflects 3% Cost of Living adjustment for O&M and Library

# Questions ?



# Financial Performance Report

## Third Quarter 2012-13

Tim Hodge, Assistant Vice President for  
Budget and Financial Planning

June 3, 2013



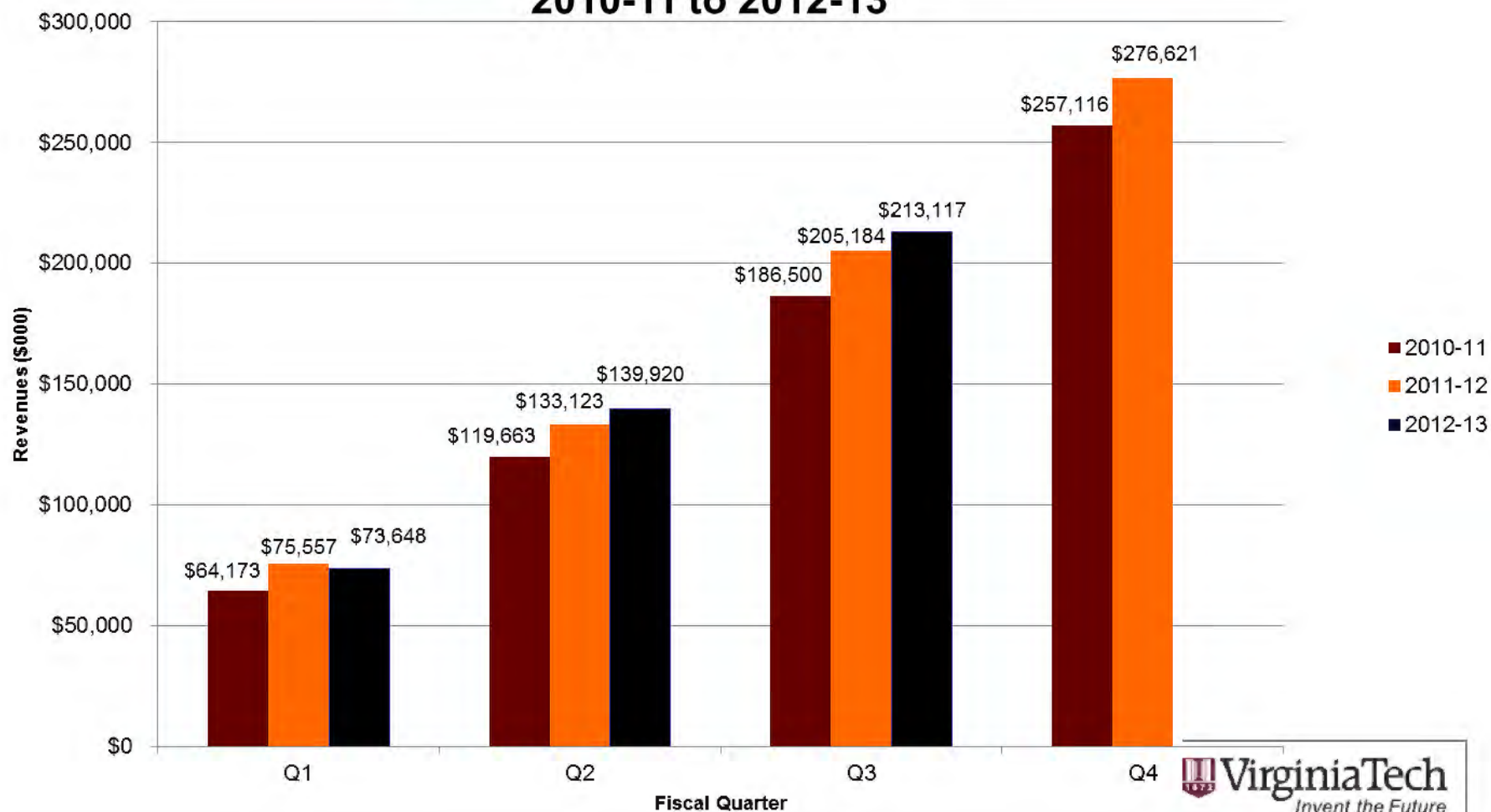
# Overview

- The university continuously monitors financial performance
- Each quarter the university provides the Board with an update on financial performance
- The annual budget represents the university's projection of operations
  - The original budget is as reviewed with the Board in June
  - The adjusted budget is revised as new information becomes available

# Operating Budget

- Key Annual Budget Changes:
  - Increased revenues for Veterinary Medicine Teaching Hospital
- Performance:
  - Higher than projected revenue within Continuing Education from the Language and Cultural Institute
  - Tuition: stronger than projected fall-to-spring retention
  - Above average expenditures in Sponsored Programs

## Sponsored Programs Revenue 2010-11 to 2012-13



# Auxiliary Enterprises

- Key Annual Budget Changes:
  - Dining: decreased off-campus business volume
  - Residential: facility projects
  - Telecommunications: increased project activity
  - Athletics: video boards procurement
  - Continue to experience market volatility in Electric Service
- Performance:
  - Fleet Services: lower than projected rental volume
  - Printing Services: higher than projected business volume
  - All Other Activities are on target

# Capital Outlay

- **Total capital program level currently authorized**
  - \$687 million over several years
- **Cumulative program expenses**
  - \$410 million inception-to-date
- **Significant adjustments**
  - Planning: Upper Quad Residential Facilities was approved at the March 2013 Board meeting and added to the report.
  - Phase IV or Oak Lane (House I): The total budget was increased to \$4.942 million from \$4.663 million due to unexpected infrastructure costs.

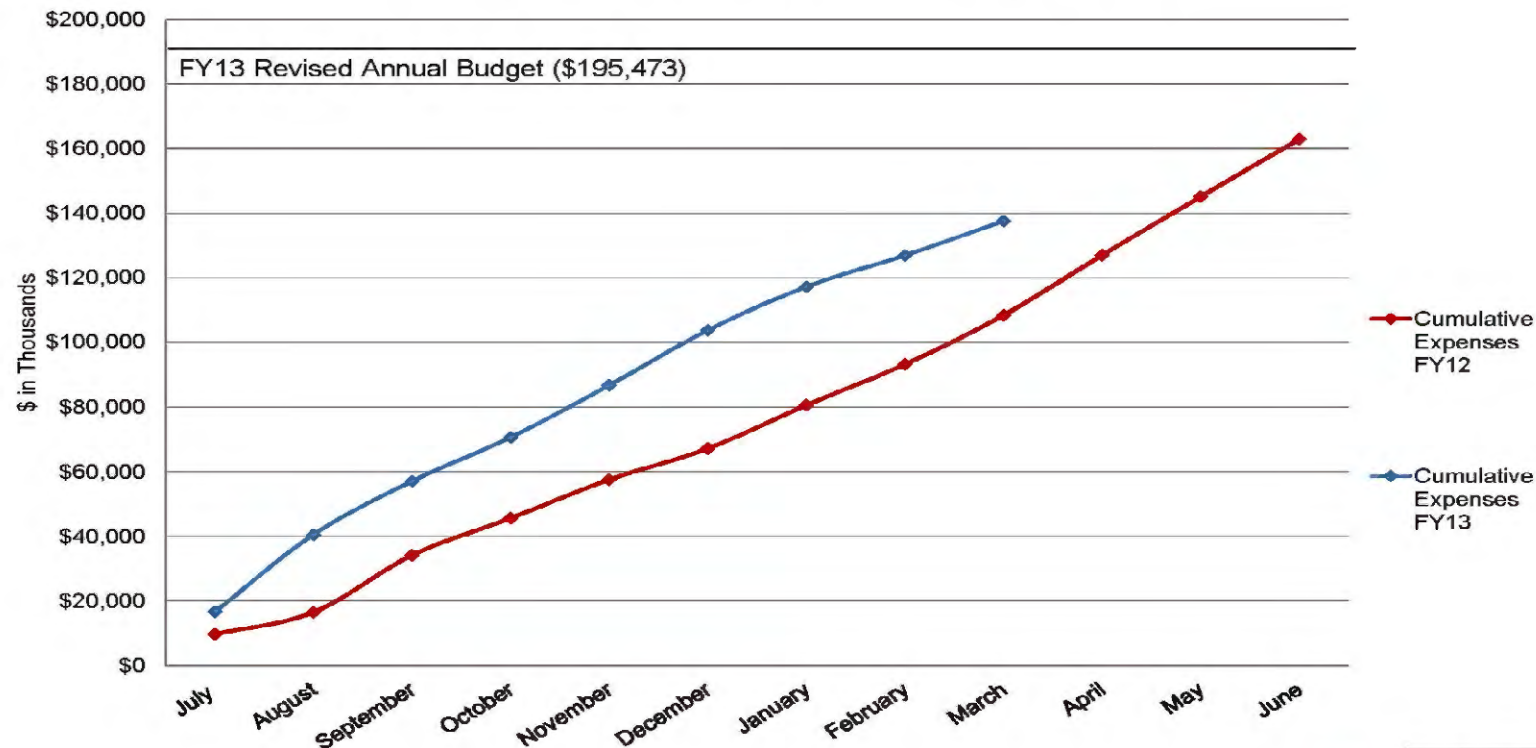


# Capital Outlay

- **Annual capital budget as of third quarter**
  - \$198 million
- **Annual expenses as of third quarter**
  - \$138 million
- **Annual budget adjustments this quarter**
  - Total project budgets unchanged, timing adjustments between years
    - ❖ Chiller Plant, Phase I \$3.3 million
    - ❖ Human & Agricultural Biosciences Building I \$8.4 million
    - ❖ Performing Arts Center \$9.0 million
    - ❖ Renovate Davidson Hall, Phase I \$4.0 million
    - ❖ Unified Communications & Network Renewal (\$3.6 million)

# Capital Outlay Trends: Annual Performance

CAPITAL PROGRAM ANNUAL PERFORMANCE  
Cumulative Monthly Expenditures  
Fiscal Year 2012 and Third Quarter Fiscal Year 2013



# Capital Outlay

- **Major Construction Underway**
  - Chiller Project, Phase One
  - Davidson Hall, Phase One
  - Human Agriculture and Biosciences Building, Phase One
  - Performing Arts Center
  - Signature Engineering Building
  - Unified Communications and Network Renewal



## **2013-14 Faculty Compensation Plan June 3, 2013**

M. Dwight Shelton, Jr.  
VP for Finance and Chief Financial Officer



# 2013-14 Faculty Compensation Plan

- Consistent with prior year plans
- University continues to follow parameters from Secretary of Education
  - Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education
  - Defines qualification criteria for T/R and A/P faculty
  - Provides guidance on authorized salary average for full-time T/R
  - Requires Board approval



# 2013-14 Faculty Compensation Plan Elements

- Authorized Salary Average
- 2013-14 pay structure
- Promotion and tenure process
- Annual evaluation and salary adjustment process
- Other salary adjustments
- Merit Review and Compensation Process

## Authorized Salary Average

- University authorized salary average of \$90,392 for 2011-12 at 25<sup>th</sup> percentile of its peer group
- University authorized salary average for 2012-13 is unchanged
  - IPEDS peer data for Fall 2012 not yet available
  - AAUP data indicates market increase; therefore, expect decline in the university's percentile ranking in 2012-13
- With merit program approved by General Assembly for July 25, 2013, authorized salary average is expected to increase

# Peer Salary Benchmarking

	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
60 <sup>th</sup> Percentile: IPEDS <sup>(a,b)</sup> (current benchmark)	\$101,129	\$103,151 *	\$105,214 *
60 <sup>th</sup> Percentile: AAUP <sup>(a)</sup> (traditional benchmark)	\$103,706	\$105,864	\$107,981 *
State Authorized Salary Average <sup>(b)</sup>	\$90,392	\$90,392	\$93,104 *
Actual Average Salary <sup>(c)</sup>	\$87,540	\$88,130	\$92,096 *

*\*estimated*

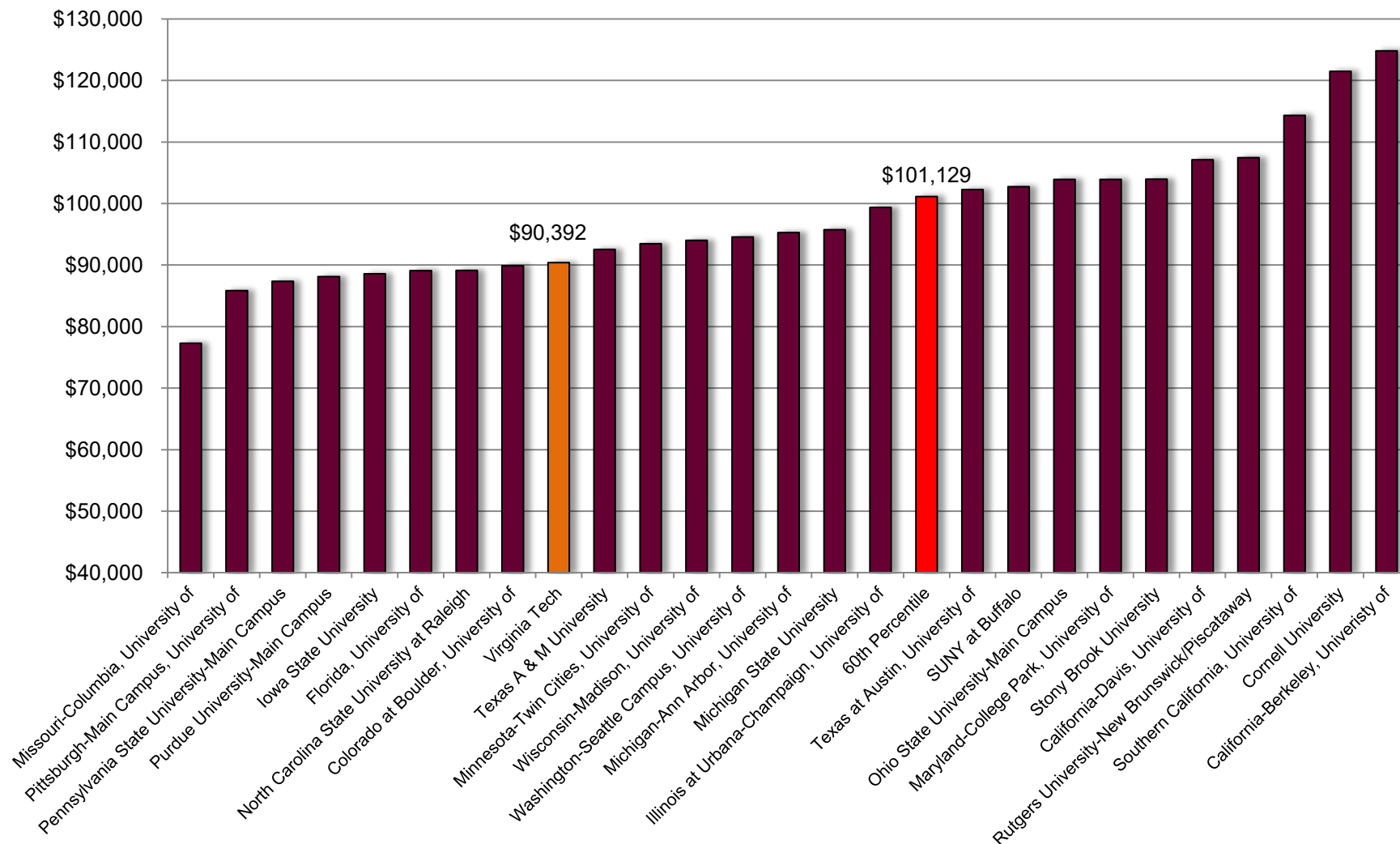
(a) SCHEV switched from AAUP to IPEDS benchmark data in 2007

(b) Estimated based on forecast rates for the State Council of Higher Education

(c) Computed in accordance with traditional consolidated salary average guidelines provided by Secretary of Education

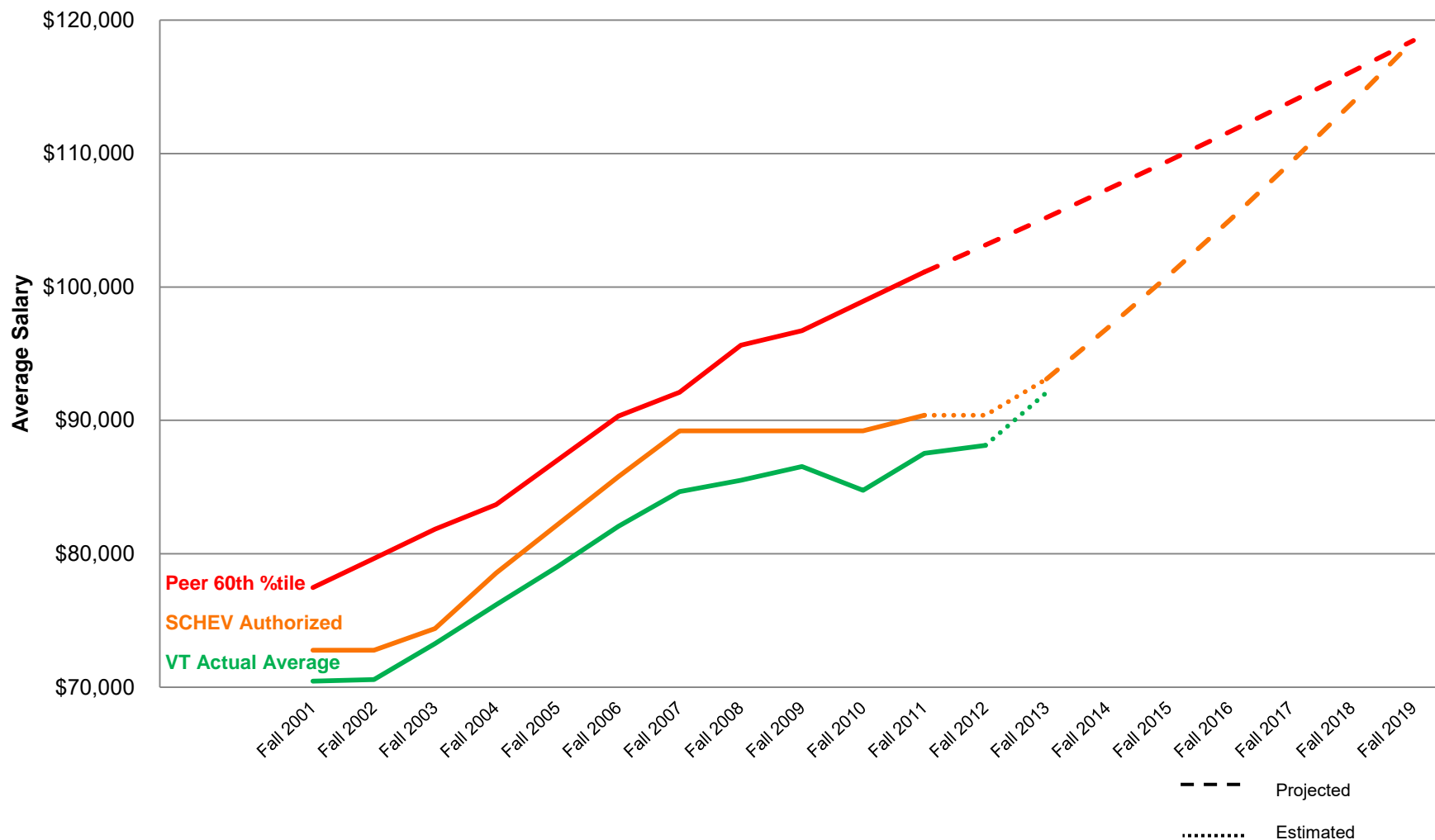
# 2011-12 SCHEV Peer Salary Benchmarking

Attachment M



# Faculty Salary Progress

## Towards 60<sup>th</sup> Percentile of SCHEV Peer Group (Fall 2013-Fall 2019)

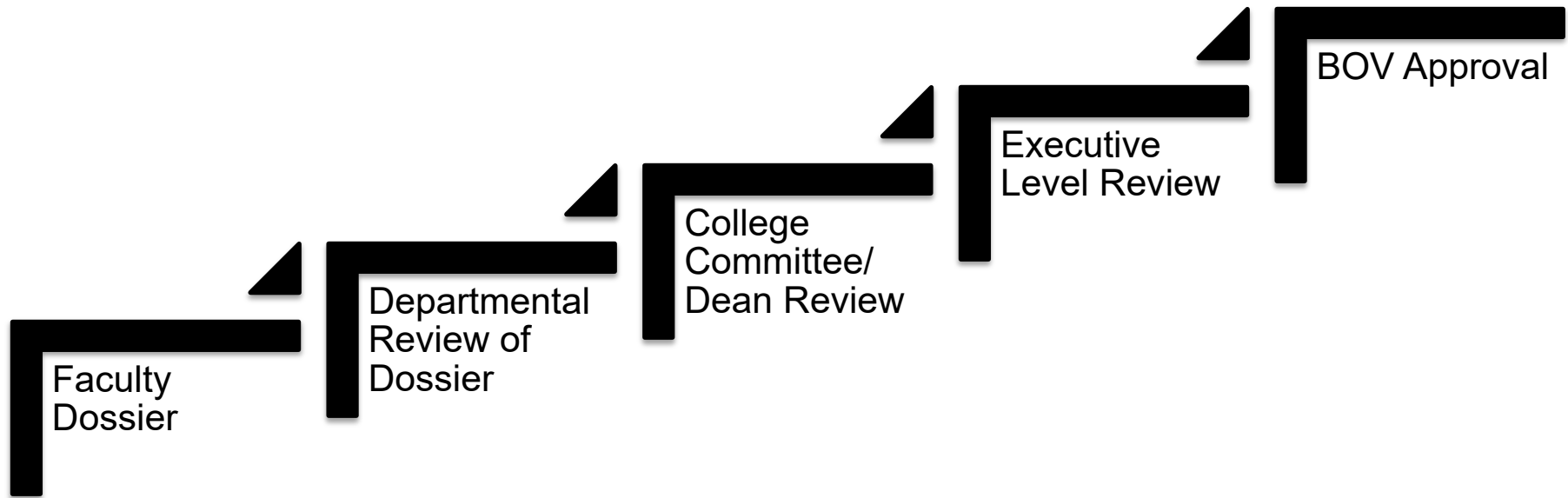




# 2013-14 Pay Structure

- Establishes entrance salaries for each faculty rank
- Summarizes distribution of faculty across ranks

	9-Month Faculty		12-Month Faculty		Distribution of Approximate % of Total Faculty By Rank
	Entrance	Change	Entrance	Change	
Professor	\$82,557	4.5%	\$100,690	4.5%	33%
Associate Professor	\$63,142	4.5%	\$76,511	4.5%	29%
Assistant Professor	\$52,234	4.5%	\$63,536	4.5%	24%
Senior Instructor	\$44,799	4.5%	\$58,292	4.5%	3%
Advanced Instructor	\$39,941	4.5%	\$51,815	4.5%	2%
Instructor	\$36,608	4.5%	\$47,631	4.5%	9%



- Promotion to a higher rank and appointment with tenure may be granted to faculty members on a regular faculty appointment who have demonstrated outstanding accomplishments.
- Each candidate for promotion or tenure will be evaluated in light of the triple mission of the university: instruction, research, and outreach.

# Promotion & Tenure

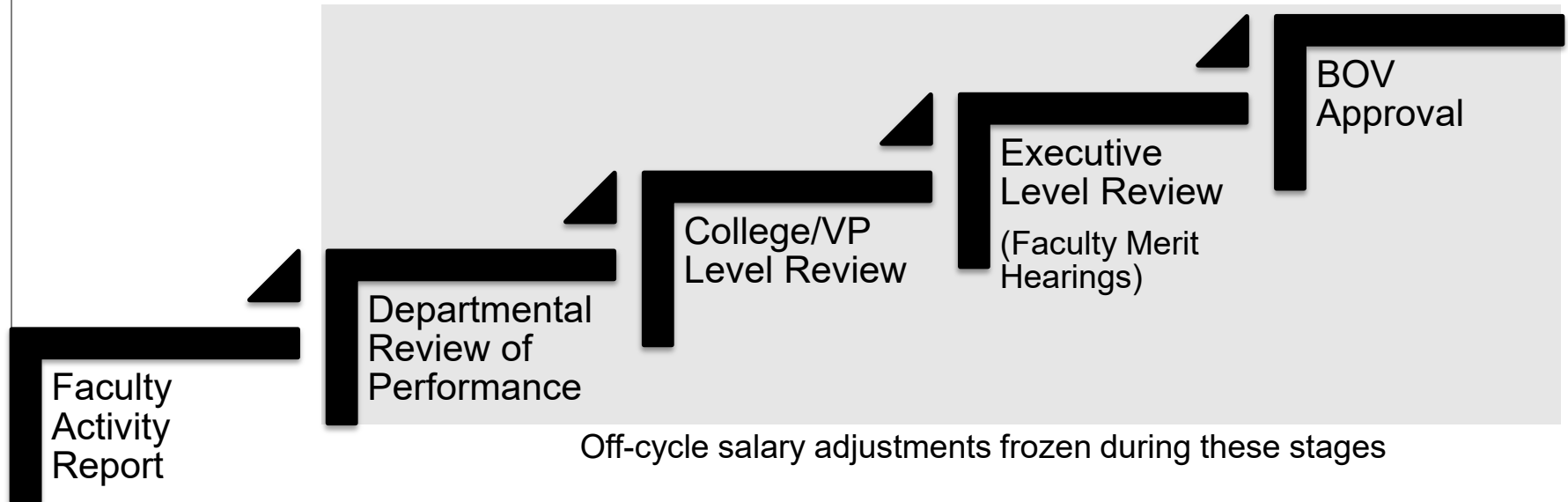
<b>Faculty</b>	<b>Clinical Faculty</b>	<b>Professor of Practice</b>	<b>Cooperative Extension</b>	<b>Amount</b>
Professor	Clinical Professor	Professor of Practice		\$4,000
Associate Professor	Clinical Associate Professor	Associate Professor of Practice	Senior Agent	\$3,000
Assistant Professor	Clinical Assistant Professor		Agent	\$2,000

# Annual Evaluation and Salary Adjustments

- Faculty Activity Report (FAR)
  - Teaching/Research Faculty: instructional activities, creative scholarship, outreach and service contributions and other professional activities and recognitions
  - Administrative/Professional faculty: activities in support of their specific job goals as they relate to the broader mission of the university
- FAR forms the basis of faculty evaluations conducted annually by departments independent of the faculty merit process

# Annual Evaluation and Salary Adjustments

## Faculty Merit Process



- Salary adjustments in the faculty merit process are based on performance, not automatic.
- All merit recommendations are reviewed at three levels before presenting to Board of Visitors for approval.



# Other Salary Adjustments

- May happen for:
  - changes in duties and responsibilities
  - special temporary assignments
  - while intent is that all faculty follow standard merit timeline, if hiring anniversary date for restricted positions is used instead of standard timeline
- Salary changes established through this process are submitted for ratification to the Board of Visitors on a quarterly basis on the Faculty Personnel Changes Report in accordance with the Faculty Compensation Plan.

# Merit Review and Compensation Process

- University will implement results of Spring 2013 merit process on July 25, 2013, pending state revenue targets
- Statewide action currently unknown for 2014-15:
  - university will monitor state compensation environment
  - university will prepare for merit review as appropriate
- Need to return to an annual merit cycle

# Questions?



# 2013-14 Operating and Capital Budgets

M. Dwight Shelton, Jr.

June 3, 2013

# Management Accounting Overview

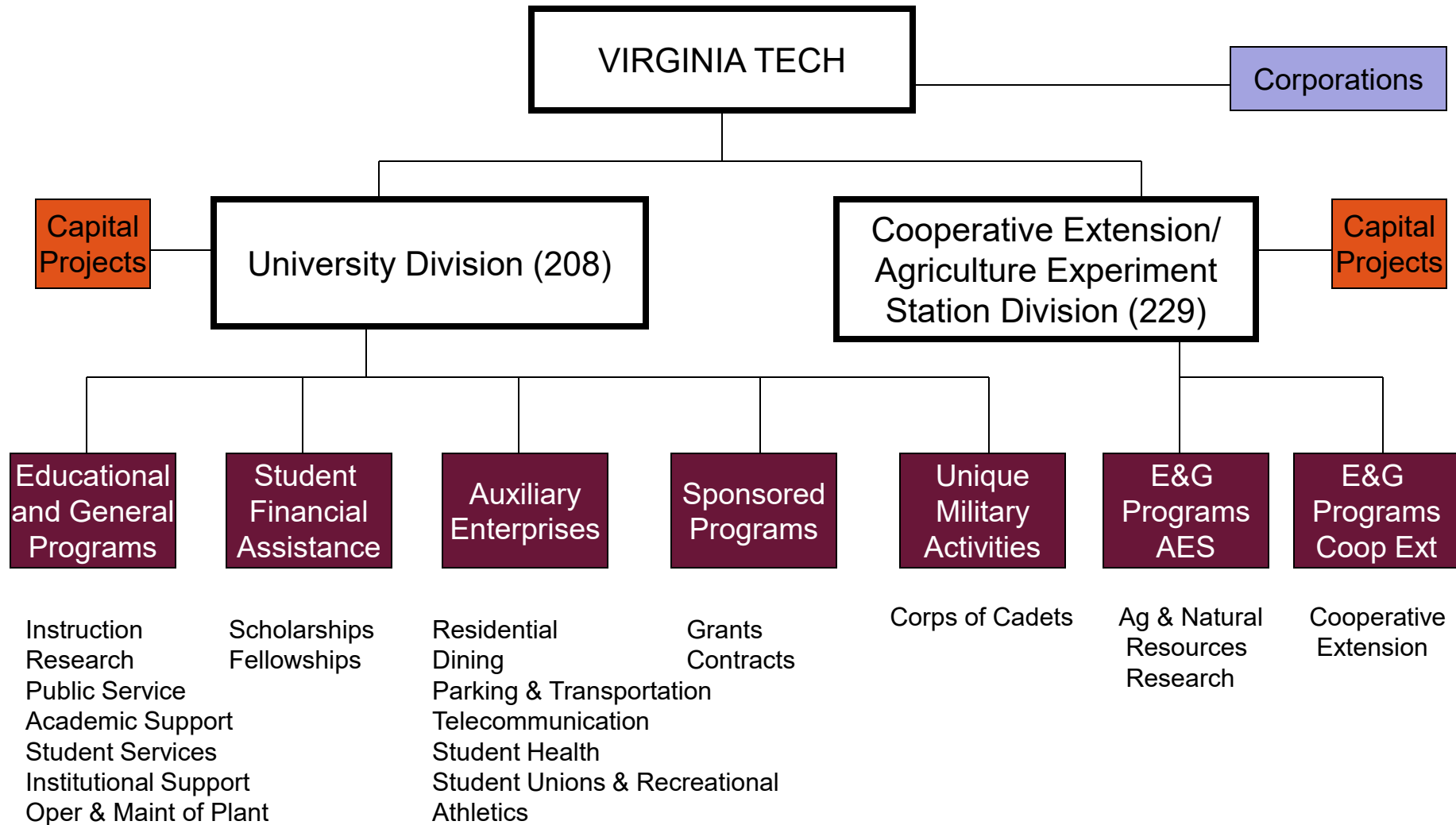
- ❑ Fiscal Year – July 1 to June 30
- ❑ Accounting Basis – cash
  - ❑ Same as the Commonwealth of Virginia
- ❑ Fund Accounting System - ensures the intended linkage between funding and purpose



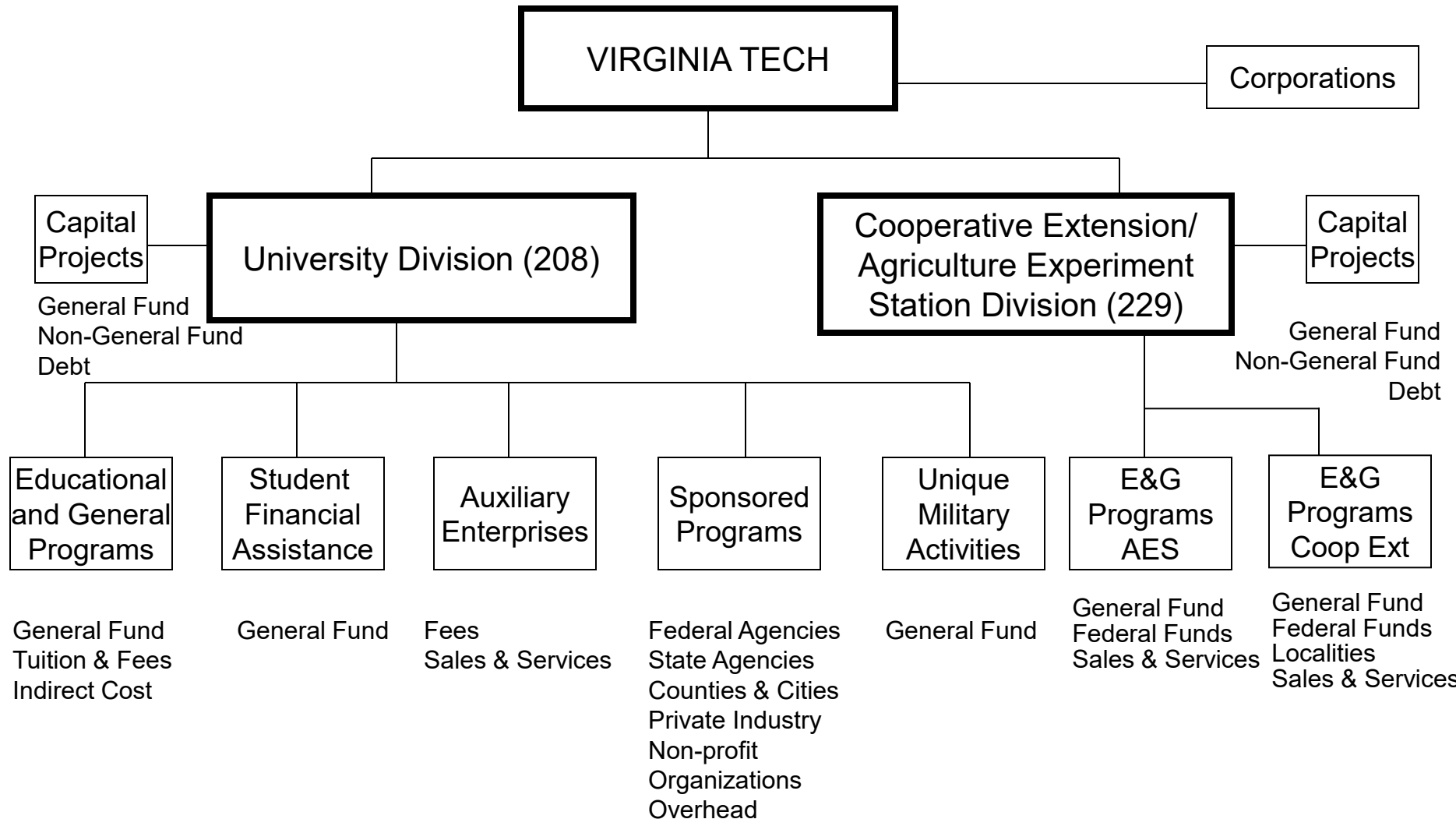
# Budget Development Timeline

- ❑ Fall/Spring – state budget process determines state support, nongeneral fund assessments & cost assignments, guidance, and costs
- ❑ Spring – BOV establishes tuition & fee rates
- ❑ May-June – finalize budget to advance strategic plan and address critical needs
- ❑ July 1 – start of new fiscal year

# Program Structure



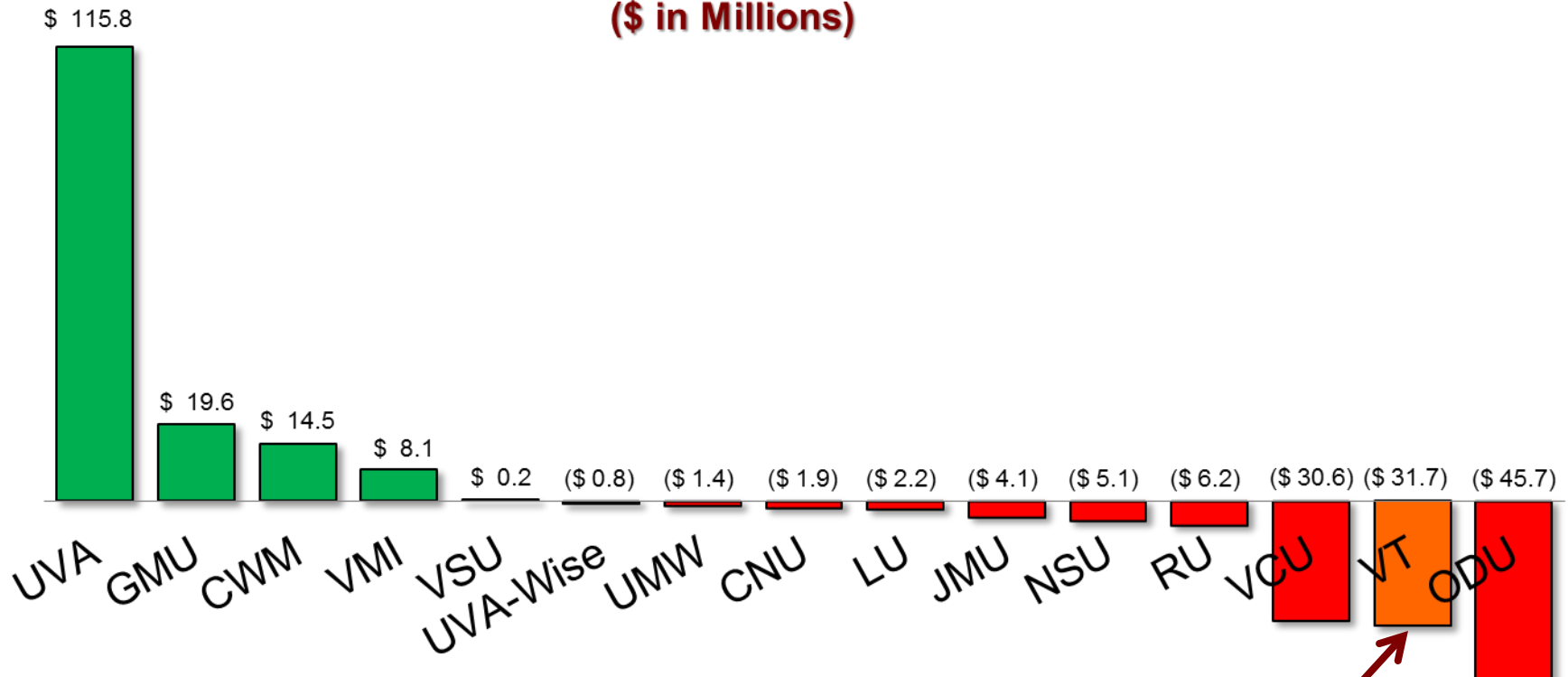
# Fund Sources



# Funding Shortfall

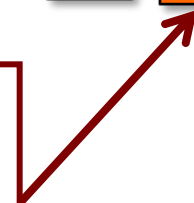
## As Calculated by SCHEV, Fall 2012

(\$ in Millions)



*This is the Commonwealth's recognized shortage of faculty, staff, and resources for operation at Virginia Tech.*

*Virginia Tech has one of the larger dollar and percentage shortfalls in the state.*



# GENERAL FUND SUPPORT 2013-14

## 2013 SESSION

### University Division

(\$ in Millions)

Base Operating Support	\$0.7
Increase access for in-state undergraduates	0.6
State share of 3% faculty merit	2.8
State share staff merit and compresssion	1.2
Central Fund Distribution (state share fringe)	2.4
<i>Subtotal</i>	<u>7.7</u>
Restoration of funding from prior reduction	0.6
Remove state share of one-time bonus (2012)	(4.0)
Rolls Royce (\$2.9M to \$2.4M)	(0.5)
<i>Subtotal University Division E&amp;G</i>	<u>\$3.8</u>



# GENERAL FUND SUPPORT 2013-14

## 2013 SESSION

### Cooperative Extension/AES Division (CE/AES)

(\$ in Millions)

O&M HABBI	\$0.4
<i>Subtotal Operating</i>	<u>0.4</u>
State share faculty merit	1.0
State share staff merit and compression	0.5
Restoration of funding from prior reduction	0.2
Remove state share of one-time bonus funding(2012)	(1.1)
Central Fund Distribution (State share fringe benefits)	<u>1.0</u>
<i>Subtotal CE/AES</i>	<u>\$2.0</u>

# GENERAL FUND SUPPORT 2012-13

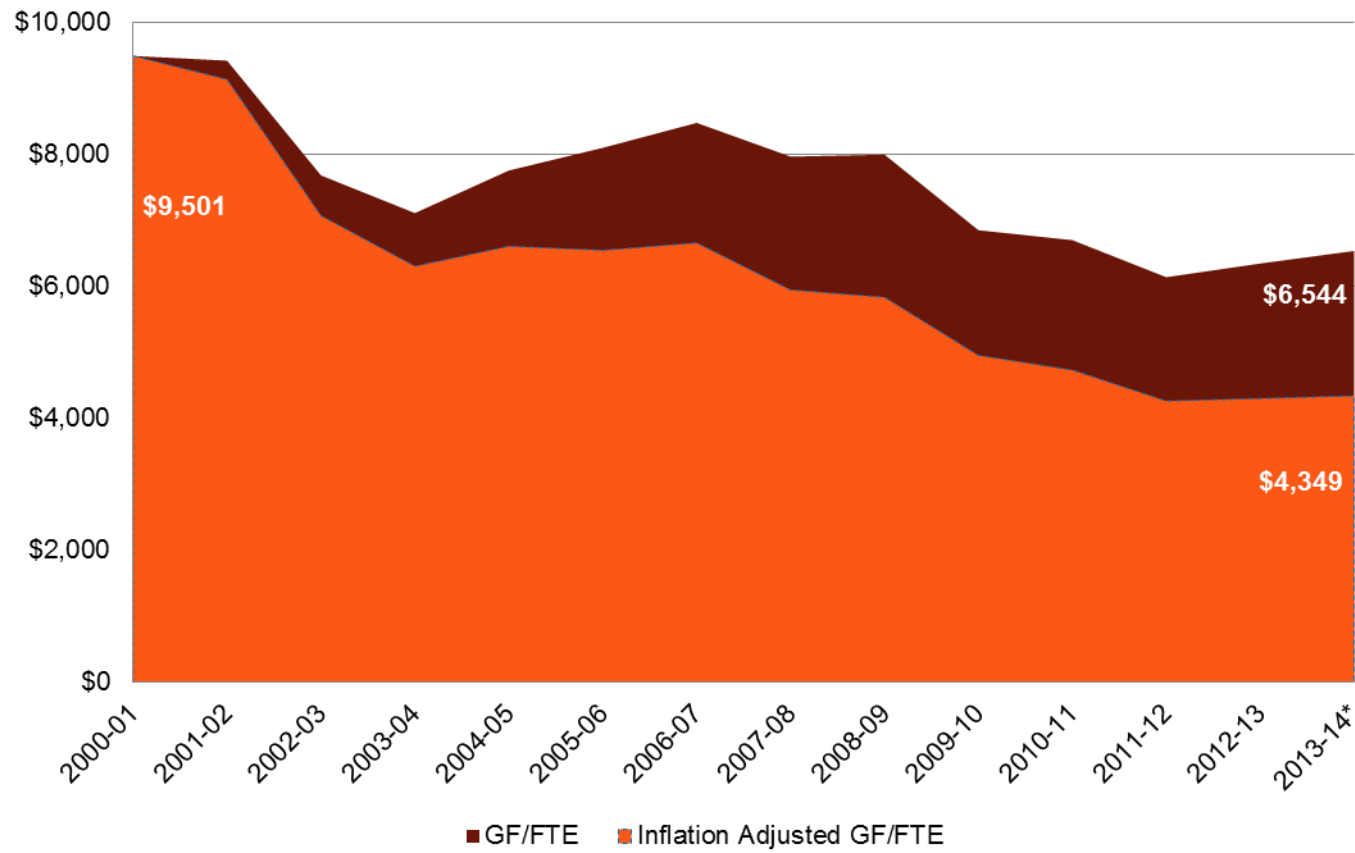
## 2013 SESSION

### Other Programs

(\$ in Millions)

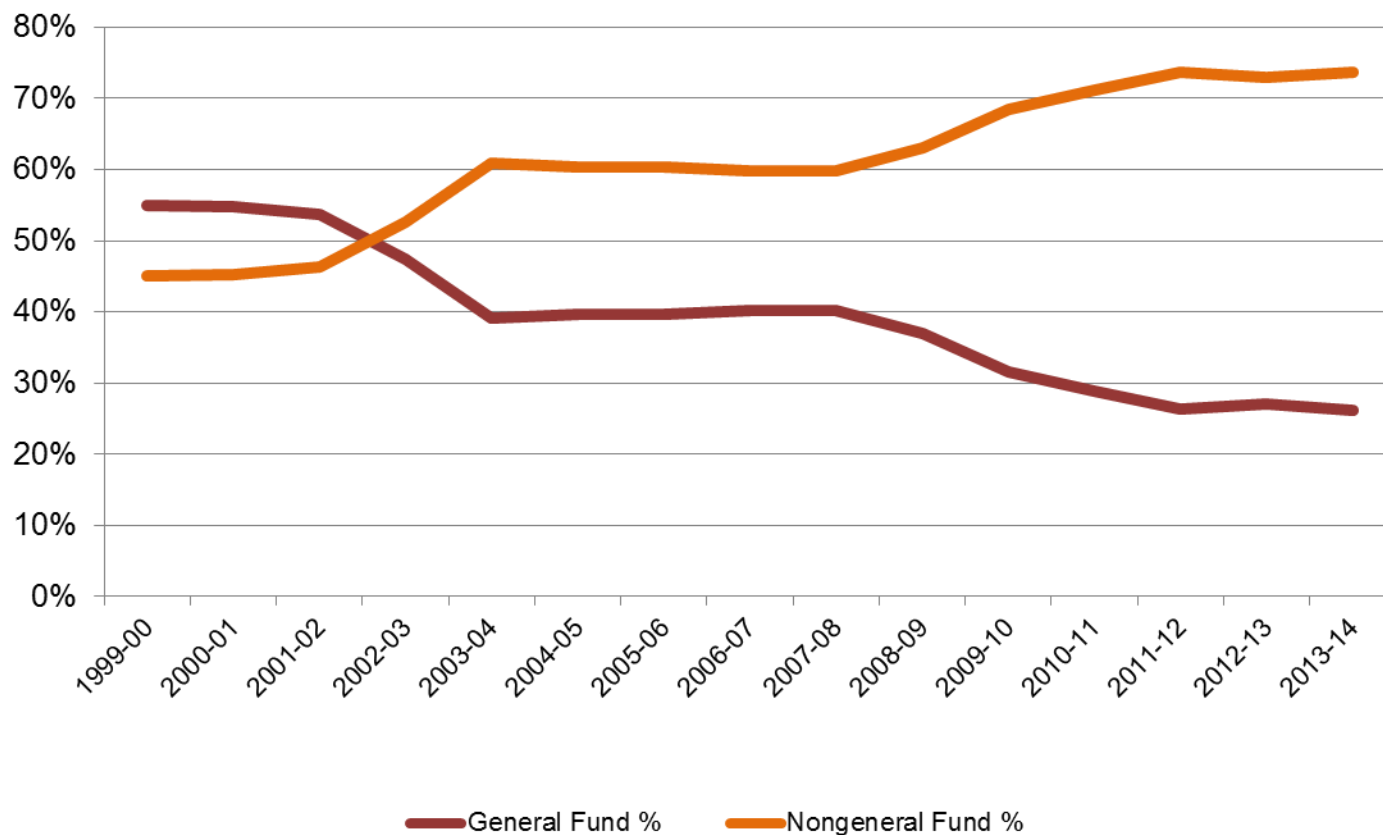
Brain Research	\$1.0
Undergraduate Financial Aid	1.1
Unique Military Activities	0.6
	<hr/>
<i>Other Programs</i>	<i>\$2.7</i>

# General Fund Per Virginia Student at Virginia Tech



# Fund Split

## Educational & General Fund Split



# 2012-13

## General Fund Support %

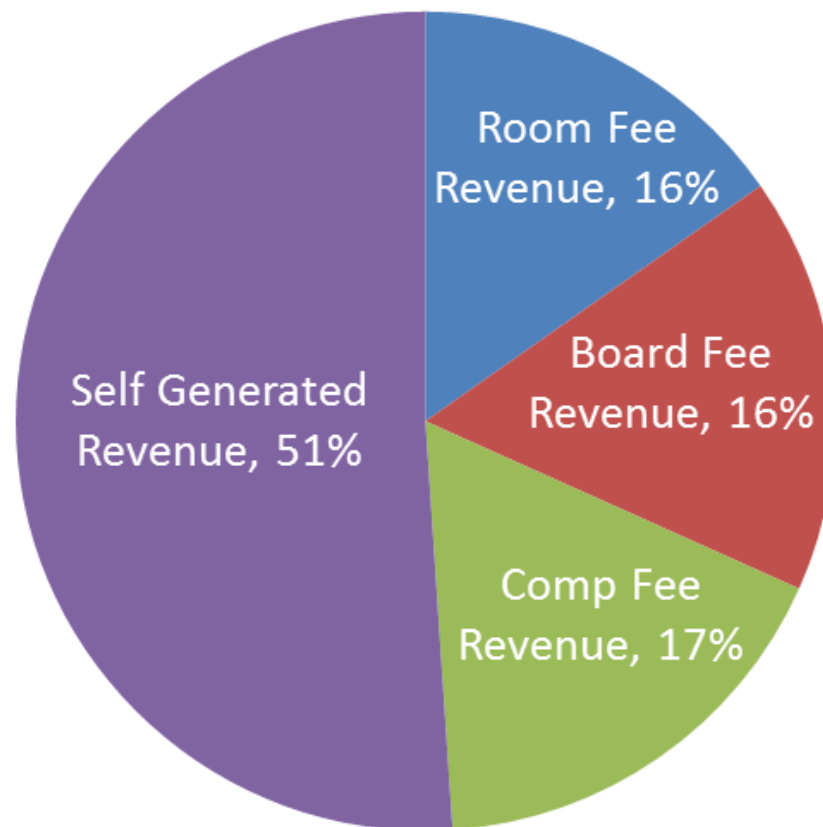
(\$ in Millions)

	GF	Total	% GF
208 E&G	\$149.3	\$563.3	26.5%
229 E&G	64.7	80.0	80.8%
Auxiliary	-	286.5	0%
Sponsored	4.1	329.7	1%
SFA	19.7	19.7	100%
Other	2.1	6.3	33%
Total	\$239.9	\$1,285.6	18.7%



# Auxiliary Revenue

**2013-14 Auxiliary  
Revenues by Types**



# Federal Funds

			<u>Change</u>	
	<u>2012-13</u>	<u>2013-14</u>	<u>\$</u>	<u>%</u>
<u>Direct</u>				
Agency 229	\$ 17.2	\$ 14.5	\$ (2.7)	(15.7%)
Federal Work Study	0.8	0.7	(0.04)	(5.6%)
<u>Pool</u>				
Sponsored Programs	172.4*	189.0	16.6	9.6%

\* reflects planned 4<sup>th</sup> quarter adjustment

# 2013-14 Operating Budget

(\$ in Millions)

	2012-13 Adjusted Budget	2013-14 Proposed Budget	Change	
			\$	%
208 E&G	\$539.6	\$563.3	\$23.7	4.4%
229 E&G	80.6	80.0	(0.6)	-0.7%
Auxiliary	276.0	286.5	10.5	3.8%
Sponsored	290.1	329.7	39.6	13.6%
SFA	19.0	19.7	0.7	3.5%
Other	5.9	6.3	0.5	7.8%
<b>Total</b>	<b>\$1,211.3</b>	<b>\$1,285.6</b>	<b>\$74.4</b>	<b>3.7%</b>

# Capital Budget Development

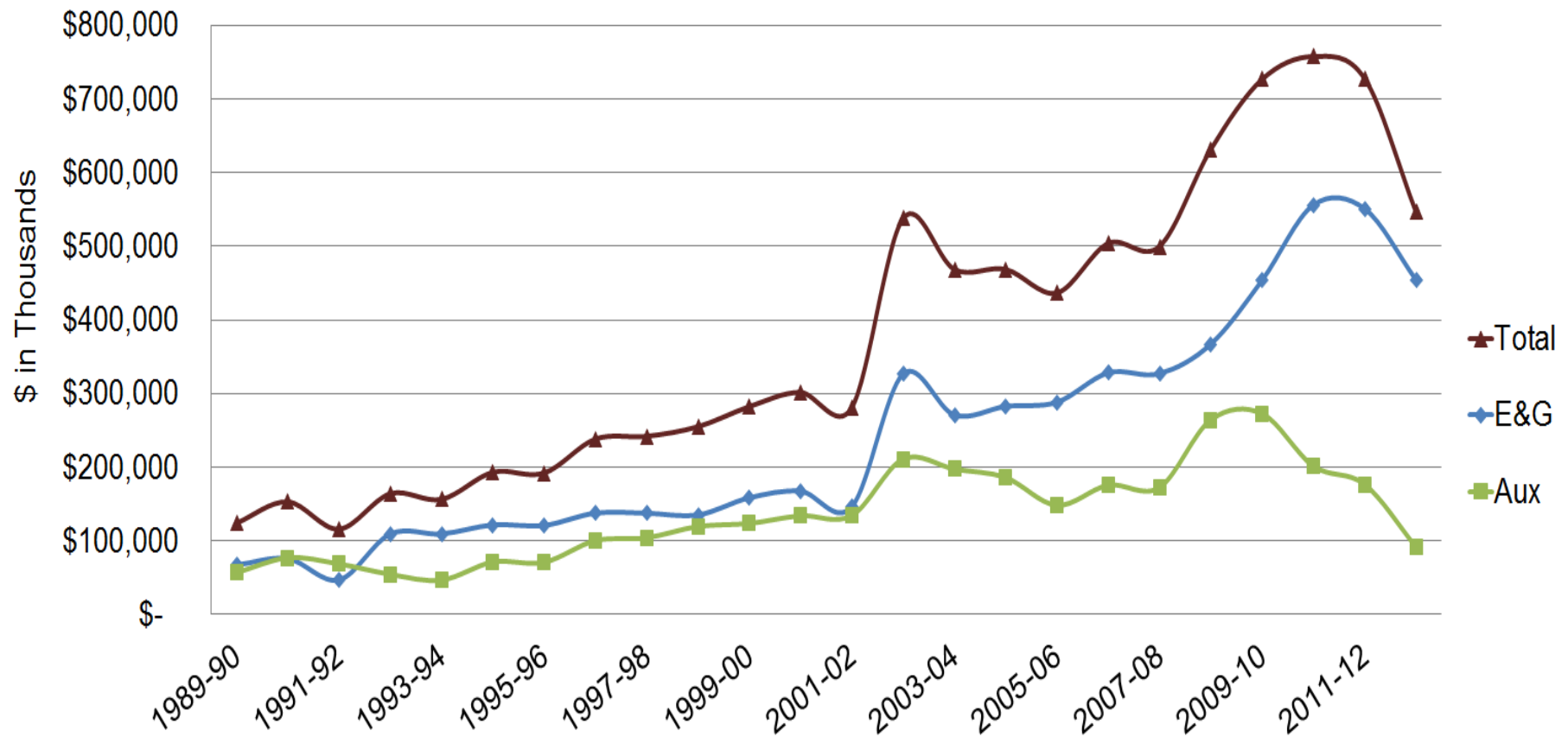
- ❑ Capital projects represent large expenditure commitments that occur in a relatively short period of time.
- ❑ Resource plans for capital projects are generally developed five to six years prior to implementation.
- ❑ This lead time is necessary to prepare resources for such large costs.
- ❑ Once initiated, a capital project requires approximately four years to complete.
- ❑ The annual budget reflects the projected expenditure activity for the given fiscal year.

# Trend of Total Capital Program Budget

CAPITAL PROGRAM TOTAL BUDGET

Total Budget Level of Active Projects

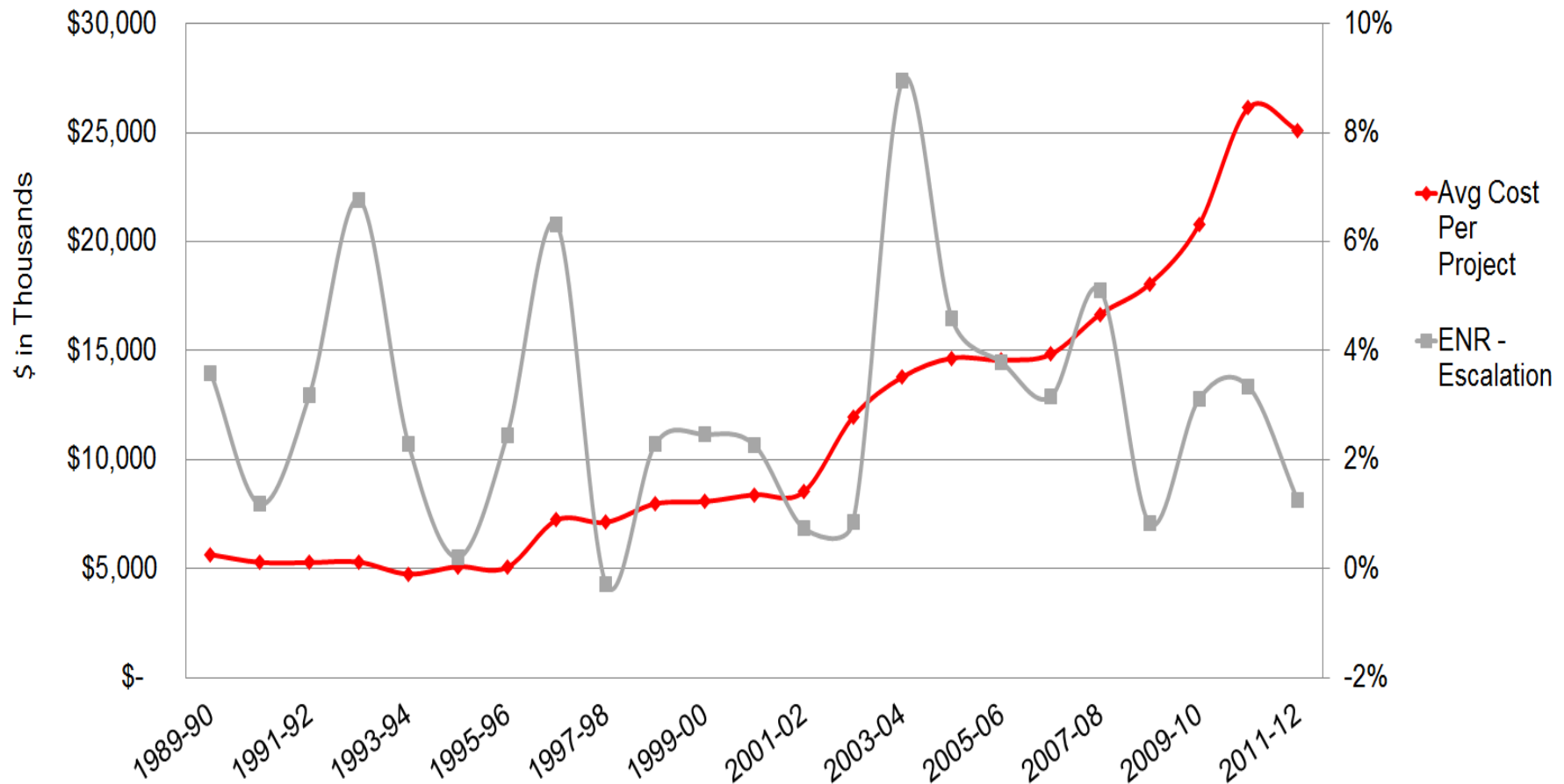
Fiscal Year 1990 - 2013





# Trend of Average Project Cost

CAPITAL PROGRAM AVERAGE COST TREND  
Average Cost for Active Projects vs. ENR Escalation  
Fiscal Year 1990 - Fiscal Year 2012



# 2013-14 Capital Budget

- ❑ The capital outlay program for fiscal year 2014 includes 24 projects in various phases of design, construction, and close-out
- ❑ The total fiscal year budget for 2014 is \$635 million with an expected annual spending of approximately \$100 million
- ❑ The university expects to initiate the following new capital projects as listed below:
  - ❑ Construction for the Classroom Building
  - ❑ Planning and construction for the Science Building Laboratory
  - ❑ Planning and construction for Dairy Center Relocation (Instruction)
  - ❑ Planning and possible construction for the Upper Quad
  - ❑ Planning for Academic Building Renovations
  - ❑ Planning for Kentland Facilities Improvements (Research)

# Questions?

## **Financial Performance Report - Operating and Capital**

### **FINANCE AND AUDIT COMMITTEE**

**July 1, 2012 to March 31, 2013**

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 March 2012-13 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

Attachment N

1. Tuition and Fee revenues are exceeding historical projections due to the timing of collections.
2. All Other Income is ahead of historical projections due to higher than projected program activity in Continuing Education.
3. Academic Program expenditures are ahead of historical projections due to operating expenditures occurring earlier than historical trends, specifically related to the Rolls Royce public-private partnership initiative, and equipment purchases. Support Program expenditures exceed projections due to significant increases in library purchases and investments in energy savings initiatives.
4. The budget for federal revenue is established to match projected allotments from the federal government that are expected to be drawn down this state fiscal year. All expenses in federal programs are covered by drawdowns of federal revenue up to allotted amounts. Federal Cooperative Extension revenues were less than projected budgets due to the timing of receipt of federal drawdowns.
5. Academic Program expenditures are ahead of historical projections due to the timing of operating expenditures.
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 research expenditures are ahead of 2011-12 levels and the third quarter budget for 2012-13.
8. Revenues for All Other Programs were below projections due to lower than budgeted interest earnings.
9. Expenses for All Other Programs were below projections due to timing of Surplus Property activity.
10. The General Fund revenue budget has been increased by \$31,381 for VIVA libraries distribution costs and increased by \$585,795 to match the actual central appropriations transfer for fringe benefits, and the one-time bonus. The budget was also decreased by \$629,163 to account for an unexpected General Fund reduction. The corresponding expenditure budget has been adjusted accordingly.
11. The annual budget for Tuition and Fees has been decreased by \$530,828 for the finalization of the budgets for tuition, E&G fees and unfunded scholarships. The corresponding expenditure budgets have been adjusted accordingly.
12. The All Other Income revenue budget for the University Division has been increased by \$400,000 for Veterinary Medicine Clinic and \$10,000 for Continuing Education and COTA programs. The corresponding expenditure budgets have been adjusted accordingly.
13. The General Fund revenue budget has been decreased by \$244,294 for the actual state central fund distribution due to an unexpected reduction of \$209,909 and state support below initial estimates for fringe benefit costs. The corresponding expenditure budgets have been adjusted accordingly.
14. The federal revenue budget has been increased \$2,877,000 on a one-time basis to draw previously appropriated federal funds.
15. Sponsored Programs revenues were reduced \$400,000 based on a revised forecast of course activity within the Institute for Distance & Distributed Learning enterprise fund. The corresponding expenditure budget was adjusted accordingly.
16. The projected year-end revenue and expense budgets for Student Financial Assistance were increased by \$49,000 for the VA Military Survivors & Dependents Program, by \$267,668 for the Commonwealth Scholarship Assistance Program, by \$108,500 for the 2-Year College Transfer Grant and by \$1,879 for the carryover of unexpended balances as of June 30, 2012.
17. The projected annual budgets were adjusted \$90,602 to finalize the Alumni Affairs budget, \$83,000 for increased Surplus Property activity, \$11,465 for Local Fund budget adjustment, and \$230,391 for outstanding 2011-12 commitments that were initiated but not completed before June 30, 2012.



**OPERATING BUDGET**  
**2012-13**

Attachment N

Dollars in Thousands

	July 1, 2012 to March 31, 2013			Annual Budget for 2012-13		
	Actual	Budget	Change	Original	Adjusted	Change
<b>Educational and General Programs</b>						
<b><u>University Division</u></b>						
<b><u>Revenues</u></b>						
General Fund	\$116,862	\$116,862	\$0	\$145,562	\$145,550	\$-12 (10)
Tuition and Fees	362,572	358,375	4,197 (1)	363,869	363,338	-531 (11)
All Other Income	26,032	23,895	2,137 (2)	30,318	30,728	410 (12)
Total Revenues	\$505,466	\$499,132	\$6,334	\$539,749	\$539,616	\$-133
<b><u>Expenses</u></b>						
Academic Programs	\$-267,092	\$-265,287	\$-1,805 (3)	\$-345,542	\$-345,666	\$-124
Support Programs	-134,358	-133,480	-878 (3)	-194,207	-193,950	257
Total Expenses	\$-401,450	\$-398,767	\$-2,683	\$-539,749	\$-539,616	\$133 (10,11,12)
NET	\$104,016	\$100,365	\$3,651	\$0	\$0	\$0
<b><u>CE/AES Division</u></b>						
<b><u>Revenues</u></b>						
General Fund	\$50,084	\$50,084	\$0	\$62,931	\$62,687	\$-244 (13)
Federal Appropriation	11,842	12,290	-448 (4)	14,325	17,202	2,877 (14)
All Other Income	833	544	289	709	709	0
Total Revenues	\$62,759	\$62,918	\$-159	\$77,965	\$80,598	\$2,633
<b><u>Expenses</u></b>						
Academic Programs	\$-57,700	\$-56,047	\$-1,653 (5)	\$-73,097	\$-75,730	\$-2,633
Support Programs	-2,719	-2,635	-84	-4,868	-4,868	0
Total Expenses	\$-60,419	\$-58,682	\$-1,737	\$-77,965	\$-80,598	\$-2,633 (13,14)
NET	\$2,340	\$4,236	\$-1,896	\$0	\$0	\$0
<b>Auxiliary Enterprises</b>						
Revenues	\$234,738	\$233,688	\$1,050 (6)	\$273,480	\$275,996	\$2,516 (6)
Expenses	-190,259	-192,219	1,960 (6)	-268,539	-288,714	-20,175 (6)
Reserve Drawdown (Deposit)	-44,479	-41,469	-3,010 (6)	-4,941	12,718	17,659 (6)
NET	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sponsored Programs</b>						
Revenues	\$213,117	\$213,191	\$-74	\$290,550	\$290,150	\$-400 (15)
Expenses	-234,564	-212,555	-22,009 (7)	-290,550	-290,150	400 (15)
Reserve Drawdown (Deposit)	21,447	-636	22,083	0	0	0
NET	\$0	\$0	\$0	\$0	\$0	\$0
<b>Student Financial Assistance</b>						
General Fund	\$19,044	\$19,024	\$20	\$18,619	\$19,044	\$425 (16)
Expenses	-17,853	-17,883	30	-18,619	-19,046	-427 (16)
Reserve Drawdown	0	0	0	0	2	2 (16)
NET	\$1,191	\$1,141	\$50	\$0	\$0	\$0
<b>All Other Programs *</b>						
Revenue	\$3,695	\$4,502	\$-807 (8)	\$5,671	\$5,856	\$185 (17)
Expenses	-4,155	-4,711	556 (9)	-5,671	-6,086	-415 (17)
Reserve Drawdown (Deposit)	460	209	251	0	230	230 (17)
NET	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total University</b>						
Revenues	\$1,038,819	\$1,032,455	\$6,364	\$1,206,034	\$1,211,260	\$5,226
Expenses	-908,700	-884,817	-23,883	-1,201,093	-1,224,210	-23,117
Reserve Drawdown (Deposit)	-22,572	-41,896	19,324	-4,941	12,950	17,891
NET	\$107,547	\$105,742	\$1,805	\$0	\$0	\$0

\* All Other Programs include federal work study, alumni affairs, surplus property, and unique military activities.

## AUXILIARY ENTERPRISE BUDGET

Attachment N

1. Revenues and expenses in Parking and Transportation Services are lower than projected due to less than forecasted business volume in Fleet Services.
2. Expenses in the Telecommunication Auxiliary are lower than projected due to the timing of one-time project expenses for campus telecommunication infrastructure projects.
3. Revenues for the University Services System are higher than projected due to higher than projected self-generated revenue in Health Services and Recreation Sports. Expenses are lower than projected due to timing of operating expenses and one-time projects.
4. Expenses for Electric Services are higher than projected due to the timing of purchase of electricity expenses.
5. Revenues for Other Enterprise Functions are higher than projected due to higher than projected royalty revenue in Licensing and Trademark, participation in Orientation, and business volume in Printing Services.
6. The projected annual revenue and expense budgets for Residence and Dining Halls were increased for projected business volume in the Residence Halls, pouring rights revenue in the Dining halls, Lavery Hall dining facility operations, one-time facility projects in the Residence and Dining Halls, and a Student Life Coordinator at the Center for European Studies and Architecture. The Dining revenue and expense budgets were decreased in the third quarter due to lower than projected business volume.
7. The projected annual expense budget for Auxiliary Enterprises was adjusted for \$10.4 million in outstanding 2011-12 commitments and projects that were initiated but not completed before June 30, 2012. This amount includes \$1.3 million to fund project costs for the Telecommunication Fiber Optic project, \$2.3 million in residential projects, \$1.8 million in athletics projects, and \$2.4 million for dining projects. The remainder is spread across the other auxiliary programs.
8. The projected annual expense budgets for Parking and Transportation Services were adjusted for planned transportation equipment maintenance as well as for the Blacksburg Transit cost of fuel.
9. The projected annual revenue and expense budgets for Telecommunications Services were increased for on-campus projects.
10. The projected annual revenue and expense budgets for University Services were increased for Center for Alcohol Abuse Prevention self-generated revenue, planned equipment replacement by the Rescue Squad, and a new Career Services event planner position funded by career fair revenue.
11. The projected annual revenue budget for Intercollegiate Athletics was adjusted \$3.9 million to accommodate increased revenue from the Russell Athletic Bowl game, football season tickets, game settlements, parking revenue, conference allocation, NCAA opportunity fund, private fund raising, pouring rights revenue, licensing revenue, and an alignment of stadium fees and tickets sales. These increases were partially offset by decreased revenue from men's basketball ticket sales and concession sales. Annual expense and reserve draw budgets were adjusted \$10.4 million to accommodate increased expenses for personnel actions, operating adjustments, sport related projects, the Russell Athletic Bowl, and the procurement of equipment.
12. The projected annual revenue, expense, and reserve budgets for Electric Services were adjusted \$3.9 million to accommodate the decreased cost of wholesale electricity, reduced customer rates, and planned reserve restoration.
13. The projected annual revenue, expense, and reserve budgets for the Inn at Virginia Tech & Skelton Conference Center were adjusted to accommodate additional conference activity and planned equipment renewal.
14. The projected annual revenue, expense, and reserve budgets for Other Enterprise Functions were adjusted for the final outcome of the Pouring Rights contract renewal, Licensing and Trademark scholarship contributions, Software Sales increased business volume, increased Tailor Shop self-generated revenue and equipment expenses, increased expenses for a planned facility lease, and for increased Printing Services equipment expenses.

**UNIVERSITY DIVISION  
AUXILIARY ENTERPRISES**

Attachment N

Dollars in Thousands

	July 1, 2012 to March 31, 2013			Annual Budget for 2012-13		
	Actual	Budget	Change	Original	Adjusted	Change
<b>Residence and Dining Halls</b>						
Revenues	\$90,023	\$90,034	\$-11	\$98,775	\$99,187	\$412 (6)
Expenses	-66,251	-66,409	158	-97,098	-101,888	-4,790 (6,7)
Reserve Drawdown (Deposit)	-23,772	-23,625	-147	-1,677	2,701	4,378 (6,7)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Parking and Transportation</b>						
Revenues	\$9,753	\$10,051	\$-298 (1)	\$11,776	\$11,776	\$0
Expenses	-6,895	-7,236	341 (1)	-12,389	-12,825	-436 (7,8)
Reserve Drawdown (Deposit)	-2,858	-2,815	-43	613	1,049	436 (7,8)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Telecommunications Services</b>						
Revenues	\$16,348	\$16,266	\$82	\$18,293	\$19,930	\$1,637 (9)
Expenses	-12,970	-13,715	745 (2)	-18,231	-21,619	-3,388 (7,9)
Reserve Drawdown (Deposit)	-3,378	-2,551	-827	-62	1,689	1,751 (7,9)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>University Services System</b>						
Revenues	\$35,077	\$34,708	\$369 (3)	\$35,248	\$35,280	\$32 (10)
Expenses	-26,035	-26,666	631 (3)	-35,506	-36,058	-552 (7,10)
Reserve Drawdown (Deposit)	-9,042	-8,042	-1,000	258	778	520 (7,10)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Intercollegiate Athletics</b>						
Revenues	\$41,778	\$41,589	\$189	\$50,179	\$54,055	\$3,876 (11)
Expenses	-40,167	-40,426	259	-48,087	-61,042	-12,955 (7,11)
Reserve Drawdown (Deposit)	-1,611	-1,163	-448	-2,092	6,987	9,079 (7,11)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Electric Service</b>						
Revenues	\$24,705	\$24,716	\$-11	\$38,493	\$34,604	\$-3,889 (12)
Expenses	-25,768	-25,461	-307 (4)	-37,880	-34,370	3,510 (7,12)
Reserve Drawdown (Deposit)	1,063	745	318	-613	-234	379 (7,12)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Inn at Virginia Tech/Skelton Conf. Center</b>						
Revenues	\$7,017	\$6,810	\$207	\$10,302	\$10,322	\$20 (13)
Expenses	-8,195	-8,146	-49	-9,895	-10,178	-283 (7,13)
Reserve Drawdown (Deposit)	1,178	1,336	-158	-407	-144	263 (7,13)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Enterprise Functions</b>						
Revenues	\$10,037	\$9,514	\$523 (5)	\$10,414	\$10,842	\$428 (14)
Expenses	-3,978	-4,160	182	-9,453	-10,734	-1,281 (7,14)
Reserve Drawdown (Deposit)	-6,059	-5,354	-705	-961	-108	853 (7,14)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL AUXILIARIES</b>						
Revenues	\$234,738	\$233,688	\$1,050	\$273,480	\$275,996	\$2,516
Expenses	-190,259	-192,219	1,960	-268,539	-288,714	-20,175
Reserve Drawdown (Deposit)	-44,479	-41,469	-3,010	-4,941	12,718	17,659
Net	\$0	\$0	\$0	\$0	\$0	\$0

**CAPITAL OUTLAY BUDGET****Educational and General Projects**

1. The current year and total project budget amounts reflect the balance of maintenance reserve appropriation carried forward from fiscal year 2012 and the state's fiscal year 2013 allocation of \$5.649 million of Maintenance Reserve funds.
2. This project will support progress on fire alarm systems and accessibility improvements for several E&G buildings including Randolph Hall, War Memorial Hall, Food Science and Technology Building, Norris Hall, Newman Library, and Lane Hall. The design for War Memorial Hall and Food Science and Technology buildings is underway.
3. This is a subproject of an E&G Blanket Authorization, which allows unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This subproject includes a \$1 million authorization to initiate planning for the Relocation of Agriculture programs. This subproject may be closed pending action on the resolution request for the Dairy Center Relocation project.
4. This project will plan the construction of a 73,000 gross square foot classroom building to meet the university's instructional classroom and laboratory needs. Preliminary design has been initiated. The state has authorized construction funding which may be allocated at the completion of the preliminary designs cost review.
5. This project is for a central chiller plant facility in the southwest section of campus. Construction is underway with substantial completion expected in June 2013. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
6. This project is for a 92,500 gross square foot building to provide modern laboratory space to meet the needs of animal and plant science research. Construction is underway with substantial completion expected in October 2013. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
7. This project includes construction of a state-of-the-art performance theatre, creative technologies laboratory, and creative performance laboratory. The project is under construction with a substantial completion date of September 2013. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
8. This project razes and replaces the unrecoverable center and north section of the building. Construction is underway with substantial completion expected in January 2014. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
9. This project is for a 154,900 gross square foot classroom and laboratory facility for undergraduate and research programs in the College of Engineering. Construction is underway with substantial completion expected in December 2013.
10. The project is complete and has been occupied since August 2012. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2012 were processed in fiscal year 2013.
11. The project is complete and has been occupied since March 2012 with the exception of some second floor tenant upfits. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2012 were processed in fiscal year 2013.
12. The project is complete and has been occupied since November 2011. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The total expected costs are \$9,430,000. The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2012 were processed in fiscal year 2013.
13. The project was completed in June 2012. It may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The total expected costs are \$28,750,000.
14. The project is complete and has been occupied since August 2012. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2012 were processed in fiscal year 2013.
15. The project is complete and has been occupied since July 2011. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2012 were processed in fiscal year 2013.
16. The project is complete and has been occupied since September 2012. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The annual budget was adjusted in the first quarter because expenses planned for fiscal year 2013 were processed in fiscal year 2012.
17. 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. These needs are being accommodated in the Turner Street Building underway in partnership with the Virginia Tech Foundation. This project authorization may be closed pending the completion and occupancy of the Turner Street Building.

**CAPITAL OUTLAY PROJECTS  
AUTHORIZED AS OF MARCH 31, 2013**

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									
<u>Educational and General Maintenance Reserve</u>									
Maintenance Reserve	5,649	7,778	2,950	7,778	0	0	0	7,778	2,950 (1)
<u>Design Phase</u>									
Address Fire Alarm Systems and Access	550	550	49	5,501	0	0	0	5,501	49 (2)
Blanket: Planning Agriculture Programs Relocation	522	522	13	0	0	1,000	0	1,000	491 (3)
Planning: Classroom Building	1,282	1,282	625	0	0	2,000	0	2,000	625 (4)
<u>Construction Phase</u>									
Chiller Plant, Phase I	12,666	16,000	12,547	12,059	0	400	7,639	20,098	15,832 (5)
Human & Agricultural Biosciences Building I	23,625	30,000	20,980	53,759	0	0	0	53,759	29,738 (6)
Performing Arts Center	30,000	39,000	31,675	27,387	0	32,565	40,135	100,087	75,060 (7)
Renovate Davidson Hall, Phase I	12,000	16,000	10,006	31,119	0	0	0	31,119	14,889 (8)
Signature Engineering Building	36,000	36,000	25,008	47,609	0	18,650	28,959	95,218	48,990 (9)
<u>Close-Out</u>									
Academic and Student Affairs Building	6,362	7,882	5,752	0	0	0	45,153	45,153	43,023 (10)
Hampton Technology Research & Innovation Center	348	1,033	447	11,897	0	0	0	11,897	11,310 (11)
Infectious Disease Research Facility	0	564	447	4,000	0	6,163	0	10,163	9,314 (12)
Upgrade Campus Heating Plant	0	1,956	1,360	17,250	0	2,750	11,500	31,500	28,154 (13)
Veterinary Medicine Instruction Addition	3,132	5,164	3,482	0	0	3,200	10,800	14,000	12,318 (14)
Visitors and Undergraduate Admissions Center	300	423	242	0	0	3,400	7,100	10,500	10,319 (15)
VT-Carilion Research Inst. Third Floor Upfits	8,000	5,911	4,985	0	0	15,000	0	15,000	14,074 (16)
<u>On Hold and Not Funded</u>									
Administrative Services Building	0	0	0	0	0	0	12,000	12,000	0 (17)
Blanket: Planning Science Building Laboratory I	0	0	0	0	0	3,500	0	3,500	547 (18)
Planning: Academic Building Renewal	0	0	0	0	0	0	0	0	0 (19)
Sciences Building Laboratory I	0	0	0	0	0	0	0	0	0 (20)
<b>TOTAL</b>	<b>140,436</b>	<b>170,065</b>	<b>120,568</b>	<b>218,359</b>	<b>0</b>	<b>88,628</b>	<b>163,286</b>	<b>470,273</b>	<b>317,683</b>



## CAPITAL OUTLAY BUDGET (Continued)

18. This is a subproject of a Blanket Authorization, which allows 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 Laboratory Building that has been on hold. This subproject may be closed pending the state's implementation of planning funds for the project in the fourth fiscal quarter.
19. This project will plan the renovation of three academic buildings located in the core of main campus bordering the Drillfield: Davidson Hall-Front Section, Sandy Hall, and the Liberal Arts Building. This project is expected to begin planning work in summer 2013.
20. This project is included in a state bond program and is envisioned to provide an 80,000 gross square foot scientific laboratory facility to support interdisciplinary instruction and research. The project has been on hold pending the outcome of nongeneral fund sources. The project is expected to move forward in the fourth fiscal quarter with the state's implementation of project funds.

**Auxiliary Enterprises Projects**

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise budgeting process. The units prepare five-year plans that outline their highest priority deferred maintenance needs. The annual budget reflects the spending plans of the auxiliary units on scheduled maintenance reserve work for fiscal year 2013. The outstanding balance is committed to a five year forward looking maintenance plan to ensure sufficient resources are available for major maintenance repairs. The auxiliary maintenance reserve program covers 93 assets with a total replacement value of \$1 billion.
2. This project will plan the replacement of the existing four Upper Quad residential facilities (Rasche, Brodie, Thomas, and Monteith) with two new residential facilities. The design will include a master plan of the precinct with a conceptual drawing of an envisioned Corps Leadership and Military Science Building to ensure continuity of the Upper Quad.
3. This project includes installation of a new fiber-optic core on campus to update the communication system. The total expected costs are \$2 million and this project is anticipated to be complete in summer 2013. The annual budget was adjusted in the first quarter to reflect revised expected cash outflows for fiscal year 2013.
4. The subproject is complete and the house is occupied. As work progressed, the project incurred unexpected infrastructure costs related to electrical ductbank work, water and server revisions, storm water management and detention system changes, and unsuitable soils. The total budget was increased by \$279 thousand to reflect those additional infrastructure costs. The house component is over budget with an estimated overrun of \$900,000. The university is working with the private partner to infuse additional funding to ensure all costs are covered. The university expects the total budget for this subproject to be approximately \$5.8 million. The annual budget was adjusted in the third quarter to reflect revised expected cash outflows for fiscal year 2013.
5. This project includes the third and final phase of addressing moisture penetration and structural problems in the exterior walls of McComas Hall. The project budget authorization is \$3.1 million and the project is anticipated to be complete late spring 2013. Recent costs updates indicate the project is over budget by approximately \$250,000 and will require additional funding.
6. This project includes improvements to four complementary communication infrastructure components. The four components include a unified communications system, upgrading the Internet Protocol (IP) Network, upgrading the cable plant, and upgrading equipment rooms in various facilities. The total expected costs are \$16.508 million and this project is anticipated to be complete in spring 2016.
7. The project is complete with the East phase occupied by students in August of 2011 and the West phase occupied by students in August of 2012. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer. The expected total cost is \$72.1 million.
8. The project is complete and has been closed with final project costs of \$6.904 million
9. The purpose of this project is to build a new field house to increase the availability of indoor training time for the football program and other athletic programs. In addition, Rector Field House may be renovated to increase its functionality for indoor athletic events. Design is on hold pending resolution of a site location.
10. 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 alternatives. Funding for the project may be considered pending a program plan and financial plan.
11. The purpose of this unfunded parking blanket authorization balance is to complete future improvements and repair projects for the parking system as specific needs are identified and as funding becomes available.
12. This is the remaining authorization of the \$23.5 million Oak Lane Community, Phase IV project. The remaining Oak Lane Community expansion, houses two through five and their necessary site improvements, may be constructed as organizations come forward with plans and commitments for their one-third funding requirement per house. The total remaining authorization was decreased by \$279 thousand to reflect the unexpected cost increases associated with the necessary site improvements to support the first house.

## Capital Outlay Projects Authorized as of March 31, 2013 (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
<b>Auxiliary Enterprises Projects</b>									
<u>Auxiliary Maintenance Reserve</u>									
Maintenance Reserve	6,600	6,600	3,938	0	0	14,573	0	14,573	3,938 (1)
<u>Design Phase</u>									
Planning: Upper Quad Residential Facilities	0	55	0	0	0	5,850	0	5,850	0 (2)
<u>Construction Phase</u>									
Campus Fiber Optic Improvement	294	754	473	0	0	2,000	0	2,000	1,227 (3)
Phase IV of Oak Lane Community (House 1)	1,097	3,600	3,363	0	0	4,942	0	4,942	4,609 (4)
Repair McComas Hall Exterior Wall Structure, Ph III	2,100	2,100	1,938	0	0	3,100	0	3,100	2,678 (5)
Unified Communications & Network Renewal	6,810	3,200	1,147	0	0	4,500	12,008	16,508	5,873 (6)
<u>Close-Out</u>									
Renovate Ambler Johnston Hall	8,931	8,931	6,007	0	0	0	75,000	75,000	66,935 (7)
West End Market Renovation & Expansion	0	168	168	0	0	7,310	0	7,310	6,904 (8)
<u>On Hold and Not Funded</u>									
Indoor Athletic Training Facility	0	0	0	0	0	500	24,500	25,000	7 (9)
New Residence Hall II	0	0	0	0	0	0	27,000	27,000	182 (10)
Parking Blanket Authorizations Balance	0	0	0	0	0	0	16,547	16,547	0 (11)
Phase IV of Oak Lane Community (Houses 2 - 5)	0	0	0	0	0	0	18,558	18,558	0 (12)
TOTAL	25,832	25,408	17,034	0	0	42,775	173,613	216,388	92,353
GRAND TOTAL	<u>\$ 166,268</u>	<u>\$ 195,473</u>	<u>137,602</u>	<u>\$ 218,359</u>	<u>\$ 0</u>	<u>\$ 131,403</u>	<u>\$ 336,899</u>	<u>\$ 686,661</u>	<u>\$ 410,036</u>

**RECOMMENDATION:**

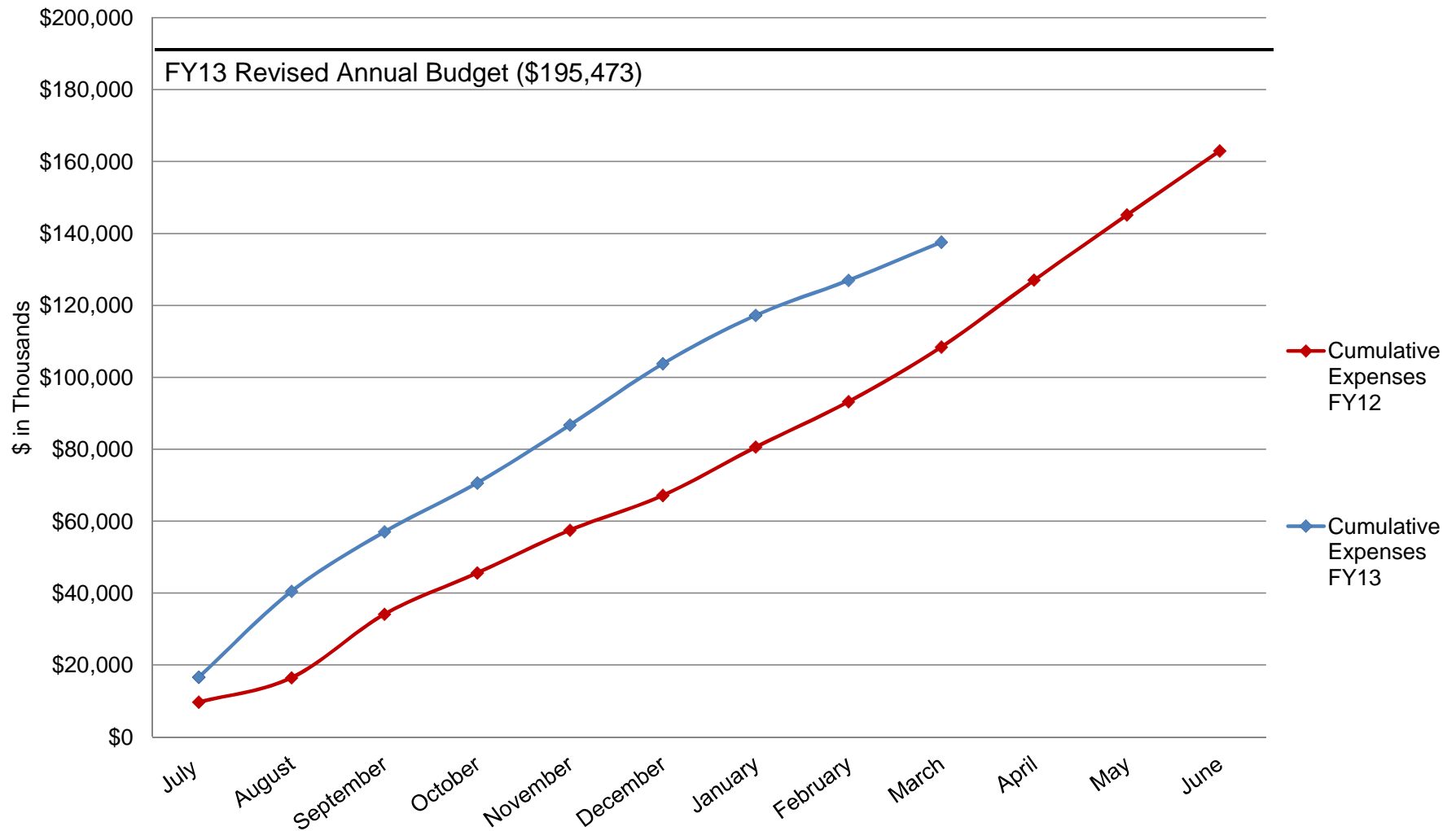
That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2012 through March 31, 2013 and the Capital Outlay report be accepted.

June 3, 2013

# CAPITAL PROGRAM ANNUAL PERFORMANCE

## Cumulative Monthly Expenditures

### Fiscal Year 2012 and Third Quarter Fiscal Year 2013



## **2013-14 Faculty Compensation Plan**

### **FINANCE AND AUDIT COMMITTEE**

**May 8, 2013**

The university continues to use the parameters provided in the “Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education” document from the Secretary of Education to develop the annual Faculty Compensation Plan. This document defines the qualification criteria for teaching and research faculty and administrative and professional faculty, provides guidance on the authorized salary average for full-time teaching and research faculty positions, and requires board-approval.

In accordance with the most recent Consolidated Salary Authorization, the 2013-14 Faculty Compensation Plan provides information about (1) the 2013-14 pay structure, (2) the promotion and tenure process, (3) the annual evaluation and salary adjustment process for teaching and research faculty, administrative and professional faculty, and special research faculty, and (4) salary adjustments within the evaluation period.

This faculty compensation plan covers only faculty positions. The compensation plan for staff is administered separately by the university administration in accordance with the Board of Visitors’ approval of the university’s Management Agreement, effective July 1, 2006, as well as guidance from the state Department of Human Resource Management.

#### **Authorized Salary Average**

The authorized salary average applies to all full-time teaching and research positions with the rank of professor, associate professor, assistant professor, instructor, or lecturer that are engaged in teaching and research for 50 percent or more of the time. As noted in the Consolidated Salary Authorization document, “Institutions are expected to award differential salary increases to their faculty based on performance and other circumstances such as promotions, tenure, and changes in responsibility. The net effect of all salary actions should be an average salary that approximates the [authorized] salary average.”

The Commonwealth measures the adequacy of faculty salaries by comparing the institutional average with the average of a unique benchmark group for each public college and university. The benchmark groups are constructed by matching characteristics of colleges and universities, such as size of the student body, percentage of degrees granted in various disciplines, percentage of graduate degrees conferred, and research activity levels. The General Assembly established an objective in the late 1980s to fund a faculty salary average at all institutions that would approximate the salary average at the 60<sup>th</sup> percentile in the ranking of salary averages in individual benchmark groups. The State Council of Higher Education for Virginia (SCHEV) last reviewed and updated each institution’s Faculty Salary Peer Group in

2007. The 2011-12 benchmarking of Virginia Tech's Faculty Salary Average is made using the peer group established in 2007.

While the university traditionally updated the Board of Visitors concerning the status of the consolidated salary average and the university's standing within its benchmark group at the November Board of Visitors meeting, The Integrated Postsecondary Education Data System (IPEDS) has indicated that this data will not be available until December.

SCHEV reports that the authorized salary average for fall 2011 for Virginia Tech was \$90,392. Using the most recent IPEDS salary data for the SCHEV peer group, this average placed the Virginia Tech funding level at 18 out of 26 institutions; the equivalent of the 25<sup>th</sup> percentile of the peer group for 2011-12. The 60<sup>th</sup> percentile salary based on IPEDS data was \$101,129. In comparison, Virginia Tech's actual average salary of \$87,540 for 2011-12 ranked 23 out of 26 institutions; the equivalent of the 17<sup>th</sup> percentile of the benchmark group. Because the state did not allocate salary funding in 2012-13, the authorized salary average continues to be \$90,392. While 2012-13 peer data is not yet available, using SCHEV's projection methodology it is reasonable to expect that Virginia Tech's lack of an annual merit process will contribute to a declining percentile ranking in 2012-13 in both the authorized and actual salary rankings. The salary data from American Association of University Professors (AAUP), while no longer the official SCHEV data source, is displayed as another point of reference. The table below displays this information by year.

	<b>Fall 2011</b>	<b>Fall 2012</b>	<b>Fall 2013</b>
60 <sup>th</sup> Percentile IPEDS (current benchmark) <sup>(a)</sup>	\$101,129	\$103,151*	\$105,214*
60 <sup>th</sup> Percentile: AAUP (traditional benchmark) <sup>(a)</sup>	\$103,706	\$105,864	\$107,981*
State Authorized Salary Average	\$90,392	\$90,392	\$93,104*
Actual Average Salary <sup>(b)</sup>	\$87,540	\$88,130	\$92,096*
Rank - Authorized	18 <sup>of</sup> 26	21 <sup>of</sup> 26*	19 <sup>of</sup> 26*
Rank - Actual	23 <sup>of</sup> 26	24 <sup>of</sup> 26*	22 <sup>of</sup> 26*
Percentile – Authorized	25 <sup>th</sup>	20 <sup>th</sup> *	22 <sup>nd</sup> *
Percentile - Actual	17 <sup>th</sup>	15 <sup>th</sup> *	20 <sup>th</sup> *

\*estimated based on State Council of Higher Education methodology

(a) SCHEV switched from AAUP to IPEDS benchmark data in 2007.

(b) Computed in accordance with traditional consolidated salary average guidelines provided by the Secretary of Education.

Based upon the 3 percent merit program approved by the General Assembly for July 25, 2013, the university's authorized salary average is expected to increase in 2013-14. Attachment A provides a list of the university's peer group and the comparative salary averages for fall 2011.



## **2013-14 Pay Structure**

In accordance with the intent of the Consolidated Salary Authorization, a pay structure for the teaching and research faculty for 2013-14 is presented in Attachment B. This plan is derived from the 2012-13 approved plan, incorporating the merit adjustment for 2013-14, and displays the normal entrance rate for each faculty category and the change from the approved compensation rate for each rank. Also displayed is the distribution of faculty across the ranks.

The salary average for administrative and professional faculty may not exceed the authorized salary average for the teaching and research faculty by more than 35 percent.

## **Promotion, Tenure, and Continued Appointment**

Promotion to a higher rank and appointment with tenure may be granted to faculty members on a regular faculty appointment who have demonstrated outstanding accomplishments in an appropriate combination of instructional, research, outreach, and other professional activities. A current curriculum vitae together with student and peer evaluations of teaching, reprints of publications, evaluations by external reviewers from the same or a related field, and other similar documents comprise a dossier which furnishes the principal basis for promotion and tenure decisions. Faculty members being considered for either promotion or the awarding of tenure will have their dossiers reviewed at three levels: by a departmental committee and the head or chair; by a college committee and the dean; and by a university committee and the Provost.

Each candidate for promotion or tenure will be evaluated in the light of the triple mission of the university: instruction, research, and outreach. Although not all candidates can be expected to have equal levels of commitment or equal responsibilities in each of these missions, a high level of general competence is expected, in recognition of the need for flexibility in the future establishment of priorities in academic programs. Beyond that basic foundation of competence, decisions related to tenure or promotion to associate professor will require evidence of excellence in at least one area.

The university's mission and commitment as a major research institution require high accomplishment for promotion to professor. Faculty members must demonstrate a high level of competence in an appropriate combination of instruction, outreach, and professional activities relevant to their assignment. Because of the university's mission and commitment as a major research institution, successful candidates for the rank of professor must demonstrate excellence in research, scholarship, or creative achievement, as appropriate for the candidate's discipline and assignment. Promotion to the rank of professor is contingent upon national or international recognition as an outstanding scholar and educator.

In addition to the material contained in this section, the Faculty Handbook provides detailed policies and procedures for the departmental evaluation, the college evaluation, and the university evaluation.

Members of the Library faculty and Cooperative Extension faculty not holding appointments in a collegiate department may be considered for continued appointment or for promotion in faculty rank in recognition of appropriate professional accomplishments. Dossiers of candidates for promotion or continued appointment are submitted to the University Promotion and Continued Appointment Committee for Extra-collegiate Faculty by the relevant dean or director with accompanying recommendation. The recommendations of the Committee are conveyed to the Provost, who makes final recommendations to the President.

The following raises are recommended for promotions to:

Professor	\$4,000
Associate Professor	3,000
Assistant Professor	2,000

For academic-year faculty members who have Research Extended Appointments (10, 11, or 12 month appointments funded by sponsored projects) with salaries adjusted in accordance with formulas in Policy 6200, or for those who have a limited-term appointment as department head or other administrator, the stipend is adjusted by the same conversion rate to preserve its value when the faculty member returns to the academic-year base appointment.

The clinical faculty track provides for long-term, full-time or part-time faculty appointments to individuals whose primary responsibilities are instruction and/or service in a clinical setting, such as veterinary medicine. Tenure cannot be earned in these ranks, and time spent in one of these ranks is not applicable toward probationary tenure-track faculty service. There are four clinical ranks beginning with Clinical Instructor. Those clinical faculty members with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

The following raises are recommended for promotions to:

Clinical Professor	\$4,000
Clinical Associate Professor	3,000
Clinical Assistant Professor	2,000

The professor of practice series provides for short- or long-term, full- or part-time, non-tenure-track faculty appointments for individuals who bring specialized expertise to the instructional programs of the university, thereby complementing the qualifications and contributions of tenure-track faculty. There are three professor of practice ranks, beginning with Assistant Professor of Practice. Tenure will not be awarded at any of these ranks and all service at one of these ranks will be excluded from the probationary period should the faculty member later be appointed to a tenure-track position. Those professor of practice faculty members with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

Professor of Practice	\$4,000
Associate Professor of Practice	3,000

There are three ranks for extension agents: Associate Extension Agent, Extension Agent, and Senior Extension Agent. Criteria for promotion in rank include educational preparation, performance, and professionalism. The Director of Cooperative Extension makes a recommendation to the Provost based on an evaluation of the candidate's dossier and recommendations of the Peer Review Committees, District Director, and Associate Directors of Cooperative Extension.

The following raises are recommended for promotions within Cooperative Extension:

Senior Agent	\$3,000
Agent	2,000

The instructor track provides for full- and part-time appointments to individuals whose primary responsibilities are to the undergraduate instructional program. Tenure will not be awarded at any of these ranks and all service at any instructor rank will be excluded from the probationary period should the faculty member later be appointed to a tenure track position. There are three ranks in the series: Instructor, Advanced Instructor, and Senior Instructor. Those instructors with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

The following raises are recommended for promotions to:

Senior Instructor	\$3,000
Advanced Instructor	2,000

At the June meeting each year, the university will submit to the Board of Visitors a report of recommended promotion, tenure, and continued appointment actions for review and approval.

### **Annual Evaluation and Salary Adjustments**

#### **Teaching and Research Faculty**

An evaluation of every faculty member's professional performance is held each year. All persons holding non-temporary faculty appointments are asked to prepare a report at the end of each academic year (or other appropriate 12-month period) citing their instructional activities, creative scholarship, and other professional activities and recognitions during the year. Salary recommendations are based upon performance documented in these annual reports, which are reviewed by departmental personnel committees in some cases, by the department head or chair, and the dean.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the department head or chair and are reviewed by the dean. At the university level, the dean reviews the salary adjustment recommendations

at a formal salary hearing with the President, the Provost, the Chief Financial Officer, and others as needed.

### Administrative and Professional Faculty

Administrative and Professional Faculty are comprised of Senior Administrators and Managers and Professionals. Senior Administrators perform work directly related to management of the educational and general activities of the institution at least 50 percent or more of their contractual time, and typically serve in executive leadership roles such as vice president, dean, and assistant or associate vice president or dean. Managers have responsibility for supervision and evaluation of a significant number of staff and/or professional faculty, and budgetary responsibility for their unit or a substantive program. Professionals provide direct service to students, other university constituencies, or clients external to the university as part of the university's missions of learning, discovery, and engagement. Professionals include, but are not limited to, extension agents, librarians, coaches, physicians, lawyers, engineers, architects, student or academic affairs professionals, development officers, specialists in public relations, human resources, information technology, and financial specialists.

Evaluations are based upon standards set by the supervisor with the participation of the faculty member and relate closely to the duties inherent in the functional title and job description of the position. Annually set expectations become one of the important criteria for judging professional job performance in the subsequent year. In addition to maintaining a high level of performance in carrying out their job-related duties and responsibilities, senior administrators, managers, and professionals are expected to participate in and provide leadership of departmental, divisional, or university-wide committees, special university-wide assignments, or similar activity on behalf of important university priorities.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the supervisor and are reviewed as appropriate by the department head, dean, and vice president. At the university level, the dean or vice president reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, the Chief Financial Officer, and others as needed.

### Special Research Faculty

Special research faculty are those with the titles of research associate, senior research associate, postdoctoral associate, research scientist, senior research scientist, research assistant professor, research associate professor, research professor, project associate, senior project associate, or project director. Special research faculty appointments are intended to promote and expedite the research activities of the university. Tenure cannot be earned in these ranks and service is not applicable toward probationary faculty service.

Each special research faculty member is evaluated and given a merit adjustment on the same schedule for evaluations and raise recommendations as the other faculty groups. Salary adjustments are based on merit; they are not automatic. An annual performance

review by the principal investigator and/or department head becomes part of the basis for salary adjustments. Recommendations for salary adjustments originate with the supervisor (usually the principal investigator or the department head or chair) and are reviewed as appropriate by the department head or chair, dean, and Vice President for Research. At the university level, the dean or vice president reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, the Chief Financial Officer, and others as needed.

### **Other Salary Adjustments**

Faculty salary adjustments are normally reviewed and approved by the Board of Visitors in two phases: adjustments for promotion are recommended at the June meeting and adjustments based on performance are recommended at the fall meeting. In addition to this process, it is sometimes necessary to adjust the salaries of specific faculty members at other times during the fiscal year. These adjustments are primarily for changes in duties and responsibilities, for special temporary assignments, for retention or other exceptional needs, and for faculty selected for a different position as part of a search. Adjustments on the anniversary date of appointment for a restricted faculty member may also be approved in lieu of the November raise.

To recognize continued educational attainment, faculty members may receive a base salary adjustment of up to \$3,000 for completion of the doctorate effective upon official certification by the degree-granting institution that all requirements have been met for award of the degree.

The President, Provost, and Chief Financial Officer are authorized to administer the faculty compensation plan during the year and act upon requests for salary adjustments. The President has issued a set of guidelines establishing the parameters for approval of special salary adjustments. By separate resolution, the Board has delegated authority to the President or designee for approval of changes in employment status that do not involve any salary action, salary adjustments made in accordance with existing policies and standard formulas, off-cycle salary adjustments less than 10 percent, new appointments and salary adjustments for faculty members on restricted contracts, and new appointments of non-tenure track instructional faculty or administrative and professional faculty below the level of senior administrator and their direct reports. The quarterly Personnel Changes Report will reflect those actions of strategic importance to the institution as identified in the resolution.

### **Merit Review and Compensation Process**

The university will implement the approved recommendations of the spring 2013 faculty merit review process on July 25, 2013, assuming state revenue goals are achieved. As the Commonwealth's 2014-16 biennial budget has not yet been drafted or approved, no additional compensation programs at the state level have been approved for 2013-14 or beyond at this time. In the hopes of returning to a recurring annual merit process in the future, the university will be prepared to undergo a merit review process in spring 2014, in anticipation of a statewide program to be determined by the 2014 General Assembly. Accordingly, this plan authorizes management to plan and budget for both General



Fund and nongeneral fund resource allocations to support a merit-based faculty salary increase.

### **Faculty Research Incentive Plan Pilot**

During 2011-12, a university workgroup developed a university savings program by incentivizing faculty research activities. This effort resulted in the Board's creation of a Faculty Research Incentive Program (FRIP) that has similarities to programs at peer institutions. This plan was implemented as a pilot in 2012-13, and will be continued in 2013-14.

The goal of the FRIP is to provide an incentive for principal or co-principal investigators to secure additional competitively awarded, externally sponsored activities. Through the leveraging of appropriately charged time to competitive grants and contracts, research time that is funded by departments or colleges can be reduced, resulting in salary savings that can be used to both support the incentive program as well as to support academic initiatives.

One-time research incentive payments are made from department or college salary savings and are based on a minimum savings threshold that is applied equitably within departments or colleges. Faculty must apply in advance to be considered for the program. Research incentive payments must be approved by the department head or chair, the dean, and the provost (or the appropriate administrators based on reporting structure); all disapprovals must also be reviewed by each management level. When salary savings result in a reduction in faculty assignments, those salary savings are excluded from the program.

### **Other Actions**

Recognizing the critical nature of faculty compensation, the university's standing relative to the 60<sup>th</sup> percentile of the university's peer group average salary, the higher levels of competing offers being received by key faculty, and to minimize the high cost of turnover, the university will work to identify resources to help campus units deal with compensation issues in departments. As part of the university's budget development process, resources will be set aside to provide units with flexibility in support of recruitment and retention of faculty. The Budget Office will develop salary pools for each academic and administrative area, based upon the existing faculty salary allocations. The vice presidents and deans are expected to balance the overall salary recommendations within the pools provided to them.

The university may also elect to create a supplemental pool to achieve certain targeted salary compensation or retention needs. For example, in some years the university has worked to address issues such as salary compression and equity needs. For 2013-14, such changes may result from one or more of the following processes:

- The university establishes a special pool of funds to address salary inequity and retention issues for specific faculty. If implemented, the funding will only be used to make adjustments based on evaluations of specific circumstances surrounding individual faculty members. As such, these adjustments would not be available to all faculty members and may occur at any time during the year, subject to approval by the Board.
- The President may use a special pool of funds to adjust individual salary recommendations made by the vice presidents and deans when he determines that a different adjustment is warranted.

**RECOMMENDATION:**

That the proposed 2013-14 Faculty Compensation Plan for Teaching and Research, Administrative and Professional, and Special Research Faculty be approved.

June 3, 2013

## Attachment A

## VIRGINIA TECH

Fall 2011

<u>Institution</u>	Average Salary	Rank
California-Berkeley, University of	\$124,799	1
Cornell University	121,471	2
Southern California, University of	114,315	3
Rutgers University-New Brunswick/Piscataway	107,452	4
California-Davis, University of	107,117	5
Stony Brook University	103,942	6
Maryland-College Park, University of	103,906	7
Ohio State University-Main Campus	103,895	8
SUNY at Buffalo	102,739	9
Texas at Austin, University of	102,252	10
Illinois at Urbana-Champaign, University of	99,367	11
Michigan State University	95,745	12
Michigan-Ann Arbor, University of	95,298	13
Washington-Seattle Campus, University of	94,574	14
Wisconsin-Madison, University of	94,000	15
Minnesota-Twin Cities, University of	93,454	16
Texas A & M University	92,544	17
<b>Virginia Tech (Authorized)</b>	<b>90,392</b>	<b>18</b>
Colorado at Boulder, University of	89,908	19
North Carolina State University at Raleigh	89,118	20
Florida, University of	89,091	21
Iowa State University	88,569	22
Purdue University-Main Campus	88,102	23
Pennsylvania State University-Main Campus	87,356	24
Pittsburgh-Main Campus, University of	85,860	25
Missouri-Columbia, University of	77,314	26

Virginia Tech's SCHEV Peer Percentile Ranking

25th

**Attachment B****2013-14 Pay Structure****Virginia Tech**

	9-Month Faculty		12-Month Faculty		Distribution of Approximate % of Total Faculty By Rank
	Entrance	Change	Entrance	Change	
Professor	\$82,557	4.5%	\$100,690	4.5%	33%
Associate Professor	\$63,142	4.5%	\$76,511	4.5%	29%
Assistant Professor	\$52,234	4.5%	\$63,536	4.5%	24%
Senior Instructor	\$44,799	4.5%	\$58,292	4.5%	3%
Advanced Instructor	\$39,941	4.5%	\$51,815	4.5%	2%
Instructor	\$36,608	4.5%	\$47,631	4.5%	9%

*Presentation Date: June 3, 2013*

## **Proposed 2013-14 Operating and Capital Budgets**

### **FINANCE AND AUDIT COMMITTEE**

**May 9, 2013**

Each June, the university provides the Board of Visitors with an overview of the operating and capital budgets for the upcoming fiscal year.

#### **State Appropriations**

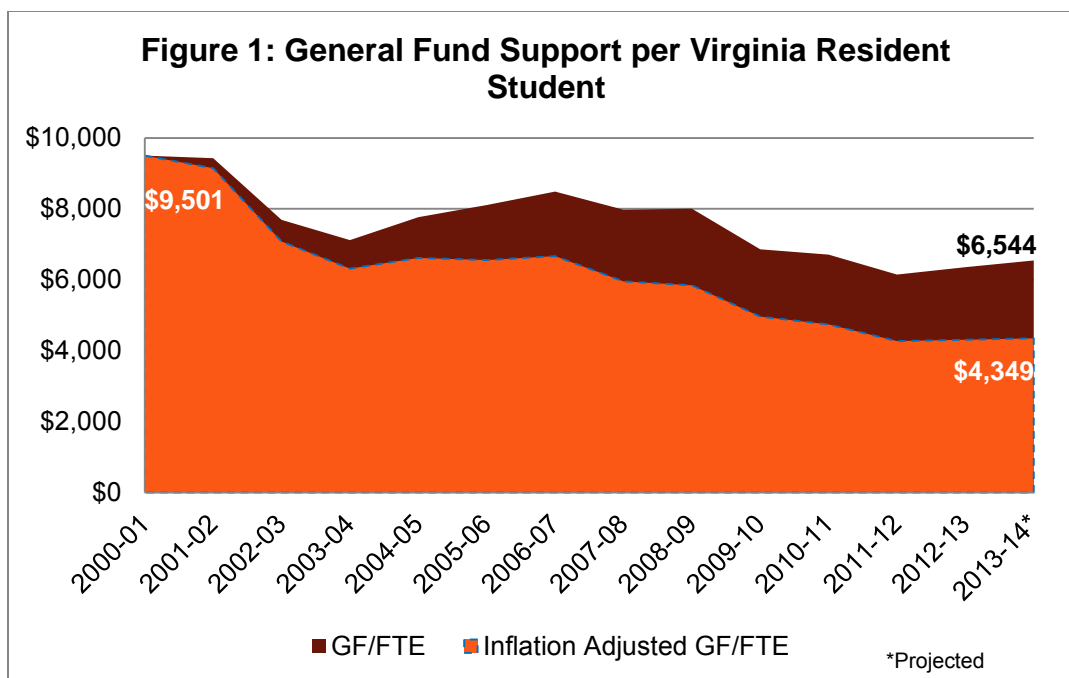
With the close of the General Assembly session, the university is able to develop its internal budgets for the upcoming fiscal year. Virginia Tech anticipates an initial authorization of \$1.18 billion during 2013-14 to carry out all of its programs, based on the direct appropriations to the university. However, the annual internal budget varies from this external expenditure authorization for several reasons, some of which increase the annual expenditure authority while others reduce the expenditure plans. For example, the university's expenditure authorization will be adjusted during 2013-14 when the state transfers funds to clear the Central Appropriation accounts and distributes the appropriation for nongeneral fund increases. Additionally, under the sum sufficient authority granted as part of restructuring, nongeneral fund appropriations may be established as needed by the institution.

#### **Impact of State Budget Revenue Changes**

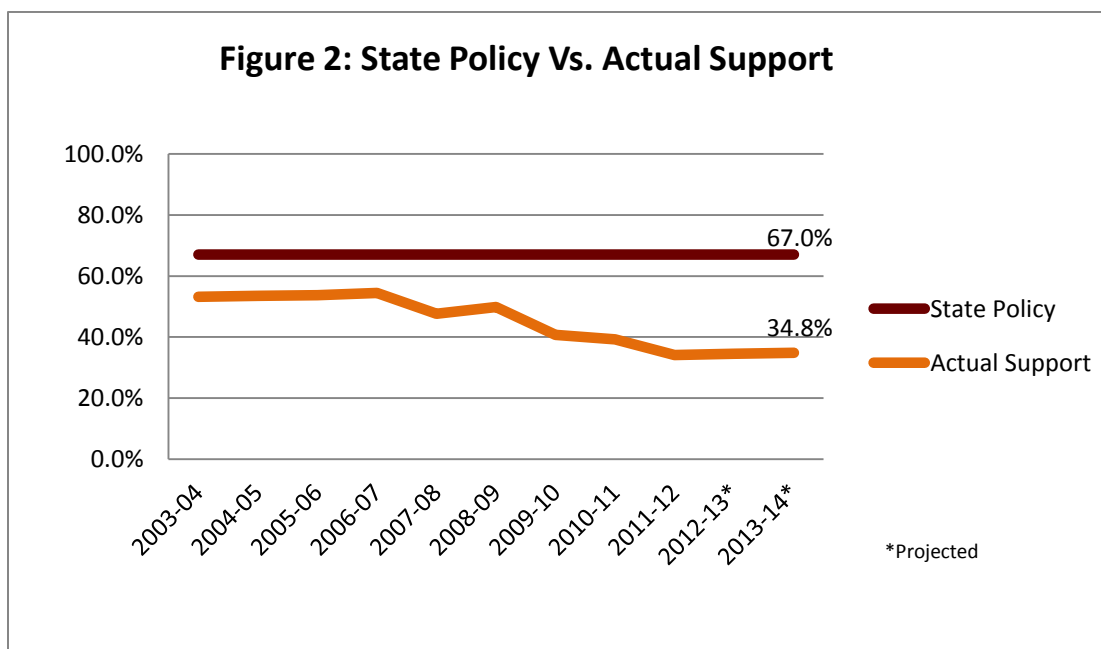
For 2013-14, the state has increased the university's direct General Fund appropriation \$8.2 million, including \$3.8 million for the University Division's Educational and General program and \$1.9 million for the land-grant programs in Agency 229. This includes direct appropriations as well as the university estimate of Central Appropriation fund transfers during the fiscal year. These amounts include much appreciated reinvestment of state support in higher education base operating needs, enrollment support, and the state's share of faculty and staff salary increases. The details of the state support are described further in each budget section.

Even with this reinvestment, total state support per Virginia student for 2013-14 is projected to be an estimated 23 percent below the funding of 2001. The university educates an additional 2,400 Virginia undergraduates as compared to 2005. Inflation adjusted, the university will receive 54 percent less General Fund support per student than in fiscal year 2001, as seen in Figure 1. It is important to note that this analysis presents the state support in the most favorable light since it includes all General Funds allocated to E&G including support for activities beyond instruction such as research and public service; however, this is a commonly utilized perspective by external groups.



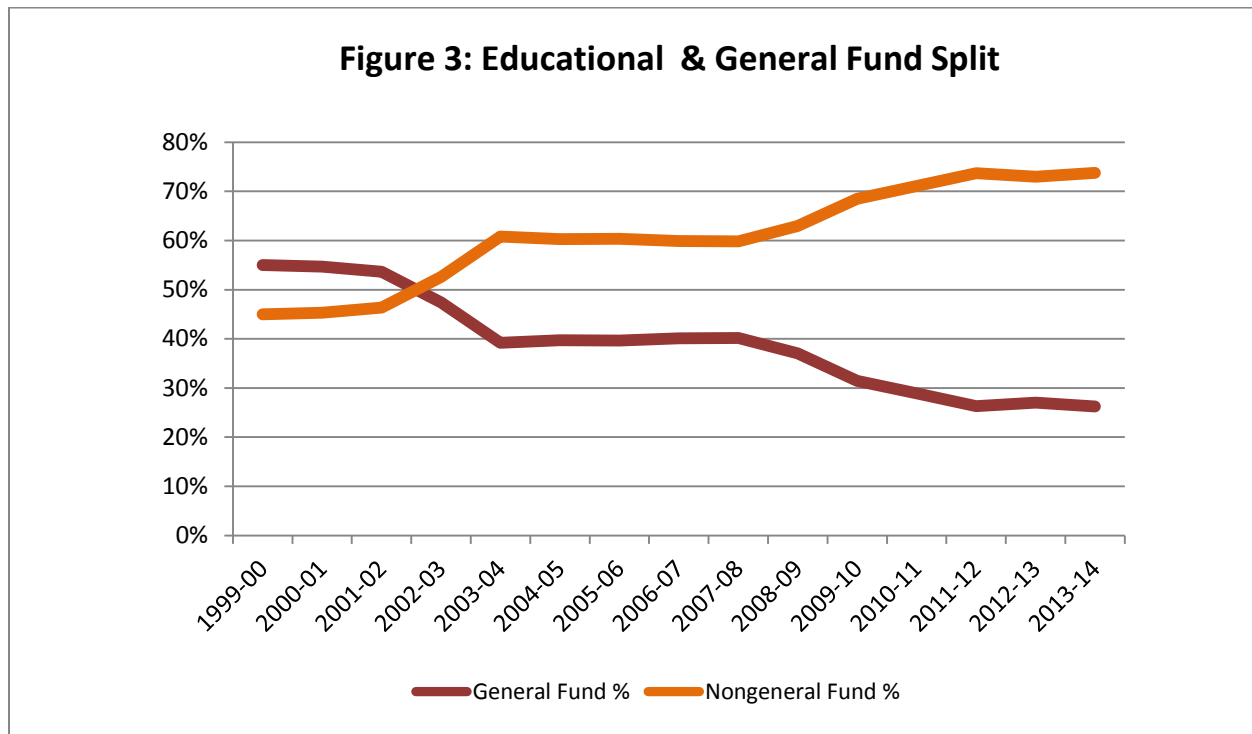


The state policy for funding higher education is to fund 67 percent of the cost of education of each Virginia resident at the institution. Figure 2 below displays the status of actual funding for instruction in relation to this policy over time. In 2013-14, the state will provide an estimated 34.8 percent of this cost. In response, the university has worked to reduce costs and streamline operations, but this has also created pressure to grow nongeneral fund resources.



## Proposed Budgets for 2013-14

For 2013-14, the recommended internal budget for all operations is \$1.28 billion. This is an increase of \$73.7 million over the adjusted 2012-13 budget. This increase reflects changes in nongeneral fund revenues for 2013-14 and actions of the 2012 and 2013 General Assembly sessions that will impact the 2013-14 General Fund appropriation. The overall change includes an increase of \$23.1 million attributable to the Educational and General program and \$10.5 million of projected growth in auxiliary enterprises. The total General Fund allocation is estimated to be approximately \$239.9 million, an increase of \$8.2 million from 2012-13. General Fund revenues will provide \$218.1 million in support for the instructional, research, and extension programs, \$19.7 million for student financial assistance, and \$2.1 million for the Unique Military Activities program. The General Fund appropriation represents 26.5 percent of the University Division's Educational and General budget (as compared to 53.6 percent in the 2001-02 budget, as seen below in Figure 3) and 18.7 percent of the total budget. (See Schedule 1)



Schedule 1 displays the proposed operating budgets for 2013-14, by major program and revenue and expense category. Schedule 2 is an expansion of the projected auxiliary operations budgets, categorized by major activity. These schedules display the comparative 2012-13 budget, as approved in June 2012, and the current revised 2012-13 budget as an additional comparison point. This report provides a brief discussion of the changes in the operating budget for each of the major programs.

## Educational and General

The university's Educational and General budget will be \$643.2 million in 2013-14. The Educational and General budgets for the University Division (208) and the Cooperative Extension/Agricultural Experiment Station Division (229) are presented below by source of funding.

	(Dollars in Thousands)		
	208	229	Total
General Fund	\$149,325	\$64,676	\$214,001
Tuition and Fees	382,785	-	382,785
Federal Funds	-	14,521	14,521
Other	31,173	840	32,013
Total Educational and General	\$563,283	\$80,037	\$643,320

Percent of Total			
General Fund	26.5%	80.8%	33.2%
Tuition and Fees	68.0%	-	59.5%
Federal Funds	0.0%	18.1%	2.3%
Other	5.5%	1.1%	5.0%
Total Percentage	100.0%	100.0%	100.0%

The year-to-year comparison of the budget in Schedule 1 shows an overall revenue increase in the Educational and General program of \$25.6 million. The proposed 2013-14 budget is 4.1 percent more than the adjusted 2012-13 budget.

The 2013-14 General Fund budget includes new allocations of state General Fund support in the amounts of \$0.7 million for base operating support, \$0.6 million to increase access for in-state undergraduate students, and \$0.4 million to support operation and maintenance of the Human and Agricultural Biosciences Building I (HABBI) facility coming on-line in the Cooperative Extension and Agricultural Experiment Station. In addition, the General fund support includes:

- \$3.8 million for the state share of a 3 percent faculty merit increase (\$2.8 million in 208 and \$1 million in 229),
- \$1.7 million for the estimated state share of the a 2 percent staff merit increase and compression action (\$1.2 million in 208 and \$0.5 million in 229), and
- \$3.4 million for the estimated state share of prospective fringe rate changes (\$2.4 million in 208 and \$1 million in 229).
- \$0.8 million for restoration of funding from the unexpected state funding reduction in 2012-13 (\$0.6 million in 208 and \$0.2 million in 229).

Offsetting this support is a \$0.5 million reduction in support for the university's part in the Commonwealth's Rolls Royce initiative (to \$2.4 million), and the removal of one-time funding (\$4 million in 208 and \$1.1 million in 229) for the state share of the 3 percent bonus in 2012. The percentage of the Educational and General budget for the University Division provided by the General Fund decreased from 27.0 percent in 2012-13 to 26.5 percent in 2013-14.

The 2013-14 tuition and fee budget is \$19.4 million, or 5.3 percent higher as compared to the adjusted 2012-13 budget. The difference in the tuition and fee budget reflects the increase in the tuition rates, planned enrollment growth, specialized program fees (including the new fee in the Pamplin College of Business), the new library fee, adjustments to the other E&G fee budgets, i.e., the technology fee, and an update of unfunded scholarships to student aid programs. Unfunded scholarships support both undergraduate need based aid and a portion of the graduate tuition remission program. The revenue from the Capital and Equipment fee will be transferred to the Commonwealth for debt service on new facilities and equipment, thus is not reflected in the net revenue total.

### **Auxiliary Enterprises**

The total auxiliary revenue will grow 3.8 percent over the adjusted 2012-13 budget in 2013-14, with a significant portion of the increase attributable to growth in Residential and Dining Programs, Parking and Transportation, Intercollegiate Athletics, Center for the Arts, and increased business volume in the Virginia Tech Electric Services utility. This increase includes resources to cover legislated changes in personnel costs, increased energy consumption, student programming, maintenance of existing facilities, and the cost of new facilities, and the campus-wide telecommunications improvements.

### **Financial Assistance for Educational and General Programs**

Financial Assistance for Educational and General Programs is comprised of sponsored program activities, the Eminent Scholars program, the Institute for Distance and Distributed Learning (IDDL) Enterprise Fund, and the Commonwealth's General Fund support for research. The most significant activity in this category is externally sponsored research. The current General Fund support of \$3.1 million for research will increase by \$1 million to enhance brain disorder research. The university anticipates \$39.6 million of growth over 2012-13 after including projected increases in externally sponsored research activities.

### **State Student Financial Assistance**

The projected annual budget for the state supported Student Financial Assistance Program includes \$19.7 million in state General Fund support for Undergraduate Scholarships, Graduate Fellowships, Soil Scientist Scholarships, and the Multicultural Academic Opportunity Program in 2013-14, representing an increase of \$1.1 million

over the 2012-13 approved budget. The specific amounts are enacted by the General Assembly in the Appropriation Act.

### **All Other Programs**

The All Other Programs component is comprised of the Unique Military Activities appropriation, surplus property, federal work study program, local funds, and Alumni Affairs. The annual budget for these funds is based on historic trends and projections of activity levels by program managers. These programs are funded by resources that are designated for specific purposes. For All Other Programs, the recommended budget represents an increase of \$0.5 million or 7.8 percent over the adjusted budget for 2012-13. This change is due primarily to a \$0.6 million increase in state appropriations for the Unique Military Activities.

### **Planned Change in Reserves**

Existing state requirements, along with the university's budgeting and financial management strategies, generally result in the establishment of breakeven budgets for the major budget components, with the exception of auxiliary enterprises. That is the case for 2013-14, where only the auxiliary budgets project an increase in the reserves as of June 30, 2014. The projected increase, \$4.98 million, is the result of the intentional rebuilding of reserves in specific auxiliaries where expenditures in prior years created the need for restoring the reserves so that it may operate as a revolving fund. In other cases, the projected increase in reserves reflects the temporary positive impact of planning activities for new capital projects. The 2013-14 budget for auxiliary enterprises is also designed to ensure that the reserve levels remain in compliance with the tenants of bond covenants as well as SCHEV reserve targets.

### **Budget Allocations**

The process of finalizing the 2013-14 operating budget allocations for the colleges and major operating units is currently underway. This process will be completed during June 2013 and issued to the university community by the Vice President for Finance and Chief Financial Officer. The Office of Budget and Financial Planning will allocate these budgets to the colleges and vice presidential areas in time for the departments to open the new fiscal year with the allocations in place in the financial system. The university develops the annual budget as a one year quantification of the university's strategic plan. The strategic plan is the framework for enacting the university's mission.

### **Capital Outlay Projects**

Virginia Tech's capital outlay program includes projects for the University Division and the Cooperative Extension/Agricultural Experiment Station Division. Initiation of a capital project requires authorization of a budget and funding sources from the state and/or the Board of Visitors. The state authorizes projects supported entirely or partially with General Fund revenues. Under the restructuring legislation and the 2006



Management Agreement between the Commonwealth and the university, the Board of Visitors has the authority to approve capital projects funded entirely with nongeneral fund resources. New state authorized projects are requested as part of the state budget cycle, with authorizations approved in the Appropriation Act or through special action by the Governor. These projects normally become effective and are added to the program at the beginning of a fiscal year. New projects approved by the Board of Visitors become effective upon approval of a university resolution and are reflected on the subsequent Financial Performance Report. Existing capital projects carry forward to the next fiscal year until the projects are closed. Completed projects are closed and removed from the program at the end of a fiscal year.

Schedule 3 shows the total capital authorization by fund source and an estimated annual budget for each capital outlay project that will be active in fiscal year 2013-14. The program includes only projects appropriated by the state or authorized by the Board of Visitors. Each project for fiscal year 2013-14 is listed with expected amounts for the total authorization by revenue source, available balance for the fiscal year, estimated budget, and estimated balance at the close of the fiscal year.

The portfolio of the capital outlay program for fiscal year 2013-14 (Schedule 3) is comprised of 13 Educational and General projects and 11 Auxiliary Enterprise projects for a total of 24 projects. The projects are in various phases of design and construction with a life span normally lasting two to four years, depending on the size and complexity of the facility. The total capital outlay budget for fiscal year 2013-14 includes approximately \$635 million of authorizations with an estimated available balance of about \$319 million. Of the available balance, the university plans to spend about \$99 million in fiscal year 2013-14.

The state budget includes three capital outlay actions for Virginia Tech. The items include funding for detailed planning for the Academic Buildings Renewal, construction funding for the Classroom Building, and preplanning funds for the Improve Kentland Facilities project.

The revenues to support capital outlay expenses are a mix of state support, university supported debt, and self-generated resources. When projects have multiple sources of funding, the university generally utilizes the resources in the following order: state support, bond proceeds, and then nongeneral funds. This order allows the most effective use of the university's nongeneral fund resources.

### **RECOMMENDATION:**

That the proposed 2013-14 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved.

June 3, 2013

**TOTAL OPERATING BUDGET FOR VIRGINIA TECH**

**Fiscal Year 2013-14**  
**(Dollars in Thousands)**

	2012-13 Original Budget	2012-13 Adjusted Budget	2013-14 Recommended Budget
<b><u>Revenues</u></b>			
Educational and General			
University Division			
General Fund	\$145,562	\$145,550	\$149,325
Tuition and Fees	363,869	363,338	382,785
All Other Income	30,318	30,728	31,173
Subtotal	<u>539,749</u>	<u>539,616</u>	<u>563,283</u>
CE/AES Division			
General Fund	62,931	62,687	64,676
Federal Funds	14,325	17,202	14,521
All Other Income	709	709	840
Subtotal	<u>77,965</u>	<u>80,598</u>	<u>80,037</u>
Total Educational and General	<u>617,714</u>	<u>620,214</u>	<u>643,320</u>
Auxiliary Enterprises	273,480	275,995	286,541
Financial Assistance for E&G Programs <sup>(a)</sup>			
General Fund	3,139	3,513	4,139
Nongeneral Fund	287,411	286,637	325,600
Total	<u>290,550</u>	<u>290,150</u>	<u>329,739</u>
Student Financial Assistance			
General Fund	18,619	19,044	19,706
All Other Programs <sup>(b)</sup>			
General Fund (UMA)	1,484	1,484	2,084
Nongeneral Fund	4,187	4,372	4,229
Total	<u>5,671</u>	<u>5,856</u>	<u>6,313</u>
Total	<u>\$1,206,034</u>	<u>\$1,211,259</u>	<u>\$1,285,619</u>
<b><u>Expense</u></b>			
Educational and General			
University Division	\$539,749	\$539,616	\$563,283
CE/AES Division	77,965	80,598	80,037
Subtotal	<u>617,714</u>	<u>620,214</u>	<u>643,320</u>
Auxiliary Enterprises	268,539	288,713	281,557
Financial Assistance for E&G Programs <sup>(a)</sup>	290,550	290,150	329,739
Student Financial Assistance	18,619	19,046	19,706
All Other Programs <sup>(b)</sup>	5,671	6,086	6,313
Total	<u>\$1,201,093</u>	<u>\$1,224,209</u>	<u>\$1,280,635</u>
<b><u>Planned Change in Reserve</u></b>			
Reserve Drawdown/(Deposit) <sup>(c)</sup>	(4,941)	12,950	(4,984)
Net	<u><u>\$0</u></u>	<u><u>(\$0)</u></u>	<u><u>\$0</u></u>

(a) Financial Assistance for E&G Programs includes Sponsored Programs, the Eminent Scholars Program, and General Fund Research Initiative.

(b) All Other Programs include Unique Military Activities, Surplus Property, Local Funds, Federal Work Study, and Alumni Affairs.

(c) Reserve contributions are based on the budget plans of Auxiliary Enterprise units, and Surplus Property.

*Presentation Date: June 3, 2013*

## Schedule 2

**TOTAL OPERATING BUDGETS FOR AUXILIARY ENTERPRISES**  
**Fiscal Year 2013-14**  
**(Dollars in Thousands)**

	2012-13 Original Budget	2012-13 Adjusted Budget	2013-14 Recommended Budget
<b>Residence and Dining Hall System</b>			
Revenues	\$98,775	\$99,187	\$101,342
Expenses	-97,098	-101,888	-97,575
Reserve Drawdown (Addition)	-1,677	2,701	-3,767
Net	\$0	\$0	\$0
<b>Parking and Transportation</b>			
Revenues	\$11,776	\$11,776	\$12,736
Expenses	-12,389	-12,825	-13,242
Reserve Drawdown (Addition)	613	1,049	506
Net	\$0	\$0	\$0
<b>Telecommunications Services</b>			
Revenues	\$18,293	\$19,930	\$19,337
Expenses	-18,231	-21,619	-19,148
Reserve Drawdown (Addition)	-62	1,689	-189
Net	\$0	\$0	\$0
<b>University Services System</b>			
Revenues	\$35,248	\$35,280	\$40,099
Expenses	-35,506	-36,058	-39,082
Reserve Drawdown (Addition)	258	778	-1,017
Net	\$0	\$0	\$0
<b>Intercollegiate Athletics</b>			
Revenues	\$50,179	\$54,055	\$55,507
Expenses	-48,087	-61,042	-55,590
Reserve Drawdown (Addition)	-2,092	6,987	83
Net	\$0	\$0	\$0
<b>Electric Service System</b>			
Revenues	\$38,493	\$34,604	\$36,377
Expenses	-37,880	-34,370	-35,642
Reserve Drawdown (Addition)	-613	-234	-735
Net	\$0	\$0	\$0
<b>Inn at Virginia Tech and Skelton Conference Center</b>			
Revenues	\$10,302	\$10,322	\$11,078
Expenses	-9,895	-10,178	-11,375
Reserve Drawdown (Addition)	-407	-144	297
Net	\$0	\$0	\$0
<b>Other Enterprise Functions</b>			
Revenues	\$10,414	\$10,841	\$10,065
Expenses	-9,453	-10,733	-9,903
Reserve Drawdown (Addition)	-961	-108	-162
Net	\$0	\$0	\$0
<b>TOTAL</b>			
Revenues	\$273,480	\$275,995	\$286,541
Expenses	-268,539	-288,713	-281,557
Reserve Drawdown (Addition)	-4,941	12,718	-4,983
Net	\$0	\$0	\$0

Presentation Date: June 3, 2013

## Schedule 3

## EDUCATIONAL AND GENERAL CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2014

(Dollars in Thousands)

as of April 30, 2013

	TOTAL PROJECT AUTHORIZATION					ESTIMATED TOTAL EXPENSES June 30, 2013	ESTIMATED BALANCE AVAILABLE FOR FY2014	ESTIMATED ANNUAL BUDGET FY2014	ESTIMATED BALANCE AT CLOSE OF FY2014
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL				
<u>Educational and General Projects</u>									
<u>Educational and General Maintenance Reserve</u>									
Maintenance Reserve	\$ 13,427	\$ 0	\$ 0	\$ 0	\$ 13,427	\$ 6,704	\$ 6,723	\$ 6,723	\$ 0
<u>Design Phase</u>									
Address Fire Alarms and Access	5,501	0	0	0	5,501	289	5,212	1,500	3,712
Classroom Building	42,000	0	0	0	42,000	743	41,257	10,000	31,257
Planning: Academic Buildings Renewal	0	0	1,348	0	1,348	0	1,348	1,348	0
Preplanning: Improve Kentland Facilities	0	0	152	0	152	0	152	152	0
Sciences Building Laboratory I	31,450	0	15,000	0	46,450	0	46,450	10,000	36,450
<u>Construction Phase</u>									
Chiller Plant, Phase I	12,059	0	400	7,639	20,098	18,500	1,598	1,598	0
Human & Agricultural Biosciences Building I	53,759	0	0	0	53,759	38,900	14,859	9,500	5,359
Performing Arts Center	27,387	0	32,565	40,135	100,087	85,900	14,187	14,187	0
Renovate Davidson Hall, Phase I	31,119	0	0	0	31,119	21,400	9,719	9,719	0
Signature Engineering Building	47,609	0	18,650	28,959	95,218	56,600	38,618	16,000	22,618
<u>Close-Out</u>									
<u>On Hold and Not Funded</u>									
Administrative Services Building	0	0	0	12,000	12,000	0	12,000	0	12,000
Blanket: E&G Research Projects	0	0	3,600	0	3,600	0	3,600	0	3,600
Total Educational and General Projects	\$ 264,311	\$ 0	\$ 71,715	\$ 88,733	\$ 424,759	\$ 229,036	\$ 195,723	\$ 80,727	\$ 114,996

## Schedule 3 Continued

## AUXILIARY ENTERPRISE CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2014

(Dollars in Thousands)

as of April 30, 2013

	TOTAL PROJECT AUTHORIZATION					ESTIMATED TOTAL EXPENSES June 30, 2013	ESTIMATED BALANCE AVAILABLE FOR FY2014	ESTIMATED ANNUAL BUDGET FY2014	ESTIMATED BALANCE AT CLOSE OF FY2014
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL				
<u>Auxiliary Enterprises Projects</u>									
<u>Auxiliary Maintenance Reserve</u>									
Maintenance Reserve	\$ 0	\$ 0	\$ 15,920	\$ 0	\$ 15,920	\$ 0	\$ 15,920	\$ 6,400	\$ 9,520
<u>Design Phase</u>									
Planning: Upper Quad Residential Facilities	0	0	5,850	-	5,850	55	5,795	5,795	0
<u>Construction Phase</u>									
Unified Communications and Network Renewal	0	0	4,500	12,008	16,508	7,926	8,582	1,920	6,662
<u>Close-Out Phase</u>									
Campus Fiber Optic Improvement Project	0	0	2,000	-	2,000	1,508	492	492	0
Phase IV of Oak Lane Community (House 1)	0	0	5,842	-	5,842	4,846	996	996	0
Renovate Ambler Johnston Hall	0	0	0	75,000	75,000	69,859	5,141	2,254	2,887
Repair McComas Hall Exterior Wall Structure, Ph III	0	0	3,375	-	3,375	2,840	535	510	25
<u>On Hold and Not Funded</u>									
Indoor Athletic Training Facility	0	0	500	24,500	25,000	7	24,993	0	24,993
New Residence Hall II	0	0	0	27,000	27,000	182	26,818	0	26,818
Parking Blanket Authorizations Balance	0	0	0	16,547	16,547	0	16,547	0	16,547
Phase IV Oak Lane Community	0	0	0	17,658	17,658	0	17,658	0	17,658
Total Auxiliary Enterprise Projects	\$ 0	\$ 0	\$ 37,987	\$ 172,713	\$ 210,700	\$ 87,223	\$ 123,477	\$ 18,367	\$ 105,110
 GRAND TOTAL ALL CAPITAL PROJECTS	<u>\$ 264,311</u>	<u>\$ 0</u>	<u>\$ 109,702</u>	<u>\$ 261,446</u>	<u>\$ 635,459</u>	<u>\$ 316,259</u>	<u>\$ 319,200</u>	<u>\$ 99,094</u>	<u>\$ 220,106</u>



## **Hotel Roanoke Conference Center Commission Budget**

### **FINANCE AND AUDIT COMMITTEE**

**May 7, 2013**

The Hotel Roanoke Conference Center Commission was established by resolutions adopted by Virginia Tech on November 18, 1991 and by the City Council of the City of Roanoke, Virginia on April 14, 1992, pursuant to Chapter 440 of the 1991 Acts of Assembly of the Commonwealth of Virginia, adopted March 20, 1991. Section 21 B of the enabling legislation provided that the Commission shall annually prepare and submit to both the City of Roanoke and Virginia Tech (the "Participating Parties") a proposed operating budget showing its estimated revenues and expenses on an accrual basis for the forthcoming fiscal year and, if such estimated expenses exceed such estimated revenues, the portion of the deficit proposed to be borne by each Participating Party.

The Commission has adopted and approved its operating budget for the fiscal year 2013-14. Virginia Tech and the City of Roanoke will make equal contributions of \$80,000 to the Commission for fiscal year 2013-14. The recommended budget is shown on the following page.

**HOTEL ROANOKE CONFERENCE CENTER COMMISSION  
BUDGET  
JULY 2013 - JUNE 2014**

**Revenues**

City of Roanoke	\$ 80,000
Virginia Tech	<u>80,000</u>
	<u>\$160,000</u>

**Expenses**

Personal Services for part-time director	\$ 67,895
Professional Fees – legal, audit, advisory services	83,105
Technology	4,500
Commission Operations	2,500
Training	<u>2,000</u>
	<u>\$ 160,000</u>

**RECOMMENDATION:**

That the budget for The Hotel Roanoke Conference Center Commission for 2013-2014 be approved.

June 3, 2013

**Virginia Tech-Wake Forest University  
School of Biomedical Engineering and Sciences  
2013-14 Operating Budget**

**FINANCE AND AUDIT COMMITTEE  
April 26, 2013**

The Board of Visitors of Virginia Tech adopted a resolution that authorized the establishment of the Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences on August 26, 2002. Subsequently, Virginia Tech and Wake Forest University entered into a collaboration agreement which outlines the relationship and responsibilities of each party. As stated in the collaboration agreement, the annual operating budget for the School of Biomedical Engineering and Sciences requires approval by the governing boards of each university.

The 2013-14 recommended budget of \$2,815,305 for Virginia Tech's contribution to the School of Biomedical Engineering and Sciences is shown on the following page.

**Virginia Tech-Wake Forest University  
School of Biomedical Engineering and Sciences  
2013-14 Operating Budget**

**FINANCE AND AUDIT COMMITTEE  
April 26, 2013**

**Revenues**

University Allocation	\$ 2,815,305
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**Expenses**

Faculty	\$ 1,477,129
Staff	183,564
Graduate Students	298,003
Fringes	507,406
Subtotal Personnel Costs	2,466,102
Operating Costs	349,203
Total Expenses	\$ 2,815,305
Net	-

**RECOMMENDATION:**

That the 2013-14 budget for the Virginia Tech - Wake Forest School of Biomedical Engineering and Sciences be approved.

June 3, 2013

**Dormitory and Dining Hall System  
2013-14 Operating Budget**

**FINANCE AND AUDIT COMMITTEE**

**April 28, 2013**

The resolution authorizing and securing the Dormitory and Dining Hall System revenue bonds requires the adoption of an annual budget by the Board of Visitors. The budget presentation to the Board of Visitors provides documentation that the revenues to be received during the fiscal year will be sufficient to meet the operating costs of the System, the principal and interest requirements, and usual expenses of maintenance, repair, and operation.

Subject to approval by the Board of Visitors, the annual budget will be the basis for making payments from the revenue fund to meet the operating costs of the Dormitory and Dining Hall System during the fiscal year. In compliance with Section 5.5, Article V, of the resolution authorizing and securing the Dormitory and Dining Hall System revenue bonds, there is submitted herewith an estimate of the resources to be used for the operation of the Dormitory and Dining Hall System during the fiscal year July 1, 2013 to June 30, 2014 and a recommended budget of current expenses for the System for the same period.

	<u>Dormitories</u>	<u>Dining Halls</u>	<u>Total</u>
<u>Estimated Revenues</u>			
Student Fees	\$45,191,131	\$48,630,310	\$93,821,441
Other Income	(111,240)	7,631,357	7,520,117
Total Resources	<u>\$45,079,891</u>	<u>\$56,261,667</u>	<u>\$101,341,558</u>
<u>Current Expenses</u>			
Personnel Services	\$9,898,331	\$20,899,054	\$30,797,385
Operations	16,393,694	25,665,739	42,059,433
Administrative Charge	1,544,919	3,604,589	5,149,508
Maintenance Reserve	3,224,168	669,308	3,893,476
Debt Service	<u>11,900,233</u>	<u>3,775,005</u>	<u>15,675,238</u>
Total Expenses	<u>\$42,961,345</u>	<u>\$54,613,695</u>	<u>\$97,575,040</u>
Reserve Contribution (Draw)	\$2,118,546	\$1,647,972	\$3,766,518
Net	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2013 to June 30, 2014 represent an accurate estimate of the income to be received and current expenses of operating the Dormitory and Dining Hall System for the fiscal year.

\_\_\_\_\_  
M. Dwight Shelton, Jr.  
Vice President for Finance and  
Chief Financial Officer



**Annual Inspection and Recommendations Concerning  
Dormitory and Dining Hall System**

**FINANCE AND AUDIT COMMITTEE**

**April 28, 2013**

Section 5.4, Article V, of the resolution authorizing and securing the Dormitory and Dining Hall System revenue bonds requires that an inspection be made of the System at least once each year and a report and recommendation be submitted to the Board of Visitors.

An inspection has been made of the System, and it is my opinion that the System has been maintained in good repair, working order, and condition. The following recommendations are made for the fiscal year July 1, 2013 to June 30, 2014:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.
2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides \$1,000,000,000 coverage for any one property occurrence, \$100,000,000 coverage for any one fine arts occurrence and \$1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000.
3. That fees, rents, and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

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M. Dwight Shelton, Jr.  
Vice President for Finance and  
Chief Financial Officer

**RECOMMENDATION:**

That the recommended budget for the fiscal year July 1, 2013 to June 30, 2014 for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.

June 3, 2013

**Electric Service System  
2013-14 Operating Budget**

**FINANCE AND AUDIT COMMITTEE**

**April 28, 2013**

The resolution authorizing and securing the Electric Service System revenue bonds requires the adoption of an annual budget by the Board of Visitors. The budget presentation to the Board of Visitors provides documentation that the revenues to be received during the fiscal year will be sufficient to meet the operating costs of the System, the principal and interest requirements, and usual expenses of maintenance, repair, and operation.

Subject to approval by the Board of Visitors, the annual budget will be the basis for making payments from the revenue fund to meet the operating costs of the Electric Service System during the fiscal year. In compliance with Section 5.5, Article V, of the resolution authorizing and securing the Electric Service System revenue bonds, there is submitted herewith an estimate of the resources to be used for the operation of the Electric Service System during the fiscal year July 1, 2013 to June 30, 2014 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues

Sales to University Departments	\$21,354,585
All Other Sales	14,926,949
Investment Income	95,823
Total Revenues	<u>\$36,377,357</u>

Current Expenses

Personnel Services	\$2,412,599
Purchase of Electricity	26,621,223
Operating Expenditures	5,043,165
Capital Maintenance Reserve Projects	610,000
Maintenance, Repairs and Equipment Replacement	502,890
Debt Service	452,519
Total Expenses	<u>\$35,642,396</u>

Reserve Contribution (Drawdown)	\$734,961
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Net	<u><u>\$0</u></u>
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I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2013 to June 30, 2014 represent an accurate estimate of the income to be received and current expenses of operating the Electric Service System for the fiscal year.

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M. Dwight Shelton, Jr.  
Vice President for Finance and  
Chief Financial Officer

**Annual Inspection and Recommendations Concerning  
Electric Service System**

**FINANCE AND AUDIT COMMITTEE**

**April 28, 2013**

Section 5.4, Article V, of the resolution authorizing and securing the Electric Service System revenue bonds requires that an inspection be made of the System at least once each year and a report and recommendation be submitted to the Board of Visitors.

An inspection has been made of the System, and it is my opinion that the System has been maintained in good repair, working order, and condition. The following recommendations are made for the fiscal year July 1, 2013 to June 30, 2014:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.
2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides \$1,000,000,000 coverage for any one property occurrence, \$100,000,000 coverage for any one fine arts occurrence and \$1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000.
3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

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M. Dwight Shelton, Jr.  
Vice President for Finance and  
Chief Financial Officer

**RECOMMENDATION:**

That the recommended budget for the fiscal year July 1, 2013 to June 30, 2014 for the operation of the Electric Service System and the report of the Annual Inspection be approved.

June 3, 2013

**University Services System  
2013-14 Operating Budget**

**FINANCE AND AUDIT COMMITTEE**

**April 28, 2013**

The resolution authorizing and securing the University Services System revenue bonds requires the adoption of an annual budget by the Board of Visitors. The budget presentation to the Board of Visitors provides documentation that the revenues to be received during the fiscal year will be sufficient to meet the operating costs of the System, the principal and interest requirements, and usual expenses of maintenance, repair, and operation.

Subject to approval by the Board of Visitors, the annual budget will be the basis for making payments from the revenue fund to meet the operating costs of the University Services System during the fiscal year. In compliance with Section 5.5, Article V, of the resolution authorizing and securing the University Services System revenue bonds, there is submitted herewith an estimate of the resources to be used for the operation of the University Services System during the fiscal year July 1, 2013 to June 30, 2014 and a recommended budget of current expenses for the System for the same period.

<u>Estimated Revenues</u>	
Student Fees	\$34,225,114
Sales and Services	3,382,978
Other Income	2,490,415
Total Revenues	<u>\$40,098,507</u>
<u>Current Expenses</u>	
Personnel Services	\$18,215,824
Operating	11,791,286
Debt Service	6,131,204
Capital Maintenance Reserve	1,310,429
Non-Capital Maintenance Reserve	130,384
Student Organization Allocation	1,402,766
One-Time Expenses	100,500
Total Expenditures	<u>\$39,082,393</u>
Reserve Contribution (Drawdown)	\$1,016,114
Net	<u><u>\$0</u></u>

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2013 to June 30, 2014 represent an accurate estimate of the income to be received and current expenses of operating the University Services System for the fiscal year.

\_\_\_\_\_  
M. Dwight Shelton, Jr.  
Vice President for Finance and  
Chief Financial Officer

**Annual Inspection and Recommendations Concerning  
University Services System**

**FINANCE AND AUDIT COMMITTEE**

**April 28, 2013**

Article V, Section 5.4, of the resolution authorizing and securing the University Services System revenue bonds requires that an inspection be made of the System at least once each year and a report and recommendation be submitted to the Board of Visitors.

An inspection has been made of the System, and it is my opinion that the System has been maintained in good repair, working order, and condition. The following recommendations are made for the fiscal year July 1, 2013 to June 30, 2014:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.
2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides \$1,000,000,000 coverage for any one property occurrence, \$100,000,000 coverage for any one fine arts occurrence and \$1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000.
3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

---

M. Dwight Shelton, Jr.  
Vice President for Finance and  
Chief Financial Officer

**RECOMMENDATION:**

That the recommended budget for the fiscal year July 1, 2013 to June 30, 2014 for the operation of the University Services System and the report of the Annual Inspection be approved.

June 3, 2013



**Intercollegiate Athletics System  
2013-14 Operating Budget**

**FINANCE AND AUDIT COMMITTEE**

**April 28, 2013**

The resolution authorizing and securing the Athletics System revenue bonds requires the adoption of an annual budget by the Board of Visitors. The budget presentation to the Board of Visitors provides documentation that the revenues to be received during the fiscal year will be sufficient to meet the operating costs of the System, the principal and interest requirements, and usual expenses of maintenance, repair, and operation.

Subject to approval by the Board of Visitors, the annual budget will be the basis for making payments from the revenue fund to meet the operating costs of the Athletics System during the fiscal year. In compliance with Section 5.5, Article V, of the resolution authorizing and securing the Athletics System revenue bonds, there is submitted herewith an estimate of the resources to be used for the operation of the Athletics System during the fiscal year July 1, 2013 to June 30, 2014 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues

Student Fees	\$7,617,641
Sales and Services	45,660,971
Other Income	<u>2,228,267</u>
Total Revenues	\$55,506,879

Current Expenses

Personnel Services	\$21,715,015
Operations	15,443,518
Administrative Charge	3,060,562
Capital Maintenance Reserve	918,997
Maintenance, Repairs, and Equipment Replacement	1,757,345
Debt Service	5,444,288
One-Time Projects	<u>7,250,000</u>
Total Expenses	\$55,589,725

Reserve Contribution (Drawdown)	-\$82,846
---------------------------------	-----------

Net	<u><u>\$0</u></u>
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I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2013 to June 30, 2014 represent an accurate estimate of the income to be received and current expenses of operating the Athletics System for the fiscal year.

\_\_\_\_\_  
M. Dwight Shelton, Jr.  
Vice President for Finance and  
Chief Financial Officer

**Annual Inspection and Recommendations Concerning  
Intercollegiate Athletics System**

**FINANCE AND AUDIT COMMITTEE**

**April 28, 2013**

Section 5.4, Article V, of the resolution authorizing and securing the Athletics System revenue bonds requires that an inspection be made of the System at least once each year and a report and recommendation be submitted to the Board of Visitors.

An inspection has been made of the System, and it is my opinion that the System has been maintained in good repair, working order, and condition. The following recommendations are made for the fiscal year July 1, 2013 to June 30, 2014:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.
2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides \$1,000,000,000 coverage for any one property occurrence, \$100,000,000 coverage for any one fine arts occurrence and \$1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000.
3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

---

M. Dwight Shelton, Jr.  
Vice President for Finance and  
Chief Financial Officer

**RECOMMENDATION:**

That the recommended budget for the fiscal year July 1, 2013 to June 30, 2014 for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.

June 3, 2013

## **Pratt Funds Overview**

### **FINANCE AND AUDIT COMMITTEE**

**April 26, 2013**

In 1975, the university received a significant bequest from the estate of Mr. John Lee Pratt of Stafford County, following his death on December 20, 1975. The bequest was divided equally into two distinct parts, one to support Animal Nutrition and one to support the College of Engineering. According to the will, the bequest for Animal Nutrition was to be used to promote the study of animal nutrition by supplementing salaries, providing equipment and materials to be used for experiments in feeding and in the preparation of feeds for livestock and poultry, and publishing and disseminating the research results of the studies. The will provided that the bequest for the College of Engineering should be used to support research and scholarships.

Distributions of the Pratt Estate were received in several installments: \$9,561,819 in 1976, \$1,330,000 in 1977, \$47,000 in 1979, and \$30,164 in 1981, for a total of \$10,968,983. The Pratt endowment has grown to \$40 million, as of March 31, 2013. The following paragraphs summarize some of the major accomplishments of the College of Engineering and the Animal Nutrition Programs that are directly tied to the funding provided by the Pratt estate.

When the Pratt Endowment was originally established, the College of Engineering was in the early stages of becoming a nationally recognized leader in engineering education. The Pratt Endowment has played a significant role in allowing the College to enrich its pool of students and to offer additional international study opportunities to students and faculty. Additionally, the Pratt funds currently allow the College to invest resources in three research areas: biomedical engineering, microelectronics, and energy and advanced vehicles.

Income from the Pratt Endowment provides an unusual opportunity to support an animal nutrition program of high quality. Use of these Endowment earnings have concentrated on enhancing research and educational opportunities beyond what departments could do with state and federal funding. The main funding strategy remains with strong support for Ph.D. training, direct research support, scientific equipment, and visiting professors that stimulate and inspire the faculty and students engaged in nutrition research.

## 2013-2014 PRATT FUND BUDGET PROPOSAL

Pursuant to the spending policy adopted for the Pratt Estate Fund, it is anticipated that additional income of \$1,870,500 will be available for expenditure in fiscal year 2013-2014. Targets of \$943,170 and \$927,330 were given respectively to the College of Engineering and to the Animal Nutrition Programs.

### College of Engineering

#### Source of Funds:

Endowment Income	\$943,170
Repayment of Endowment Advance	<u>(104,000)</u>
<b>Total Resources</b>	<b><u>\$839,170</u></b>

#### Proposed Expenditures:

Undergraduate Scholarships	\$350,000
Undergraduate Study Abroad Scholarships	60,000
Graduate Study Abroad Scholarships	30,000
Graduate Tuition Scholarships	92,000
Graduate Research Fellowships	182,000
Graduate Recruitment for Research Programs	<u>125,170</u>
<b>Total Proposed Expenditures</b>	<b><u>\$839,170</u></b>

### Animal Nutrition

#### Source of Funds:

Endowment Income	\$927,330
Carryover (estimated)	<u>100,000</u>
<b>Total Resources</b>	<b><u>\$1,027,330</u></b>

#### Proposed Expenditures:

Ph.D. and M.S. Fellowship Program	\$440,000
Undergraduate Program Scholarships and Research	150,000
Visiting Scholars and Seminars	10,000
Equipment Purchases and Maintenance	286,330
Nutrition Technicians	135,000
Research Publications	<u>6,000</u>
<b>Total Proposed Expenditures</b>	<b><u>\$1,027,330</u></b>

### RECOMMENDATION:

That the proposed 2013-2014 allocation and use of Pratt Funds be approved.

June 3, 2013

## **Capital Project Resolution for the Dairy Center Relocation Phase One**

### **FINANCE AND AUDIT COMMITTEE**

**May 7, 2013**

The existing dairy facilities located on Southgate Drive must be razed to make way for a new U.S. 460 Interchange. The Interchange is expected to start construction in the summer of 2015, and replacement facilities for dairy herd operations must be in place by spring of 2015 to allow for a transition period. The university has developed a two-phase relocation strategy for relocating the dairy teaching and research facilities.

The first phase of the relocation is to move the dairy herd operations to ensure continuity of the instructional activities currently occurring at the Southgate Drive location. Based on findings of program studies with the college and department, the lactating and non-lactating herd operations will move to the Kentland Farm. The facility plan calls for a milking parlor, free stall barn, and associated infrastructure and support facilities for a herd of 232 cows. The overall scope includes approximately 95,000 gross square feet of agriculture buildings and associated site improvements.

The dairy program activities would normally qualify for state support. However, because of the timing requirements to start moving the herd by spring 2015, the state's limited capacity to fund new capital projects, and to ensure no disruption in instructional activities, the university has developed a self-funded plan for phase one of the relocation. Phase two includes relocation of dedicated research facilities, and permanent replacement facilities may be provided after the summer 2015 move. The university is working with the state to fund the phase two component, and a planning authorization was received from the state during the 2013 General Assembly Session which will allow design to begin in July 2013.

This resolution request is for phase one. The university has evaluated project delivery strategies for phase one and has selected a lease arrangement with the Virginia Tech Foundation (Foundation) as the best overall solution. The plan calls for the university to provide a long-term land lease to the Foundation and for the Foundation to design, construct, equip, and finance the project. The university will lease the completed project from the Foundation. The land and improvements will revert to the university at the termination of the land lease with the Foundation. The lease with the Foundation will be structured to ensure that the lease payments are sufficient but not beyond the amounts needed to cover the costs incurred by the Foundation.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the university, the Board of Visitors has the authority to approve the budget, size, scope, debt issuances, and overall funding of nongeneral fund capital outlay projects, including capital leases. This request is for authorization to enter into a capital lease with the Foundation for phase one at a project cost not to exceed \$14 million.



## **RESOLUTION OF A CAPITAL LEASE FOR THE DAIRY CENTER RELOCATION PHASE ONE**

**WHEREAS**, the College of Agriculture and Life Sciences is a critical component of the university's land-grant missions with outstanding faculty, students, and staff; and,

**WHEREAS**, the existing dairy facilities located on Southgate Drive that support multiple instructional programs in the college and the broader university must be razed to make way for a new U.S. 460 Interchange; and,

**WHEREAS**, based on findings of program studies with the college and department, the lactating and non-lactating herd operations can be accommodated at the Kentland Farm; and,

**WHEREAS**, the project scope includes approximately 95,000 gross square feet of milking parlor, free stall barn, support facilities and associated infrastructure for a herd of approximately 232 cows; and,

**WHEREAS**, the facility solution calls for the Foundation to build replacement facilities and for the university to lease the facilities; and,

**WHEREAS**, the lease rates will be based on a break-even arrangement with the land and improvements reverting to the university after the project costs are retired and the lease terminates; and,

**WHEREAS**, the university has developed a funding plan that includes resources sufficient to support the lease; and,

**WHEREAS**, the anticipated lease arrangements are expected to meet the Generally Accepted Accounting Principles (GAAP) capital lease definition; and,

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

**NOW, THEREFORE, BE IT RESOLVED**, that the university be authorized to move forward on transactions with the Virginia Tech Foundation to plan, design, construct, equip, and finance the necessary facilities, inclusive of a capital lease, for phase one of the dairy center relocation at a project cost not to exceed \$14 million.

### **RECOMMENDATION:**

That the resolution authorizing Virginia Tech to enter into a capital lease with the Virginia Tech Foundation for the Dairy Center Relocation Phase One be approved.

June 3, 2013

**RESOLUTION ON UNIVERSITY POLICY 1025, ANTI-DISCRIMINATION AND  
HARASSMENT PREVENTION POLICY**

**WHEREAS**, Virginia Tech does not tolerate discrimination or harassment on any basis protected by law, as set forth in University Policy 1025 “Anti-Discrimination and Harassment Prevention Policy”; and

**WHEREAS**, genetic information is now protected under the law; and

**WHEREAS**, other technical corrections to the Policy are appropriate, including revisions to the references and clarification of oversight responsibilities for sexual harassment complaints involving any student who is not acting in the capacity of an employee, volunteer, or contractor;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors approves amending University Policy 1025 to add genetic information to the non-discrimination statement, to comply with federal law; and

**BE IT FURTHER RESOLVED**, that the Board of Visitors approves amending University Policy 1025 with other technical corrections, as appropriate.

**RECOMMENDATION:**

That the above resolution amending University Policy 1025 to add genetic information to the non-discrimination statement, and to reflect other technical corrections, be approved.

June 3, 2013

**RESOLUTION TO AMEND PROCESS FOR PROVIDING VEHICLE STIPENDS OR  
COURTESY VEHICLES WITHIN THE DEPARTMENT OF ATHLETICS**

**WHEREAS**, as part of a total compensation package, the Department of Athletics at Virginia Tech proposes to provide an annual vehicle stipend of up to \$7,500, or a courtesy vehicle (provided by a car dealership at no cost to the Department), to each of the Associate Directors of Athletics, Assistant Directors of Athletics, Head Coaches, and Assistant Coaches for revenue sports; and

**WHEREAS**, the proposed vehicle stipends will be funded through the operating budget in the Department of Athletics; and

**WHEREAS**, payment of these stipends will be considered supplemental compensation and will not become part of an individual's base salary; now,

**THEREFORE BE IT RESOLVED** that the Board of Visitors authorizes an annual vehicle stipend of up to \$7,500, or a courtesy vehicle (provided by a car dealership at no cost to the Department), to each of the Associate Directors of Athletics, Assistant Directors of Athletics, Head Coaches, and Assistant Coaches for revenue sports.

**BE IT FURTHER RESOLVED**, to ensure internal equity, all annual vehicle stipends provided will be the same rate for comparable positions (i.e. all Head Coaches will receive compensation at a rate comparable to other Head Coaches); and

**BE IT FURTHER RESOLVED**, in efforts to retain talented individuals, the Director of Athletics will have the authority, upon approval of the President, to grant annual vehicle stipends to coaches who do not otherwise receive a vehicle stipend; and

**BE IT FURTHER RESOLVED**, as one piece of compliance with Title IX, the Director of Athletics will have the authority, with approval of the President, to grant annual vehicle stipends to Assistant Coaches who do not otherwise receive a vehicle stipend.

**RECOMMENDATION:**

That the above resolution authorizing an annual vehicle stipend of up to \$7,500 each, or a courtesy vehicle, for the aforementioned individuals in the Department of Athletics be approved, effective July 1, 2013.

June 3, 2013

## **Committee Minutes**

### **Committee on Research**

**Duck Pond Room  
The Inn at Virginia Tech and Skelton Conference Center  
4:00-5:30 p.m.**

**June 2, 2013**

#### **Committee Members Present:**

Mr. George Nolen, Chair  
Mr. Michael J. Quillen  
Mr. John G. Rocovich, Jr.  
Mr. Paul W. Rogers  
Mr. Dennis H. Treacy

#### **Guests:**

Dr. Charles Steger, Dr. Robert Walters, Mr. Dwight Shelton Jr., Dr. Nancy V. Dye, Mr. William D. Fairchild III, Mr. Cordel L. Faulk, Mr. B. Keith Fulton, Dr. William B. Holtzman, Mr. John C. Lee, IV, Ms. Deborah Petrine, Ms. Suzanne Obenshain, Mr. Bien DOUNG, Ms. Robyn Jones, Dr. Jack Finney, Dr. Ben Knapp, Ms. Natalie Hart, Dr. John Lesko, , Ms. Kay Heidbreder, Mr. Ralph Byers, Ms. Elizabeth Hooper, Mr. Nicholas Onopa, Mr. John Pastor, Dr. Ellen Plummer, Ms. Sue Teel, Dr. Janet Webster and Ms. Beth Tranter.

1. **Opening Remarks and Approval of March 24, 2013 Minutes.** Mr. Nolen welcomed those in attendance. The minutes were unanimously approved.
2. **Remarks from the President.** Dr. Steger welcomed those in attendance.
3. **Resolution for the Approval of Appointments to the Virginia Coal and Energy Research and Development Advisory Board.** Dr. Walters reviewed the appointments to the Virginia Coal and Energy Research and Development Advisory Board. The resolution was unanimously approved.
4. **Resolution for Revision of University Policy 13000: Policy on Intellectual Property (Research Administration).** Dr. Knocke provided an overview of the revision to University Policy 13000. The revision expands the text of the policy to address intellectual property resulting from unfunded research, commissioned works, and strengthened language regarding assignment of university-based intellectual property in the wake of the Stanford vs. Roche Supreme Court decision. The resolution was unanimously approved.

5. **NSF I-Corps DMV Regional Node (Research Initiatives).** The University of Maryland, George Washington University, and Virginia Tech have teamed through \$3.75 million in funding from the National Science Foundation (NSF) to launch a regional Innovation Corps (I-Corps) node with the goal of finding the best entrepreneurial student and faculty researchers and helping them bring their discoveries to market. Dr. Lesko provided an overview of this initiative.
6. **Institute for Creativity, Arts, and Technology (Research Initiatives).** Dr. Knapp provided an overview of the Institute for Creativity, Arts and Technology (ICAT), Virginia Tech's newest interdisciplinary research institute. With a mission to forge a bidirectional pathway between transdisciplinary research and artistic output, scientific and commercial discovery, and educational innovation, the Institute performs research at the nexus of Science, Engineering, Art, and Design. Dr. Knapp provided an overview of the ICAT studios, living lab, visualization tools, and the unique partnership of the Institute with the Center for the Arts.

### **Adjournment.**

There being no further business, the meeting adjourned at 5:20 p.m.





# **Policy 13000: Intellectual Property**

**William R. Knocke, Associate Vice President for Research**

# Overview

- **Concerns with current Intellectual Property Policy**
- **Proposed major changes**
- **Questions and comments**

# Concerns Regarding Current Policy

- Date of last substantial revision was 1991
- Aspects of policy language reflected a time when the Intellectual Property (IP) Committee served the primary review function for IP disclosures (now handled by VTIP\*)
- Revised policy language needed in light of the U.S. Supreme Court decision of *Stanford vs. Roche*
- Ambiguity associated with IP generated by unfunded Virginia Tech students (“litmus test” of \$10,000 use of University resources)

*\*Virginia Tech Intellectual Properties, Inc.*



# Specific Changes to Policy 13000

- **Section 2.1 (Organization)**
  - Language improved regarding nominations for at-large members of IP Committee
  - Now provides for formal student membership on the IP Committee
- **Section 2.2 (Authority and Responsibility of the IP Committee)**
  - Reflects that VTIP provides primary review of IP disclosures, with the IP Committee serving as an appeal review when VTIP and an IP discloser disagree

# Specific Changes to Policy 13000

## Section 2.3 – Policy Guidelines

- Specific language changes address the creation of “novel results of research” (no changes in language associated with the creation of “traditional results of academic scholarship”)
- Language changes arise from the U.S. Supreme Court case of *Stanford vs. Roche*, where the Court ruled in Roche’s favor due to very minor wording regarding the expectations of Stanford faculty to disclose their IP.
- Commonwealth of Virginia law states that paid employees of the University are required to disclose IP as a condition of their employment



# Specific Changes to Policy 13000

## Prior Policy 13000 statement –

“In the second group (novel results of research), the strong presumption of ownership is to the university (with the originator having a right to share in the benefits derived therefrom). Thus unless there is convincing and explicit evidence that the IP was developed without the use of university resources and/or facilities (....) ownership of the IP rests with the university and the originator(s) ***are obliged to sign the appropriate legal assignment documents upon request.***

# Specific Changes to Policy 13000

## Newly Approved Policy 13000 Statement –

... ownership of the IP rests with the university and the originator(s) ***do hereby assign ownership, right, title and interest in any IP, discovery or invention to the university.***

# Specific Changes to Policy 13000

## **Prior Policy 13000 statement related to Student Ownership of IP:**

... “IP generated by students not employed by the university and not using university resources of at least \$10,000 in their generation will be owned by the student but subject to any applicable prior rights of private sector or government sponsors and to the right of the university to use the IP internally at no cost.”



# Specific Changes to Policy 13000

Prior policy on the surface would appear “student friendly,” but implementation of the policy for unfunded students was difficult at best

- Most laboratories are not set up as cost recovery centers, so no established fee structures for use
- Is faculty time included in the cost calculation (no clear answer to that question)
- Prior policy often became *de facto* quite limiting due to inability to calculate use of University resources

# Specific Changes to Policy 13000

## New Policy 13000 statement –

In the event the following condition(s) apply, students, visiting scholars, and volunteers do hereby assign any IP rights to the University when:

- Working on a research project funded by Virginia Tech or an entity outside of Virginia Tech sponsoring the work through Virginia Tech from which the IP was created;
- Employed or receiving payment from Virginia Tech related to a project from which the IP was created; or
- *University resources not typically available to the public are used in the creation of the IP.*



# Specific Changes to Policy 13000

## **New Section 2.3.A.6 added related to “Commissioned Works”**

- Felt necessary to have this area addressed formally in policy due to increased number of commissioned activities for Virginia Tech happening through ICAT and Center for the Arts
- Points are negotiable in each contract; language simply sets out typical expectations

# Summary

## Policy 13000 changes:

- Reflect Code of Virginia requirements of State employees regarding disclosure (Stanford vs. Roche case)
- Provide language about student IP (as well as visiting scholars and volunteers) that can be more effectively implemented as opposed to prior vague language on “University resources”
- Reflect the operating procedures of the IPC as opposed to its role twenty years ago
- Address the issue of “Commissioned Works”

# NSF I-Corps Mid-Atlantic Regional Node

**Jack Lesko**

Associate Dean for Research  
& Graduate Studies  
College of Engineering



## Leveraging the NSF I-Corps for Virginia Tech & The Region



# NSF I-Corps Program

- **February 2013:** NSF awards \$3.75M to the Mid-Atlantic I-Corps Regional Node – UMD, GWU, VT

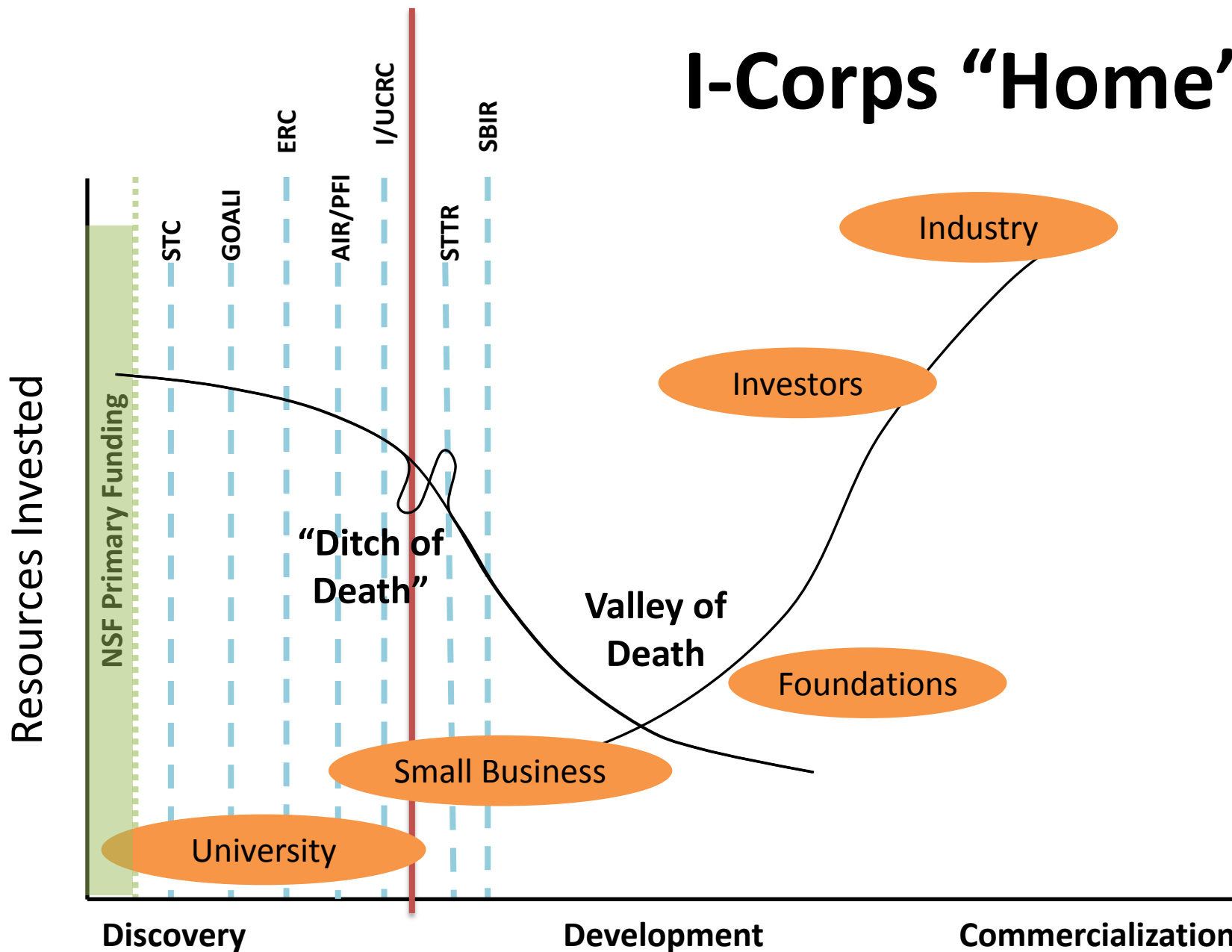


- **The Goal:** Prepares scientists and engineers to...
  - extend their focus beyond the laboratory
  - broaden the impact of federally funded research
  - help them bring their discoveries to market.
- **The Network:** One of five regional nodes with additional nodes supported in California, New York, Georgia Tech and the University of Michigan.



## Innovation Corps

## I-Corps “Home”





# Startups

- More startups fail from a lack of customers than from product/tech failure.

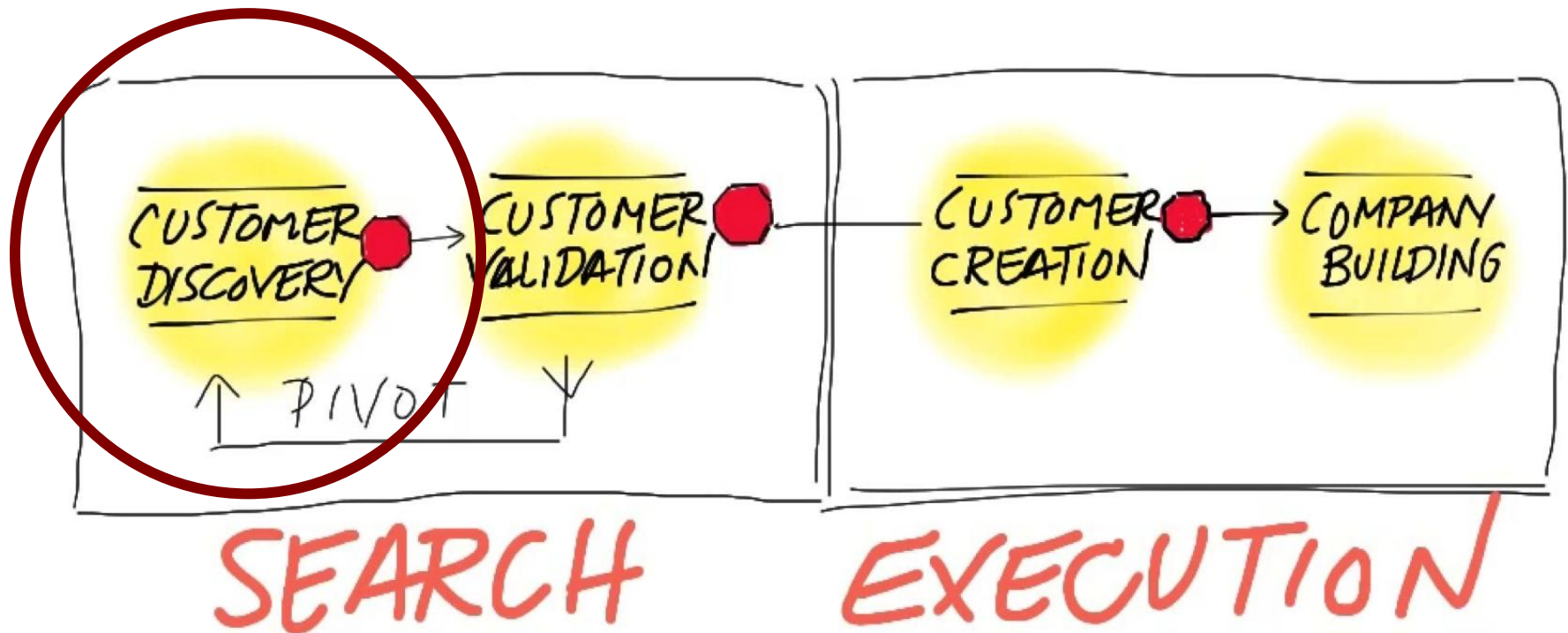


- Startups **are not** smaller versions of large companies.



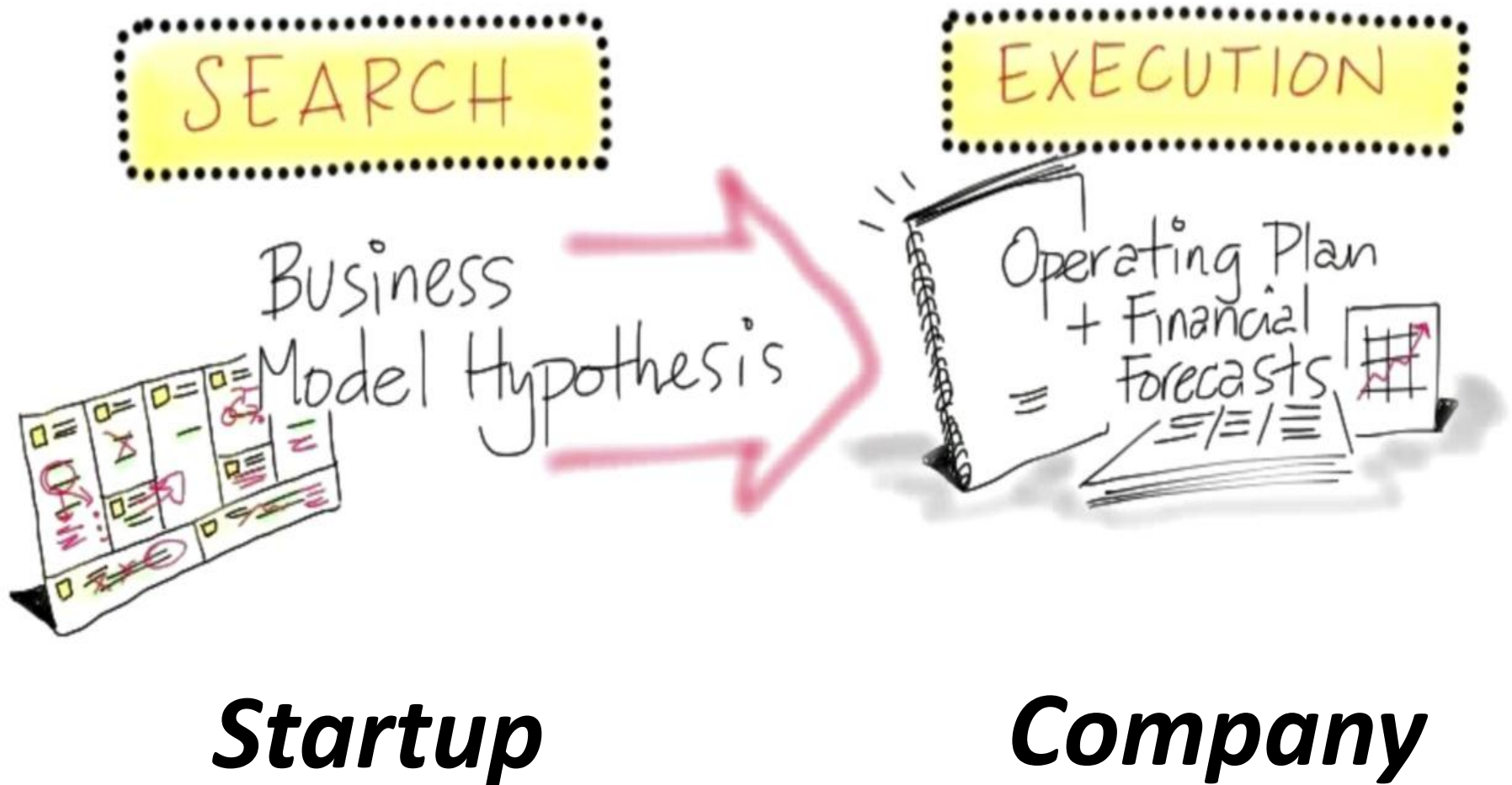
- Startups **are** a temporary organization designed to SEARCH for a repeatable and scalable business model.

# The Curriculum – “Customer Development”



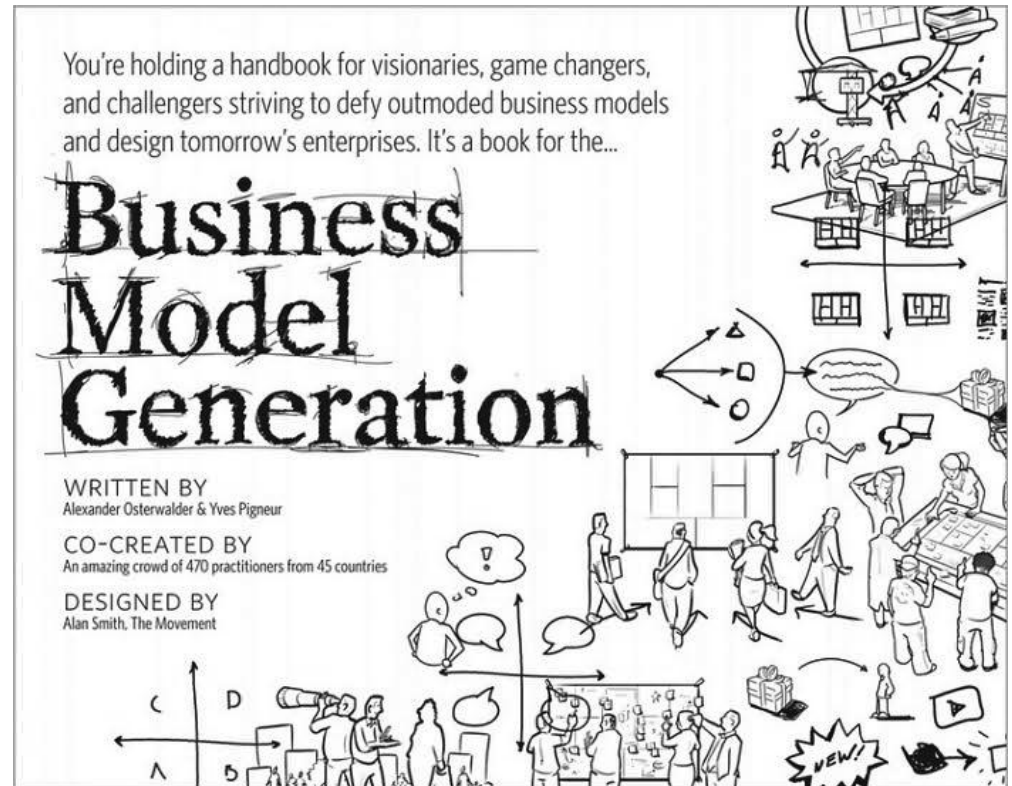
how you go *from startup to company*  
how you *search for Product-Market fit*

# Startup to Company



# Customer Development

Attachment V



**+ Research  
Outcomes**





# An I-Corps Team

***Goal:*** Prepares scientists and engineers to extend their focus beyond the laboratory and broadens the impact of federally funded research



**Mentor**

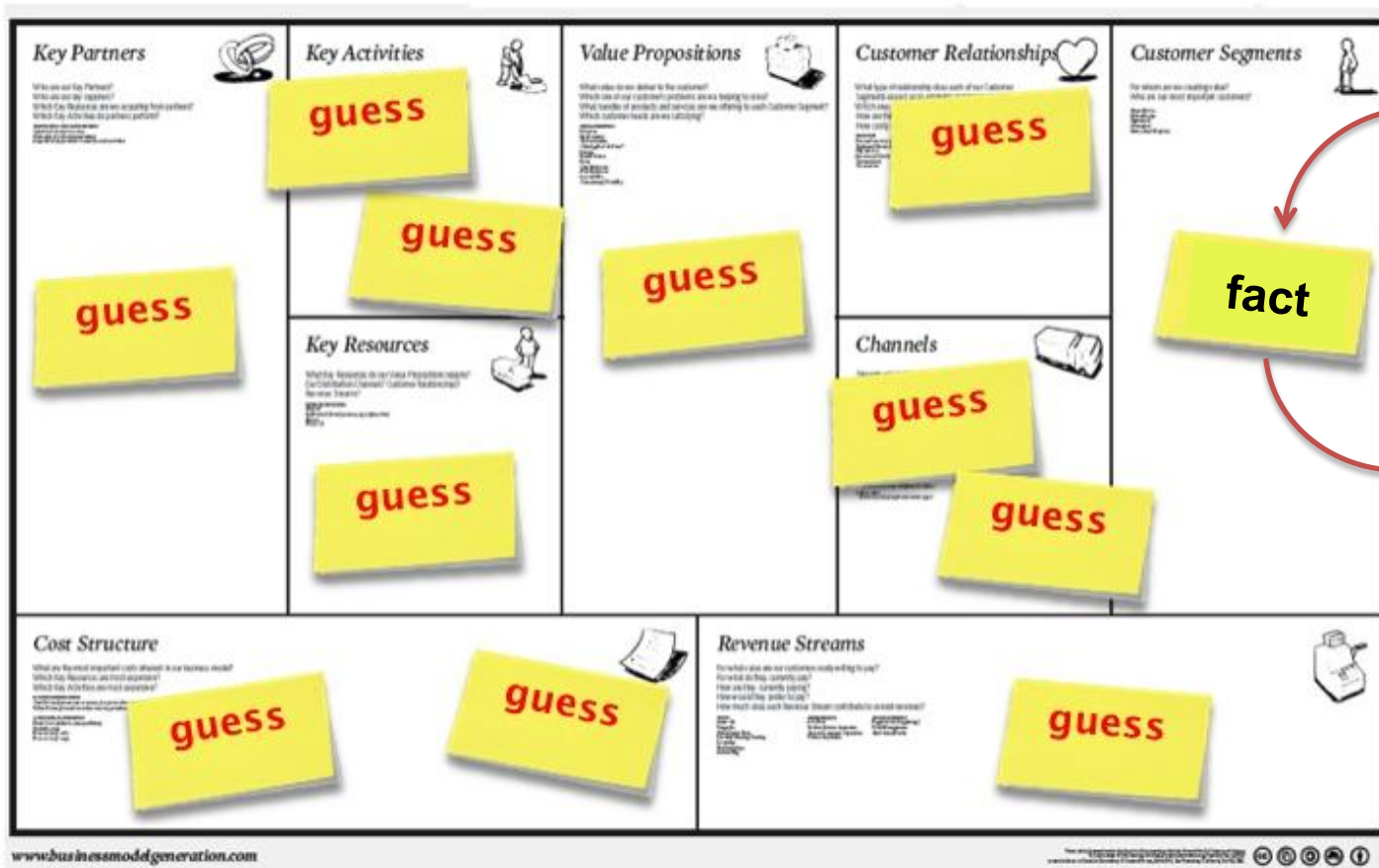
**Principal  
Investigator**

**Entrepreneurial  
Lead**



# Startup: *A Faith Based Organization*

Get out of the building and turn your guesses about your business model into facts – **Customer Discovery & Validation –7 Week process (In-person + On-line)**



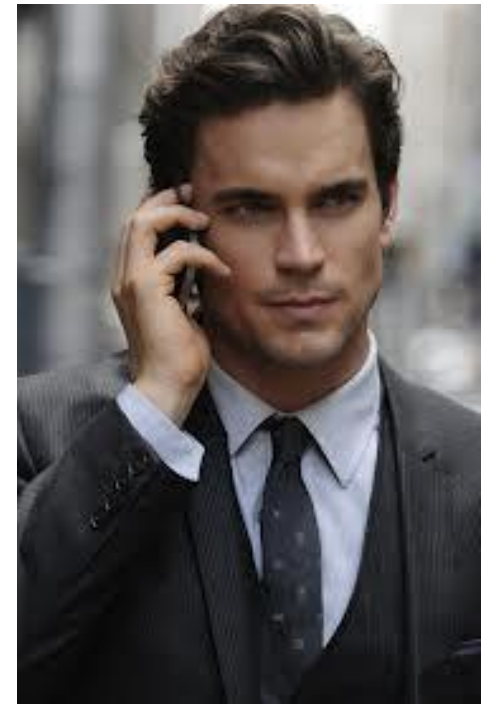
**100+ Interviews**

**Business Model Canvas**

# The I-Corps Transformation



*NSF I-Corps  
Teams Training*

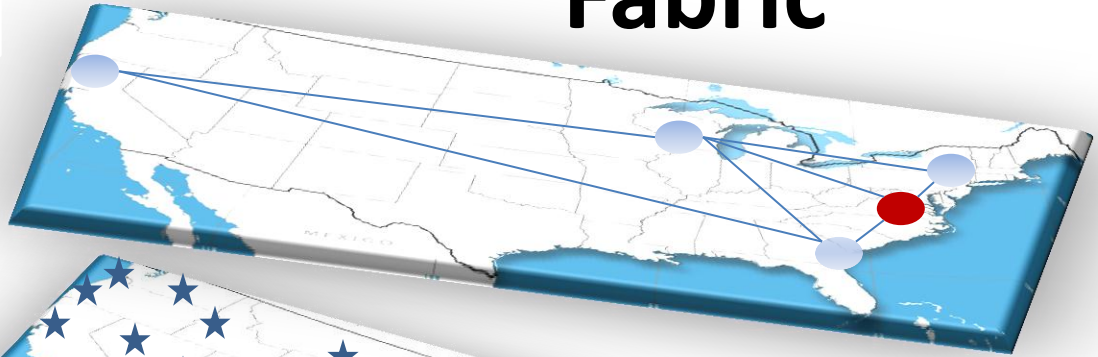




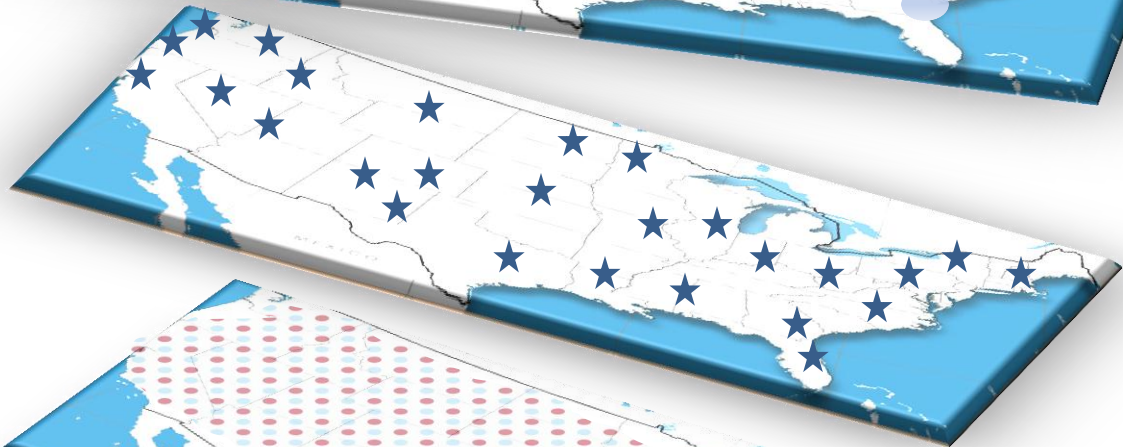
# The Nation's I-Corps “Fabric”

Attachment V

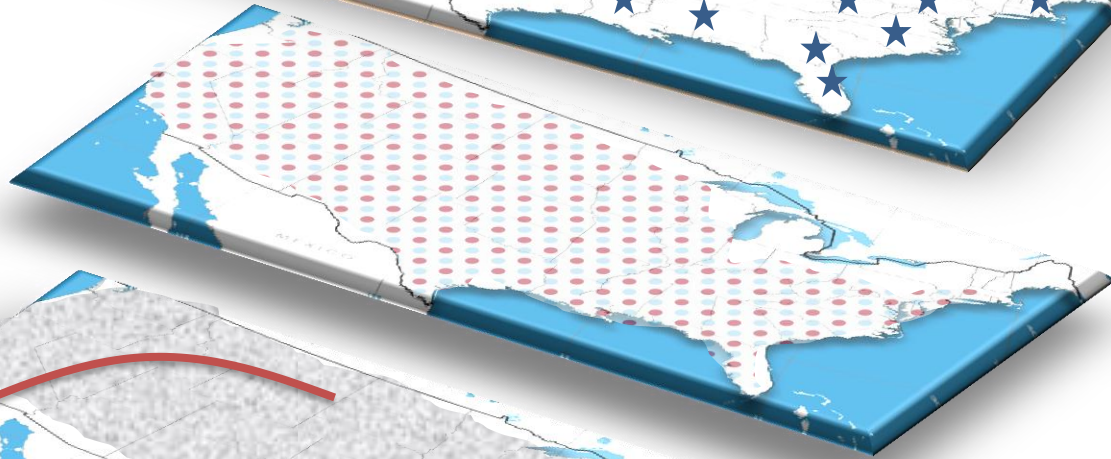
**I-Corps Nodes**



**I-Corps Sites**



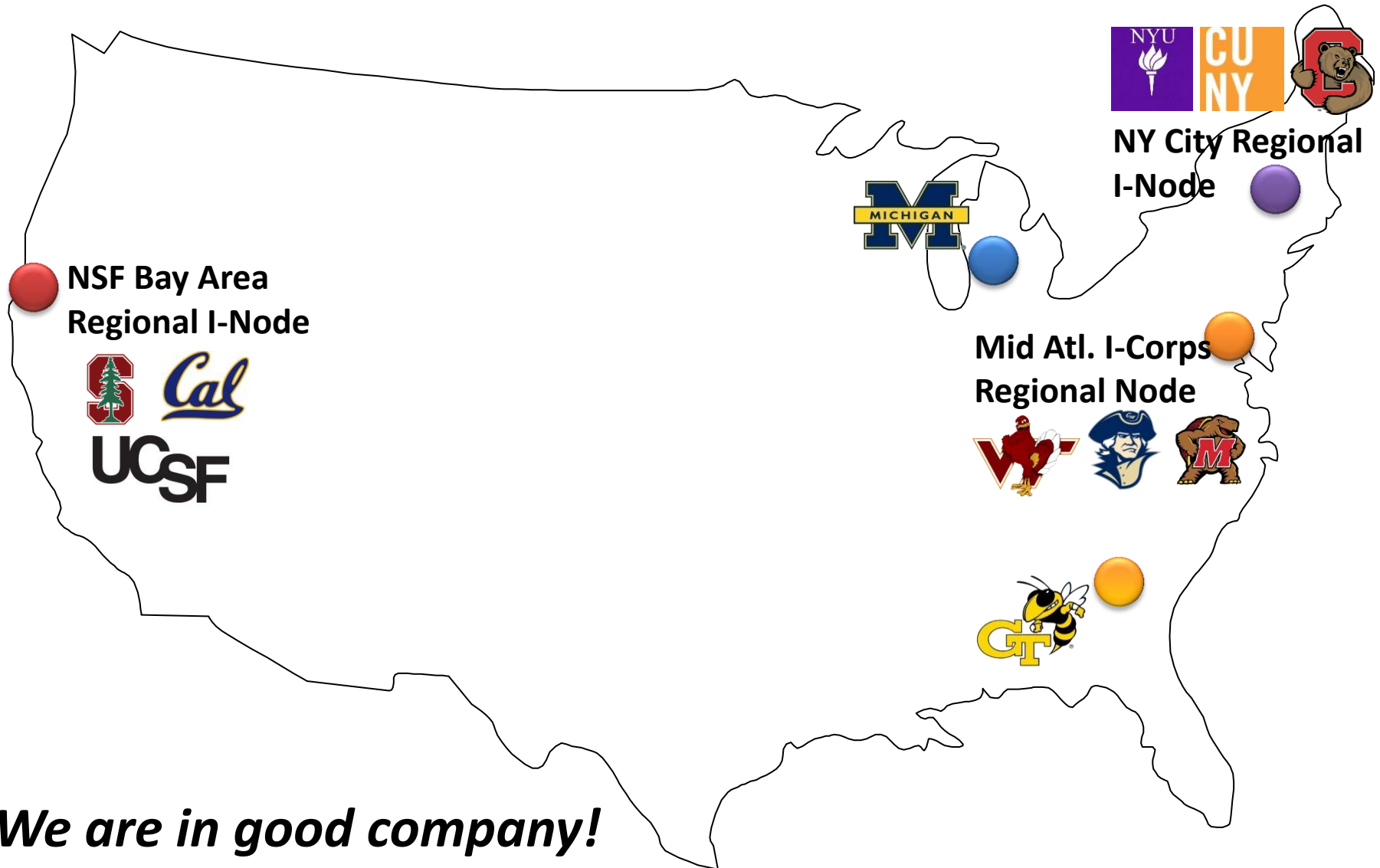
**I-Corps Mentors**



**I-Corps Teams**



# Current NSF I-Corps Nodes





# NSF I-Corps DMV Regional Node

**Goal:** *Leverage the regions dominance in the Federal Research Labs and concentration of top research universities*

Node Center at  
VTRC-Arlington



## I. Education

- **National training** where NSF selects the I-Corps Teams
- **Regional training** where we as a region have the opportunity and start up resources to create what serves the region

## II. Follow on Support

## III. Assessment





# National Teaching Team: Main Instructors

Attachment V



**Dean Chang**  
**University of Maryland**

**Jim Chung**  
**George Washington**



**Jack Lesko**  
**Virginia Tech**

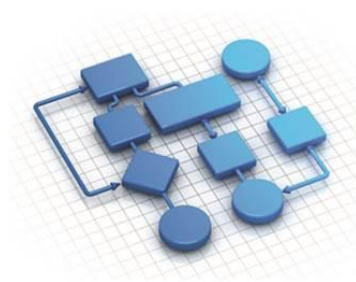
**Edmund Pendleton**  
**University of Maryland**



# Leveraging I-Corps for VT & The Region

## The Opportunity

- Regional training
- Ties to Metro Area
- Follow-on Support
- Engage Regional Technology Councils & Economic Development
- Roanoke & Blacksburg Innovation Blueprint



**INNOVATION BLUEPRINT**  
for the Greater Roanoke & Blacksburg Region



The Roanoke - Blacksburg  
Technology Council

# Key People in Community Already Committed to DMV I-Corps Node



Regional Instructor  
Ed Barrientos  
CEO, Brazen Careerist  
Angel Investor



Regional Instructor  
Satish Tamboli  
Entrepreneur & Advisor



Advisor  
Craig Dye  
Director Venture Accelerator  
University of Maryland



Stephanie Adams  
Assessment  
Dept. Head, Engr Education  
Virginia Tech



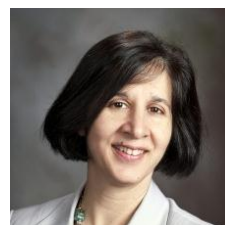
Regional Instructor  
Jonathan Aberman  
Director Amplifier Ventures  
Founder FounderCorps



Regional Instructor  
Derick Maggard  
Director  
Roanoke-Blacksburg Technology Council



Catherine Amelink  
Assessment Specialist  
Engineering Education  
Virginia Tech



Afroze Mohammed  
Associate Director Strategic Alliances  
Engineering Education  
Virginia Tech

# The Startup Class

Attachment V



- An interdisciplinary pilot course
- Deploys the Customer Discovery curriculum
- To become part of a minor/certificate
- Broad mentor engagement (VT Alums)



Language is Power. Break the Mold.

Dept. of Engineering Education

INSTITUTE FOR  
CREATIVITY,  
ARTS, AND  
TECHNOLOGY



NATIONAL COLLEGIATE INVENTORS AND INNOVATORS ALLIANCE

funding and training faculty and student technology innovators



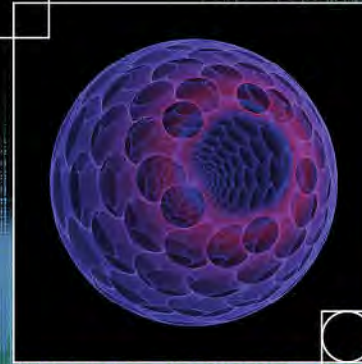
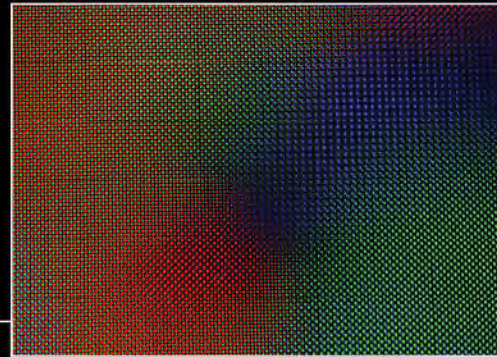
# NSF I-Corps & Virginia Tech

- \$3.75 Million investment by NSF in the DMV Regional Node
- Support the growing regional innovation ecosystem & culture
- Increase research & its impact on society
- Train technology leader





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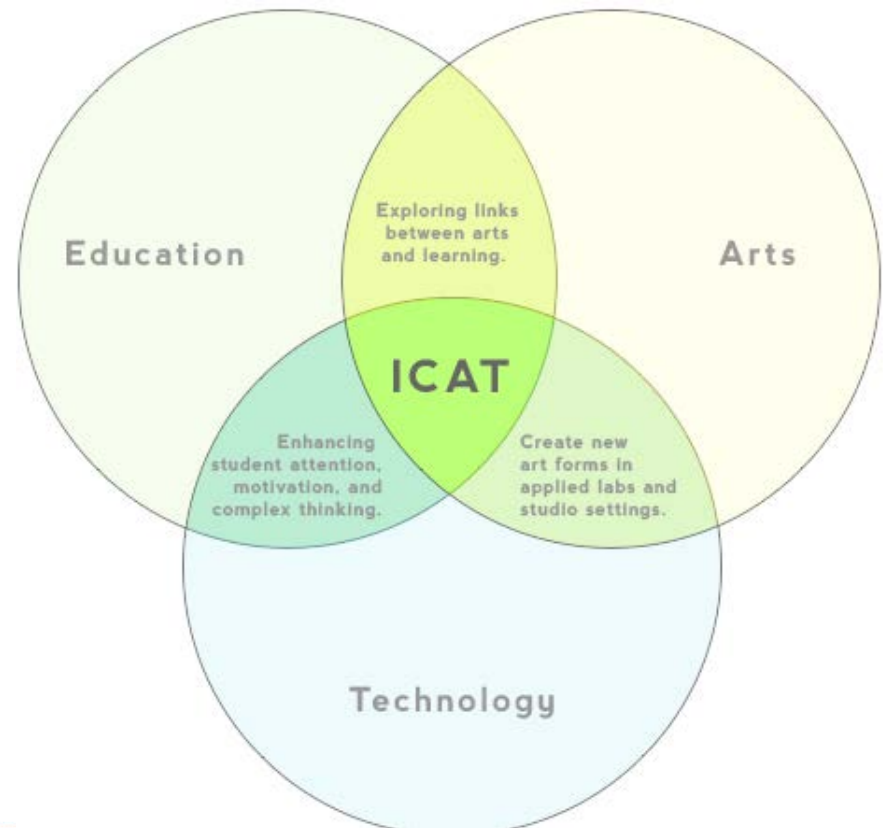


# The Challenge

Attachment V

— • Collaborative for Creative Technologies in the Arts and Design

Turn these ideas into  
an institute...





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ARTS, AND  
TECHNOLOGY

## The Binding Principles: The First **Media Lab** in Virginia

# Research at the Nexus of Science, Engineering, Art, and Design

- *“The Macintosh turned out so well because the people working on it were musicians, artists, poets and historians who also happened to be excellent computer scientists.”* -- Steve Jobs
  - ⇒ **Need: Integrated STEM Education**

# Research at the Nexus of Science, Engineering, Art, and Design

- *“The Macintosh turned out so well because the people working on it were musicians, artists, poets and historians who also happened to be excellent computer scientists.”* -- Steve Jobs  
⇒ **Need: Integrated STEM Education**
- The symbiotic relationship between creativity and the ability to explore new frontiers is clear and compelling. *Form no longer follows function. Form and function are inseparable.*  
⇒ **Need: Trans-Disciplinary Research**



# Research at the Nexus of Science, Engineering, Art, and Design

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⇒ **Need: Integrated STEM Education**
- The symbiotic relationship between creativity and the ability to explore new frontiers is clear and compelling. *Form no longer follows function. Form and function are inseparable.*  
⇒ **Need: Trans-Disciplinary Research**
- *“The single most important leadership competency needed to navigate an environment of escalating complexity is creativity, manifested through engagement with the full range of stakeholders.”* -- IBM biennial CEO study, Capitalizing on Complexity  
=> **Need: Industry Collaboration and Community Involvement**

# The Effect of Transdisciplinary Research on Economic Development

Carnegie Mellon University's Entertainment Technology Center was credited by *Site Selection* — a magazine for expansion planning decision-makers and the “official publication of the Industrial Asset Management Council” — for making Pittsburgh a destination for the digital media industry:

*“The ETC has nurtured 10 spinouts, helping to create a cluster of interactive digital media in the Pittsburgh region”* (Source: Site Selection)

In the CNBC article “Take Risks to Spark Innovation, Create Jobs: MIT Media Lab,” Professor Frank Moss says,

*“the institution's multi-disciplinary students, ranging from musicians to computer scientists and everything in between, combine old-fashioned smarts with cutting edge technological savvy to drum up tomorrow's great ideas”* (Source: [http://www.cnbc.com/id/43339237/Take\\_Risks\\_to\\_Spark\\_Innovation\\_Create\\_Jobs\\_MIT\\_Media\\_Lab](http://www.cnbc.com/id/43339237/Take_Risks_to_Spark_Innovation_Create_Jobs_MIT_Media_Lab))

— MIT Media Lab has **116 spinoffs**

# The Impact of ICAT

*More than a “Media Lab”, ICAT is a “Transdisciplinary Living Lab” tightly integrated with educational, commercial, and arts communities*

- Transforming k-20 STEAM education in the local community, across the commonwealth, and across the US to prepare them to be part of a new type of trans-disciplinary workforce.
- Driving economic development in the commonwealth by spinning off and partnering with small to medium size companies that can adapt and succeed in response to the transdisciplinary driving forces of today’s economy
- Engaging the general public at the intersections of science, engineering, art, and design

# ICAT Vision and Objectives

Attachment V

*A University Level Research Institute Exploring the Nexus of  
the Arts, Design, Engineering and Science*

**Vision:** To be an institute that fosters the **creative process**, from imagination to innovation, to create new possibilities for **exploration** and **expression**

**Mission:** To forge a bidirectional pathway between transdisciplinary research and artistic output, scientific and commercial discovery, and educational innovation

**Uniquely Partnered with the Center for the Arts  
to Create  
Time, Space, and Permission**



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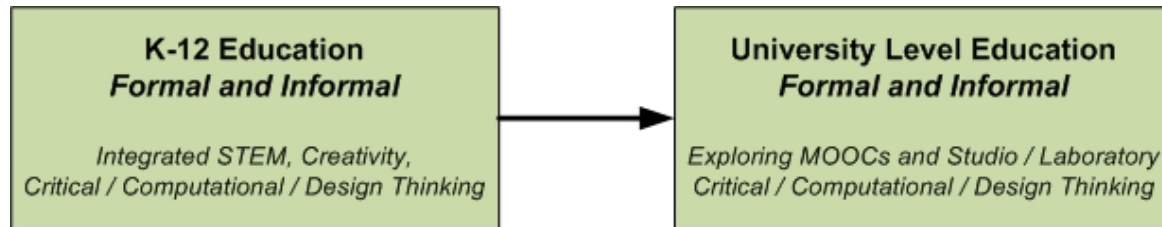
# The Methodology: A Studio Model of Innovation



**The Studio:** ICAT has developed a *studio model of innovation* that brings together faculty, students, entrepreneurs, and a consultant network.

**Trans-disciplinary collaboration:** Each studio has experts from all disciplines focusing on specific domains of innovation while at the same time collaborating together on large-scale projects.

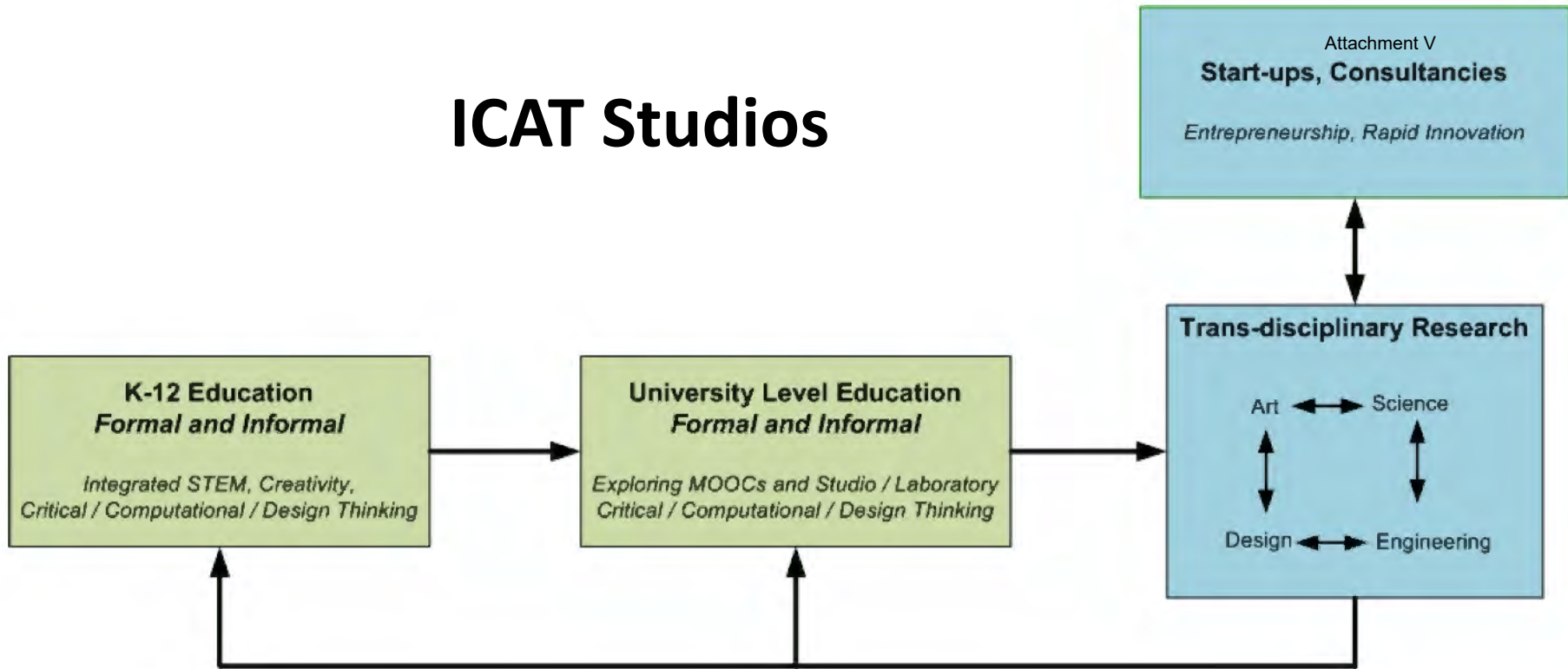
# ICAT Studios



## IDEAS

*Trans-disciplinary preK-20 education*

# ICAT Studios



## IDEAS

*Trans-disciplinary preK-20 education*

## IMPACT

*Motion, performance, mind-body interaction*

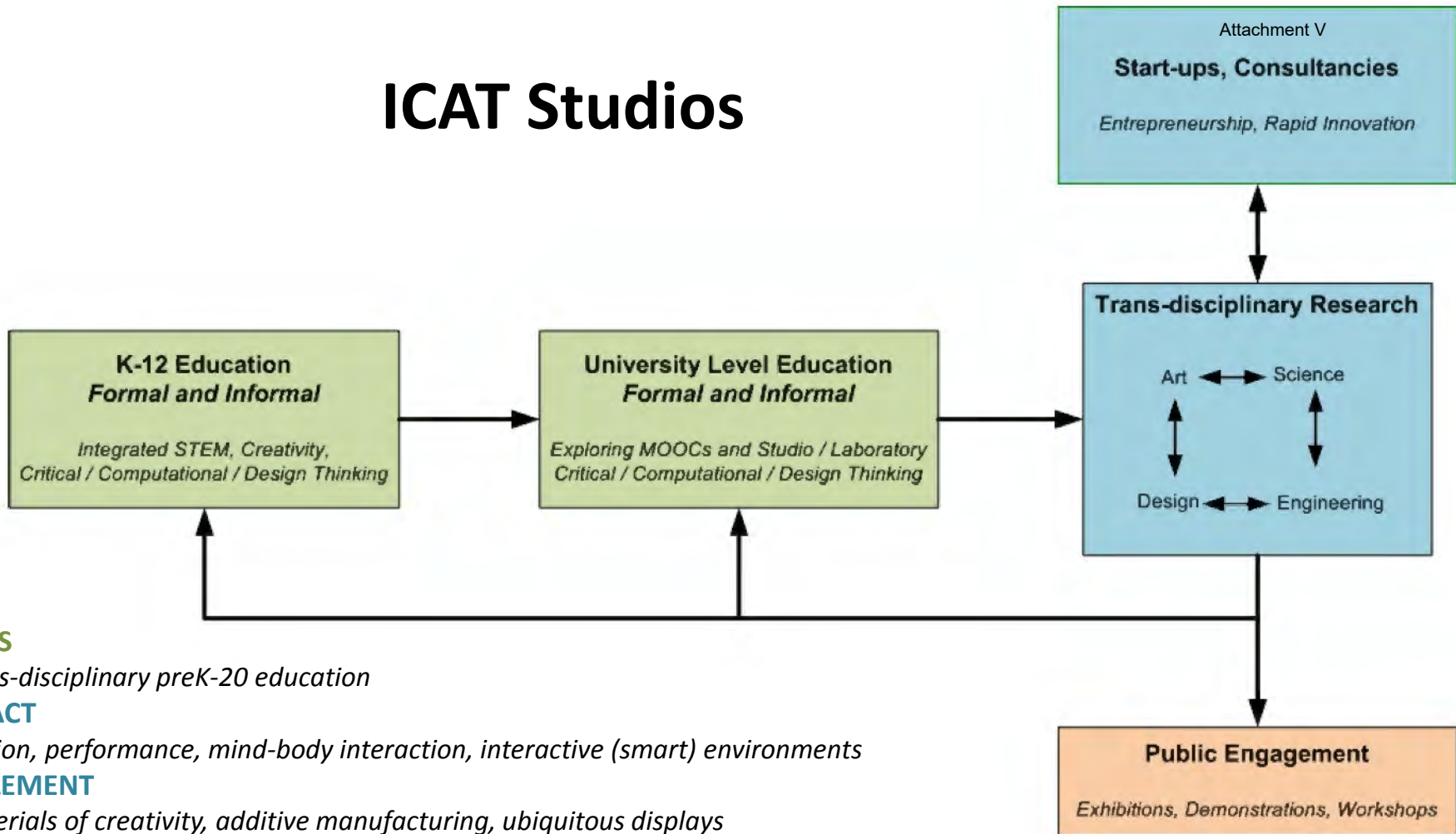
## IMPLEMENT

*Materials of creativity, additive manufacturing*

## IMAGE

*Gaming, visualization, virtual Environments*

# ICAT Studios



## IDEAS

*Trans-disciplinary preK-20 education*

## IMPACT

*Motion, performance, mind-body interaction, interactive (smart) environments*

## IMPLEMENT

*Materials of creativity, additive manufacturing, ubiquitous displays*

## IMAGE

*Gaming, visualization, virtual environments, HPC*

## INTERACT

*Community engagement*





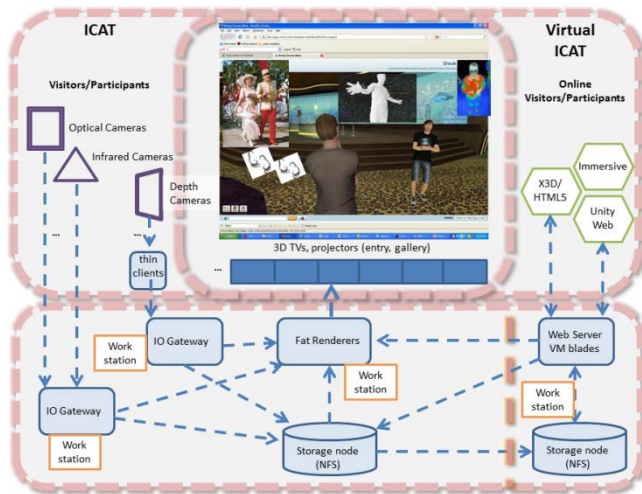
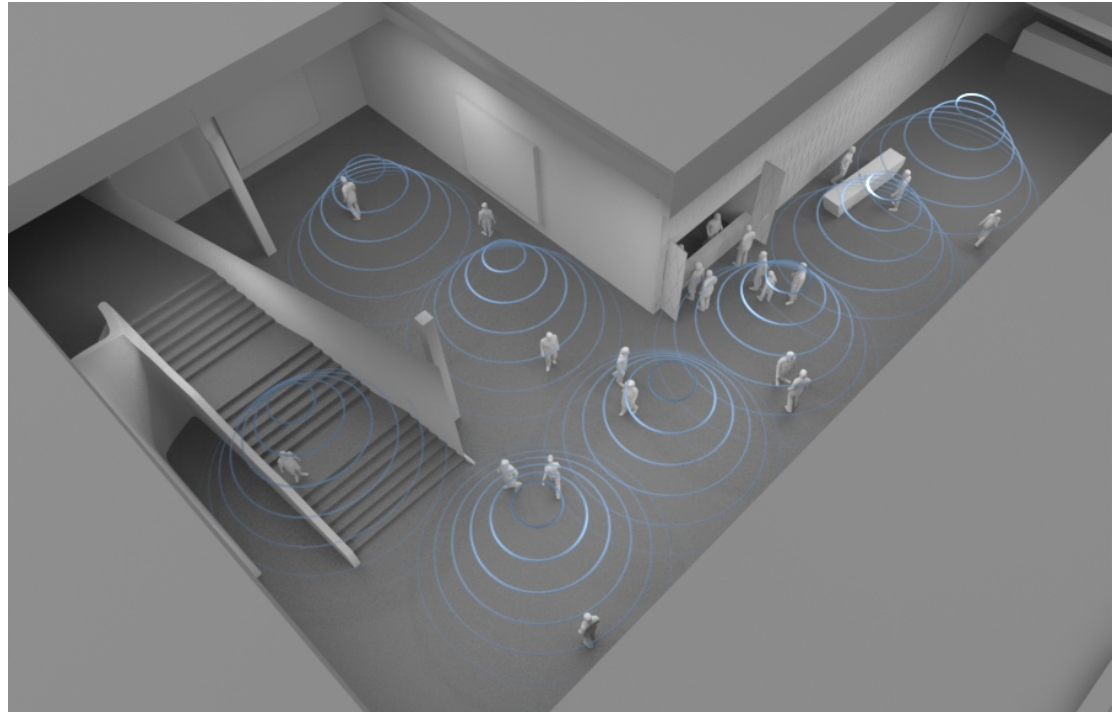
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# The Environment: *A Living Lab*

## The Living Laboratories within the New Arts Center

1. *The Merryman Family Learning Studio*
2. *The Sandbox*
3. *The Experience Studio*
4. *The Perform Studio*
5. *The Cube*



# ICAT Living Lab: The CREATE CUBE

Attachment V

(Collaborative Research Environment for Augmented Team Exploration)



- Abstract data interaction and exploration including bioinformatics, social networks, security, transportation, biological and veterinary science
- Built and interactive environment modeling including new k-12 learning environments
- Transportation modeling
- Distributed gaming and social environments and communities
- Simultaneous virtual vs. real world investigations
- Human performance modeling and studies
- Artistic interactions
- High performance computing, real-time interaction research

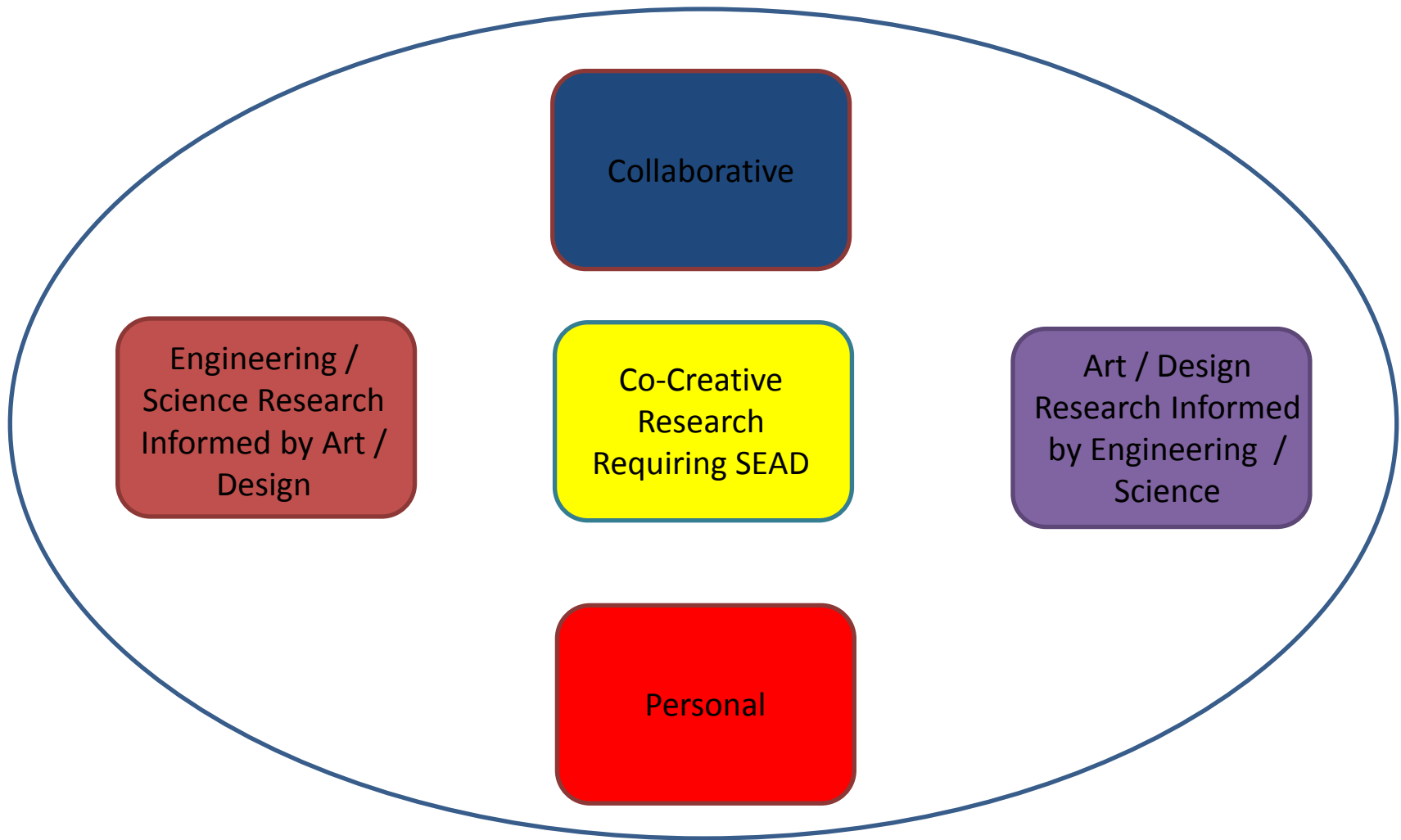




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# From Imagination to Innovation: Trans-disciplinary Projects

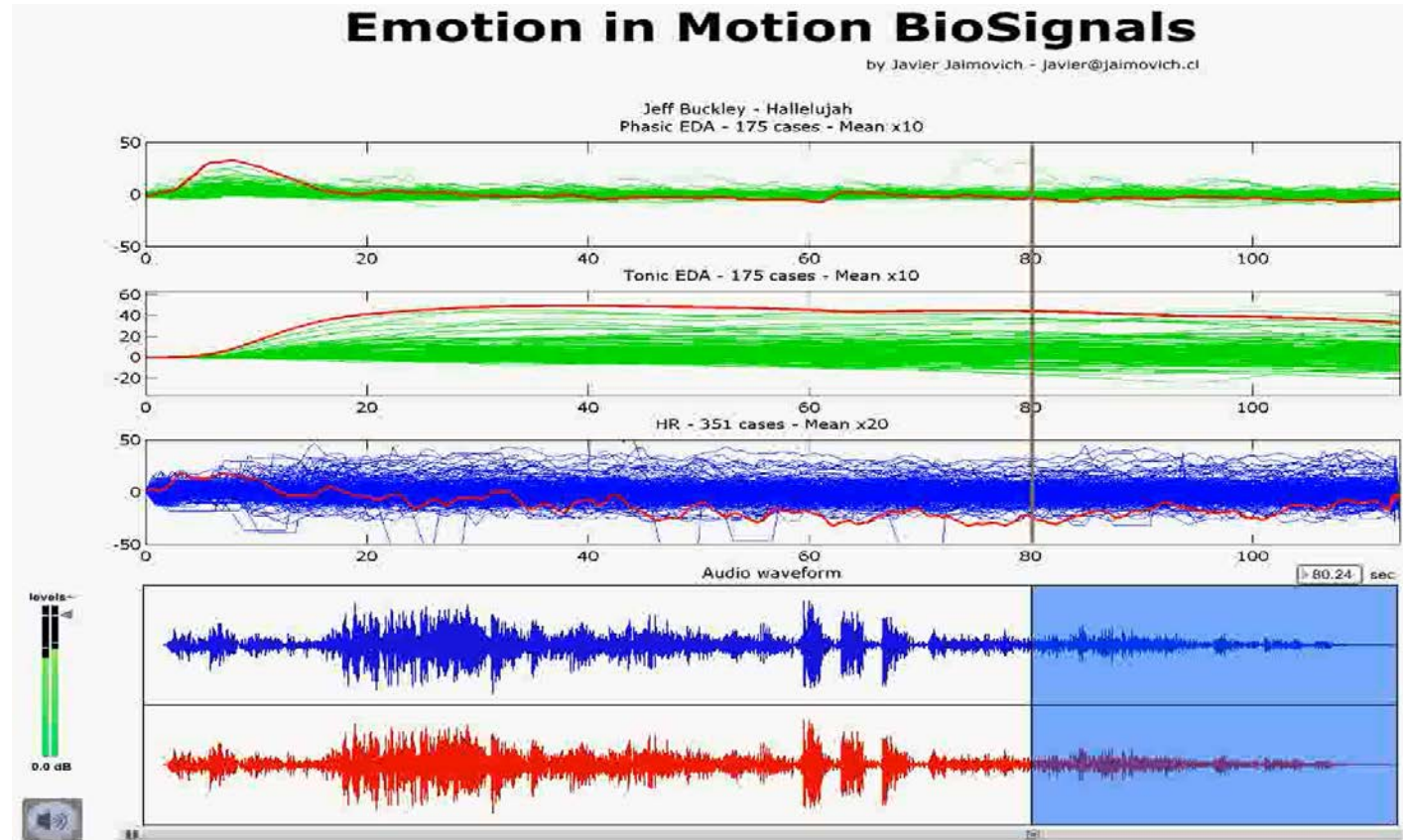
# The Space of Trans-disciplinary Research





# Understanding Physiology and Emotion through Music

Engineering /  
Science Research  
Informed by Art /  
Design





# Smithsonian Lantern Field

Attachment V

## Aki Ishida

Art / Design  
Research Informed  
by Engineering /  
Science

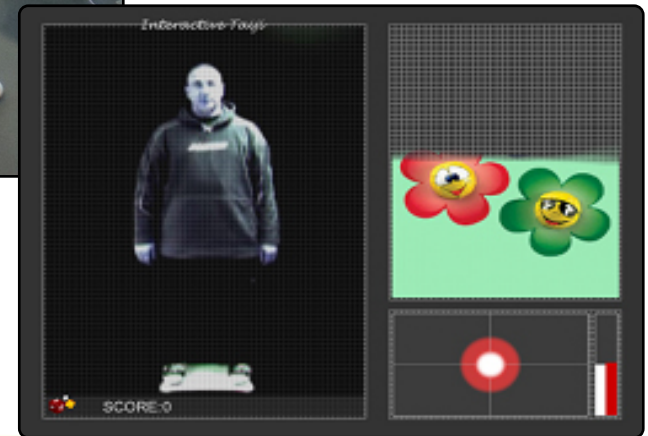
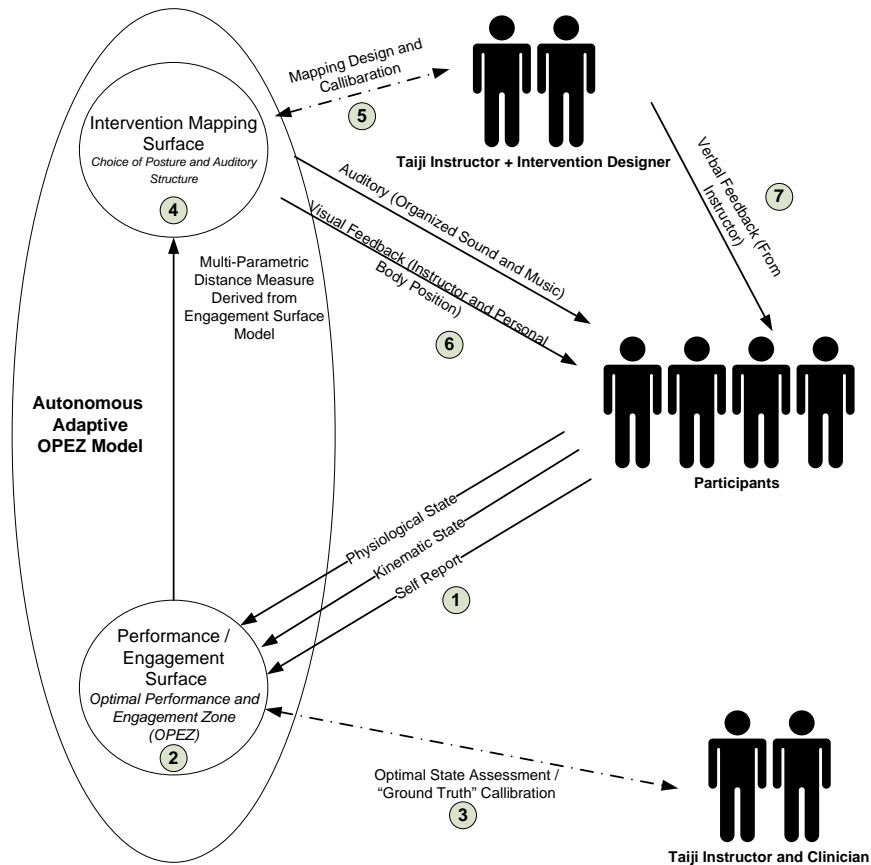
*Funded by Philips, Smithsonian, Us Japan  
Foundation and others*





# Mobile Taiji

Ico Bukvic



Co-Creative  
Research  
Requiring SEAD

# Emotion as Indicator of Well-Being

## Mobile Physiological Monitor



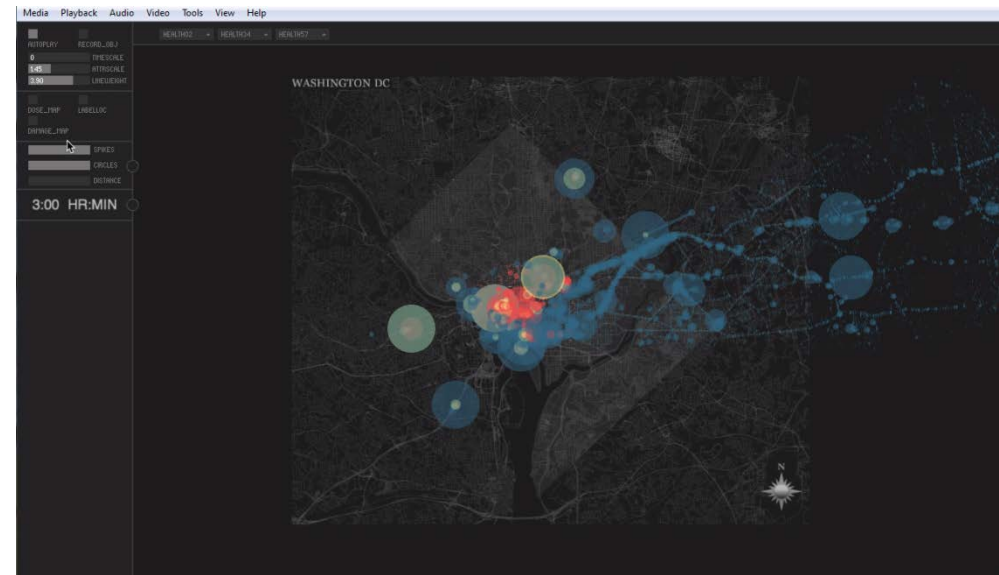
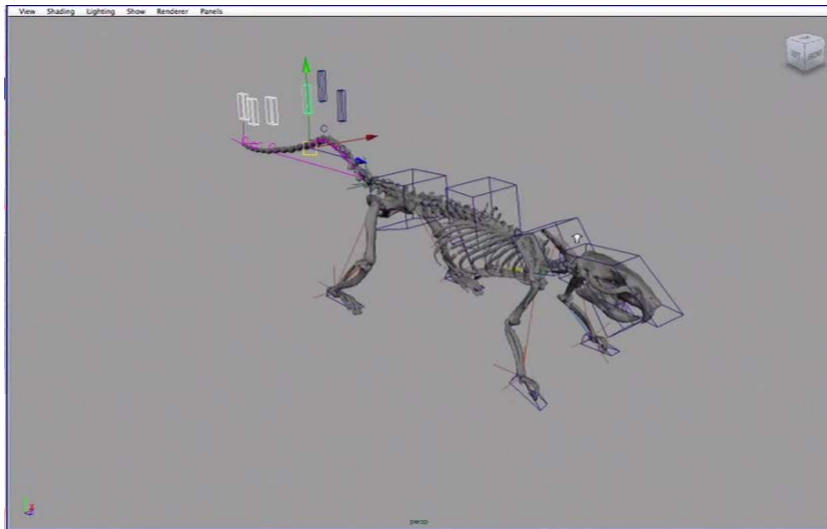
## Nano Stress Monitor



Co-Creative  
Research  
Requiring SEAD

# Data Exploration

Scientific Visualization:  
Thomas Tucker



Data Visualization:  
Dane Webster



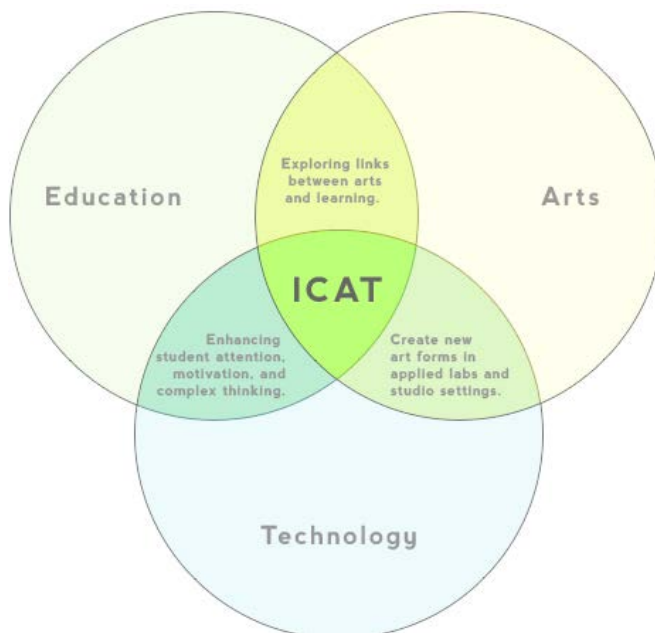
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To Sum It Up...

# The Challenge

— • Collaborative for Creative Technologies in the Arts and Design

Turn these ideas...

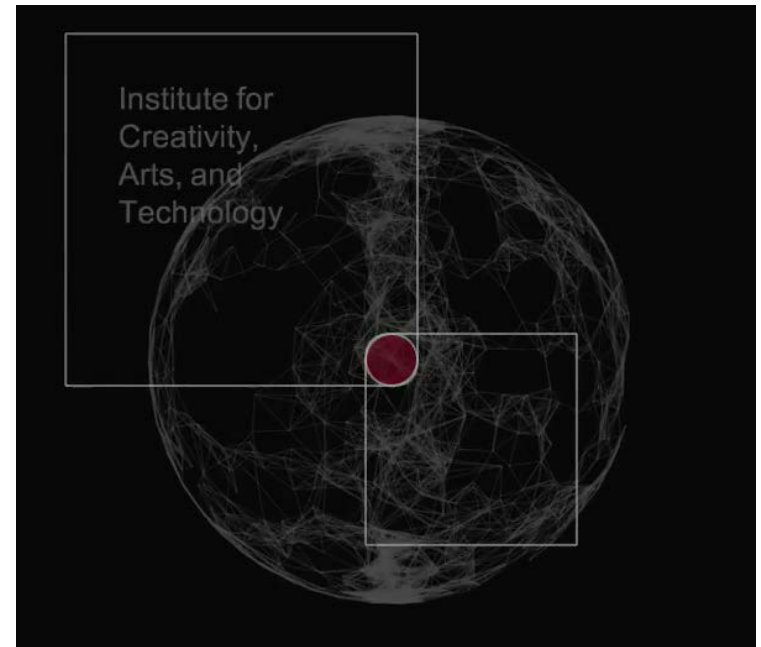
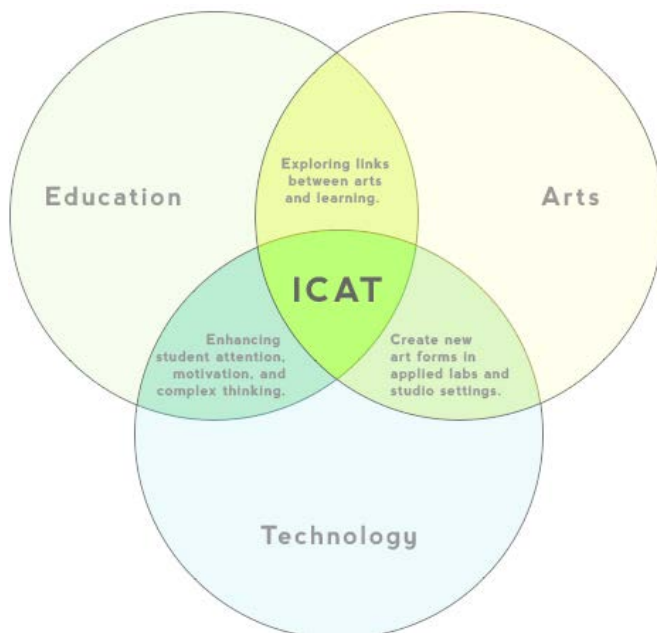


# The Challenge

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Turn these ideas...

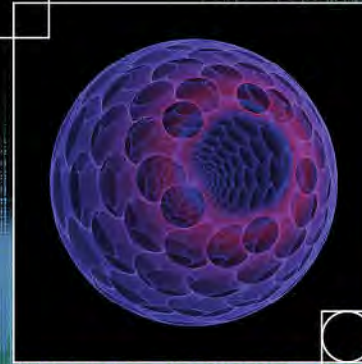
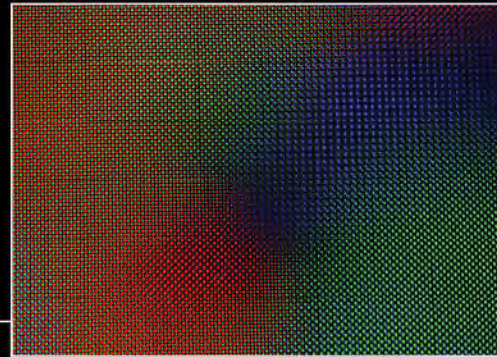
...into an Institute



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ARTS, AND  
TECHNOLOGY



## **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 legislation 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: William L. Blanchfield, K. Scott Keim, Michael Onifer, and Peter Su.

**WHEREAS**, William L. Blanchfield has received a B.S. in Industrial Technology - Building Construction from West Virginia State College, and M.S. in Industrial Relations from West Virginia College of Graduate Studies, and a diploma in Energy Management from Virginia Tech; has 30 years of experience in energy and solid waste management at Newport News Shipbuilding; serves on the board of directors of the Virginia Clean City Corporation and was a member of Governor Timothy Kaine's Energy Policy Advisory Council; in addition has served as a representative to the Coalition for Fair Energy Rates; the Virginia Committee for Fair Utility Rates, and the Virginia Manufacturers' Association Energy Resources Committee; he is particularly qualified to represent Virginia's consumer and industrial sector on the Development Advisory Board of the Virginia Center for Coal and Energy Research.

**WHEREAS**, K. Scott Keim has a B.S. in Geosciences from Penn State, is licensed as a professional geologist in Virginia and two other states, as well as being a certified professional geologist; is President of Cardno MM&A, where he manages the company's environmental and civil engineering groups and has managed mining feasibility studies in China, Australia, Venezuela, and the United States; and has served on the board of directors of the Penn State Research Foundation; his education and experience render him especially qualified to serve in an advisory capacity to the Virginia Center for Coal and Energy Research, providing expertise in geology and environmental issues related to the energy sector.

**WHEREAS**, Michael Onifer has B.S. in Mining Engineering from Virginia Tech; has 35 years of experience with Consol Energy in coal and gas operations; is a board member of the Virginia Oil and Gas Association and a member of the Virginia Mining Institute; he is fully qualified to serve in on the Development Advisory Board of the Virginia Center for Coal and Energy Research representing the oil and gas sectors of Virginia.

**WHEREAS**, Peter Su holds an M.S. degree in Computer Science from the University of York (England) and a Bachelor's degree from Purdue University; has more than a decade of public and private sector experience in business development, international trade, legislative affairs, and information technology; serves as Director of the Virginia Department of Business Assistance and as Assistant Secretary at the Virginia



Department of Commerce and Trade focusing on international trade and investment; served on the Energy Subcommittee of Governor McDonnell's transition team; Mr. Su will be an excellent representative of Virginia's business sector and will fulfill the legislative requirement that the Virginia Department of Business Assistance be represented on the Development Advisory Board of the Virginia Center for Coal and Energy Research.

**NOW, THEREFORE, BE IT RESOLVED**, that William L. Blanchfield, K. Scott Keim, Michael Onifer, and Peter Su be reappointed as members of the Virginia Center for Coal and Energy Research and Development Advisory Board for 2013-2017.

**RECOMMENDATION:**

That William L. Blanchfield, K. Scott Keim, Michael Onifer, and Peter Su be reappointed as members of the Virginia Center for Coal and Energy Research and Development Advisory Board for 2013-2017.

June 3, 2013

**RESOLUTION FOR REVISION OF UNIVERSITY POLICY 13000:  
POLICY ON INTELLECTUAL PROPERTIES**

**WHEREAS**, scholarly activities in a university setting create Intellectual Properties (IPs) and the university's mission includes the protection of the ownership rights of both the individual and the university; and

**WHEREAS**, the existing policy does not reflect the current operating procedures of the Intellectual Properties Committee (IPC) nor address Virginia Tech Intellectual Properties (VTIP) as the primary review mechanism for IP disclosures; and

**WHEREAS**, concerns exist regarding current policy language in light of the U.S. Supreme Court decision of *Stanford v. Roche*; and

**WHEREAS**, concerns that ambiguity exists associated with IP generated by unfunded students, student membership on the IPC and "Commissioned Works"; and

**WHEREAS**, the proposed revised policy has been endorsed by the Commission on Faculty Affairs, Commission on Undergraduate Studies and Policies, Faculty Senate, Commission on Administrative & Professional Faculty Affairs, Commission on Graduate Studies and Policies, and Staff Senate;

**NOW, THEREFORE, BE IT RSOLVED**, that Policy 13000 be revised to reflect Code of Virginia requirements of state employees regarding disclosure, to provide language about student IP, reflect current operating procedures of the IPC, and address "Commissioned Works".

**RECOMMENDATION:**

That the attached revision to Policy 13000 on Intellectual Properties be approved, effective immediately.

June 3, 2013

**Virginia Polytechnic Institute and State University**  
**Policy and Procedures**

**No. 13000 Rev.: 4**  
**Date: April 29, 2013**

**Subject: Policy on Intellectual Property**

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2. Policy .....	1
2.1 Organization .....	1
2.2 Authority and Responsibility of the Committee .....	1
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## **1. Purpose**

Publicly (state) supported universities have the multiple missions of teaching, research, support of the public interest and fostering of economic development of the area/state in which they are located.

Scholarly activities in a university setting create Intellectual Properties (IPs). IPs include research papers, books, software programs, new inventions, journal articles, etc.

The university's mission includes dissemination of IPs in the most efficient and effective manner possible. The identification and optimization of opportunities for the industrial/commercial utilization of some IPs is also part of this mission, as is the protection of the ownership rights of both the individuals and the university.

While many IPs are best disseminated by publication and placing in the public domain, there are a significant number that are most effectively handled by protection under the IP laws (i.e., patenting and copyright) and licensing (or other transfer) to private sector entities, with attendant financial considerations.

This Policy is designed to establish the rationale and the mechanisms to:

1. Establish ownership criteria and resolve ownership questions if such arise.
2. Define the responsibilities, rights and privileges of those involved.
3. Develop basic guidelines for the administration of the IP Policy.

## **2. Policy**

### **2.1 Organization**

The Intellectual Properties Committee membership shall be as stated in the By-Laws of University Council.

### **2.2 Authority and Responsibility of the Committee**

The IPC shall have the following authority and responsibility with respect to Intellectual Property:

- A. To develop and recommend university policy and policy changes dealing with IP to the Commission on Research.
- B. To review all disputed invention disclosures submitted by Virginia Tech faculty, staff and/or students for:

1. Complete and appropriate disclosure of individuals involved in the invention and/or creation of the IP.
  2. Confirm the determination of IP ownership by university, originating individuals, research sponsors and/or governmental agencies.
  3. Examination and recommendation to the Provost for disposition of (1) and/or (2) above in those cases where a dispute remains.
  4. Coordination of evaluation and recommendation to Virginia Tech Intellectual Properties, Inc. (VTIP) of technical merit, economic potential and protection/marketing priority as needed.
- C. To make recommendations to the Provost for the sharing of royalties between the university and the authors or inventor(s) of the IPs owned by the university.
- D. To promulgate such guidelines and procedures as may be necessary for the implementation of this Policy.

Much of the work of the IPC as defined above will be addressed through the normal business of the full committee. However, it may be prudent in the review of certain disputed invention disclosures to have a subgroup of the entire IPC to more fully consider all necessary aspects of the dispute. This shall be the role of the Ownership Review Group, which will be composed of three at-large members of the IPC (selected by the IPC Chair) and be chaired by the IPC Chair. This group shall meet as needed with the following agenda:

1. Review all disclosures submitted that have ownership in dispute.
2. Confirm university ownership as necessary for those disclosures in which originator(s) have indicated Virginia Tech ownership.
3. Review disputes involving sponsor ownership/rights.
4. Review, discuss and reach preliminary conclusions on ownership disputes and forward recommendations to the full IPC.

## 2.3 Policy Guidelines

This section outlines the criteria to be used by the IPC and its working groups in their deliberations, findings and recommendations. To the extent that individual questions are not specifically addressed, these guidelines will, at the least, give a general indication of intent and philosophy and allow proper interpretation.

### A. Ownership of IP

For purposes of this policy creations are divided into two groups:

1. The traditional results of academic scholarship, i.e. textbooks, literary works, artistic creations and artifacts.
2. The novel results of research such as products, processes, machines, software, biological technology, etc.

Intellectual properties in the first (traditional) group are considered to make their full contribution to the university's benefit by their creation and by continued use by the university in teaching, further development, and enhancement of the university's academic stature; the presumption of ownership is to the author(s). Thus, unless there is explicit evidence that the work was specifically commissioned by the university, the IP rights remain with the author(s) and the university rights are limited to free (no cost) use in teaching, research, extension, etc. in perpetuity.

In the second group, as a condition of employment or other involvement in research and/or related activities using university resources, the ownership is to the university (with the originator having a right to share in the benefits derived therefrom in accord with university sharing guidelines). Thus unless there is

convincing and explicit evidence that the IP was developed without the use of university resources and/or facilities (which may include but is not limited to any of the following: use of equipment, lab or office space, university time of originator and/or personnel under his/her control, funds supplied by the university and/or funds originating from sponsored research projects and/or donations to university/affiliated companies, etc.), ownership of the IP rests with the university and the originator(s) do hereby assign ownership, right, title, and interest in any IP, discovery, or invention to the university.

Within the above general guidelines, the following situations are more specifically defined:

1. **Sponsor Rights:** In the case in which an IP is generated as a result of research funded by a private sector company under a sponsored research project, the IP rights of the sponsor as defined in the applicable clauses ("Patents & Copyrights," "Intellectual Properties," "Inventions," etc.) of the Sponsored Research Agreement (as approved by the Vice President for Research or their designee and signed by an authorized officer of the university) shall take precedence over the rights of the university/inventor(s). Any residual rights not accruing to the sponsor shall be as defined in the general guidelines above.
2. **Federal Agency Rights:** Research projects sponsored by an agency of the federal government have statutory IP rights that are limited (in almost all cases) to a non-exclusive non-transferrable royalty-free license to any patent generated by the research, provided the inventor(s)/university advise the agency in a timely manner of their intent to retain their rights and provide for legal protection (i.e. patenting). It is the responsibility of the researcher to advise the agency of the creation of the IP and (with the assistance of the university IP manager, VTIP) advise of the protection steps being undertaken. The residual rights not belonging to the sponsoring agency shall be as defined in the general guidelines above.
3. In the event the following condition(s) apply, students, visiting scholars, and volunteers do hereby assign any IP rights to the University when:
  - (a) working on a research project funded by Virginia Tech or an entity outside of Virginia Tech sponsoring the research through Virginia Tech from which the IP was created; or,
  - (b) employed or receiving payment from Virginia Tech related to a project from which the IP was created; or,
  - (c) university resources not typically available to the public are used in the creation of the IP.
4. **Joint Inventorship:** For IPs generated by a team of inventors in which one or more are not members of the faculty/staff/supported students, each inventor is usually entitled (by law) to shared ownership of the entire right. The university's claim to the shares of university-associated inventors will be as outlined in these guidelines. Ownership of outside inventors will vest in them or their assignees.
5. **Special Situations:** In the event that an IP ownership situation arises which is not addressed in either the general or specific guidelines outlined above, the IPC shall make a recommendation based on the spirit of the guidelines. A record of the rationale used to arrive at their recommendation shall be kept and used as a precedent for the handling of future special situations if applicable.
6. **Commissioned Works:** There are times when the university will choose to enter into a contractual arrangement to commission a specific work or undertaking. The university, as the commissioning party, may be expected to maintain certain rights of third parties. These rights are negotiable on a case by case basis, but generally the university expects, at a minimum:
  - a) Exclusive right to give premiere performances of the commissioned work; and,
  - b) Exclusive performance rights for a limited period of time; and,



- c) Exclusive right to give premieres in other venues; and,
- d) Right to make the first commercial recording of the work; and,
- e) The right to be credited as the commissioner of the work in published editions, recordings, and programs for all future performances; and,
- f) The nonexclusive right to use the commissioned work, without cost, in teaching, research, outreach, etc., in perpetuity.

## **B. Obligation to Disclose**

While it is recognized that faculty and staff mission and expertise is concentrated and directed in areas other than commercial utilization, originators of new technology shall submit a disclosure when any IP is developed. Timely (i.e., before publication or other enabling non-confidential disclosure) submission of a disclosure to VTIP may also be critical to the value of the IP.

To the extent (and as soon as) the researcher/inventor/creator obtains research results that may be considered an IP and recognizes that they may have potential for commercial utilization there exists an obligation to bring these results to the attention of VTIP in the form of a disclosure.

If, in the absence of a timely disclosure, commercial utilization of a technology takes place with the direct or indirect involvement of the originator(s) but without involvement by the university it will be deemed that the originator(s) have not fulfilled their obligation to disclose and the university may:

- 1. Take whatever legal and/or business action is necessary to protect its rights and rightful share of financial benefits and ownership.
- 2. Deny to originator(s) any share of revenues which would otherwise accrue to them under this policy.

## **C. Revenue Sharing**

Revenues generated by the successful commercialization of IPs owned by the university (whether or not protected by patent and/or copyright) shall be shared equally between the university and the originator(s) of the IP, subject to the conditions and exceptions outlined below.

- 1. Revenues subject to sharing include royalties, licensing fees, incentives, etc. received by the assignee licensor organization, less the costs/expenses described below. Specifically excepted from sharing are payments received and designated for specific purposes such as sponsored or unrestricted research grants, services to the university, research equipment and/or materials, consulting fees to researchers, etc. These payments will go directly to the designated entity and purpose.
- 2. Also excepted from sharing are revenues resulting from:
  - a. Tasks and/or activities specifically and explicitly assigned to employees by an administrative unit of the university, or
  - b. Activities and/or tasks clearly defined in the written, university approved, policy of an administrative unit of the university.

Such revenues, flowing through the university assignee organization, will accrue to the originating administrative unit of the university net of development costs.

3. Expenses to be subtracted from gross revenue before sharing shall be limited to documented direct and indirect costs for protection (patenting), marketing and development of the IP. Specifically excluded are costs incurred in the generation of the IP (i.e. research costs). Development costs shall include (but not be limited to) payments made to (or retained by) non-affiliated organizations (e.g. Research Corp. Technologies, CIT, etc.) involved in the process of commercializing the IPs owned by the university.
4. Non-cash compensation for rights to an IP may be accepted but only with the informed consent of the originator(s) of the IP. The share of net revenue not paid to the originator(s) (50 percent) shall be applied as follows:
  - a. A portion equivalent to at least 10 percent of total net revenue may be distributed to the originator(s)' primary unit(s) (e.g. Departments, Centers, etc.).
  - b. The remainder to the university assignee organization (VTIP).

#### **D. Management Responsibility**

Virginia Tech Intellectual Properties, Inc. (VTIP), a non-profit corporation affiliated with the university, has been established and charged with the mission of protecting and utilizing IPs for the benefit of the university.

All IPs assigned to the university shall flow to VTIP by assignment for operational management. The IPC should make appropriate inputs and recommendations as to disposition and priority of individual IPs. Originator(s)' inputs/suggestions to VTIP are also appreciated.

#### **E. Right Of Appeal**

The originator(s) of an IP covered by this Policy shall have the right to appeal application of the policy to the IPC.

The IPC will formulate recommendations relative to each such appeal, and will forward both the appeal and its recommendations to the Office of the Senior Vice President and Provost in a timely manner. The Provost will determine the university's response to each appeal, and will so notify the originator(s) and the IPC.

If the originator(s) disagree with the IPC recommendation regarding ownership, a written appeal to the Provost must be filed within (30) thirty days of receipt of notification of the IPC recommendation. This appeal should contain an exposition of the facts as seen by the originator(s), any information they deem pertinent to the case, as well as any applicable citations of policy guidelines. A copy of the appeal document should be sent to the IPC via its Chair.

Upon receipt of the appeal, the Provost may elect to consult with any and all concerned prior to reaching a decision in the case.

In the event that any member of the university (faculty, staff or student) perceives and/or becomes aware of any irregularity in the inventorship/authorship of an IP disclosed (or about to be disclosed) to VTIP or the IPC he/she should bring it to the attention of the other inventors/authors involved and/or the Department Chair(s) (or the director or unit leader in situations outside the traditional academic departments) concerned in an attempt to resolve the conflict equitably and amicably. Failing such resolution, the facts of the cases should be submitted in writing within (30) thirty days to the Vice President for Research (with copy to the Chair of the IPC) with a request for review by the Ownership Review Group of the IPC.

Upon receipt of such a request, the Ownership Review Group shall review the facts of the case, convene a hearing for all concerned parties, reach a conclusion and present a synopsis of the case and a recommendation to the full IPC who will, in turn, make a recommendation to the Provost.

### **3. Procedures**

### **4. Definitions**

### **5. References**

[Policy Memorandum No. 73, "Policy on Intellectual Properties,"](#) issued March 4, 1987.

[Policy Memorandum No. 121, "Policy on Intellectual Properties,"](#) issued December 9, 1991.

### **6. Approval and Revisions**

- Revision 0

Approved by University Council, November 17, 1986.

Approved by the President, November 17, 1986.

Approved by Board of Visitors, December 5, 1986.

- Revision 1

Approved by University Council, December 2, 1991.

Approved by the President, December 2, 1991.

- Revision 2

August 31, 1999: Revised membership titles to reflect changes in titles, responsibilities, and University Council By-laws.

- Revision 3

April 15, 2008: Revised membership titles to reflect changes in titles and responsibilities.

- Revision 4

**Committee Minutes**  
**STUDENT AFFAIRS AND ATHLETICS COMMITTEE**  
**OF THE BOARD OF VISITORS**

**8:00 a.m.**  
**350 Lavery Hall**  
**June 3, 2013**

**Board Members Present:**

Mr. Cordel Faulk, Committee Chair  
Dr. Nancy Dye  
Mr. Nick Onopa

**Guests:**

Mr. Michael Quillen, Dr. Patricia Perillo, Mr. Jim Weaver, Mr. Kevin Dresser, Major General Randal Fullhart, Dr. Frank Shushok, Ms. Angela Simmons, Dr. Cynthia Bonner, Ms. Rhonda Rogers, Ms. Sandra Broughton, Mr. Tom Brown, Ms. Penny White, Mr. Hikmet Gursoy, Ms. Sue Teel, Dr. Eleanor Finger, Mr. Ted Faulkner, Ms. Heather Evans, Dr. Guy Sims, Ms. Beth Lancaster, Ms. Erica Wood, Mr. Jeff Kirwan, Ms. Beth Lancaster, Ms. Jessica Bennett

**Open Session**

1. **Opening Remarks and Approval of March 25, 2013 Minutes.** Mr. Cordel Faulk, Committee Chair, provided opening remarks and submitted the minutes of the March 25, 2013, Student Affairs and Athletics Committee meeting to the committee for review and acceptance. The minutes were approved as written.
2. **Athletics Department Report.** Mr. Jim Weaver, Director of Athletics, reported on the hosting of the NCAA regional baseball tournament this past weekend, which is a first for Virginia Tech and reflects the baseball's team's recent successes. He then introduced the Virginia Tech head wrestling coach, Kevin Dresser, who presented a report on his team's achievements during the 2012-13 season. They won the ACC wrestling championship and ended the season tenth in the nation, with four all-American wrestlers. The future also looks bright for the team, as the 2013 recruiting class is ranked second in the nation. The team has excelled not only on the mats but also in the classroom, as the team grade point average has increased from 2.5 to 2.9 over the past seven years and no athletes have been deemed academically ineligible during that period.

3. **Division of Student Affairs Priorities.** Dr. Patricia Perillo, Vice President for Student Affairs, provided an overview of the top ten priorities she has identified for the Division of Student Affairs. Reflecting on her first ten months at Virginia Tech, she expressed appreciation for the extraordinary staff in the division, who are capable, committed, and have their values aligned with those of the institution. She has been pleased to learn that the institution lives its *Ut Prosim* motto and is truly committed to service. It has a growing commitment to diversity, and is at an important crossroad of change. Her priorities for the division include:
- the development of innovative communication mediums and social media;
  - enhanced support for off-campus, transfer, and sophomore students;
  - a focus on equity, diversity, and inclusion, with an emphasis on the development of cultural competence and cross-cultural dialogue, and the establishment of a global village;
  - leadership in the spirit of *Ut Prosim*, enabling students to make an important difference in the world through service;
  - implementation of the division's aspirations for student learning;
  - curriculum collaborations to advance the aspirations for student learning;
  - enhancement of development and fund-raising initiatives;
  - comprehensive plan for professional development for faculty and staff in the division;
  - emphasis on parent and alumni relations; and
  - innovative partnerships between student affairs and academic affairs.
4. **Approval of Resolutions for Changes to the Hokie Handbook.** Ms. Angela Simmons, Director of Student Conduct, reviewed three resolutions related to changes in the Hokie Handbook. These changes address misconduct that involves:
- taping, recording, or monitoring someone without their permission off campus when there is a reasonable expectation of privacy;
  - the taping, recording, or monitoring of audio material;
  - the distribution of audio or visual material without the knowledge and consent of all participants;
  - behavior that is considered neither assault nor battery but threatens an individual, causes psychological distress, or limits their ability to work, study, or participate in the activities of the university;
  - possession of used or unused drug paraphernalia; and
  - attempted entry and trespassing off campus.
- Mr. Nick Onopa moved the resolutions be approved, seconded by Dr. Nancy Dye. The resolutions passed unanimously.
5. **Gallup StrengthsQuest Initiative.** Dr. Frank Shushok, Associate Vice President for Student Affairs, provided the committee members with their StrengthsFinder profiles, presented an introduction to strengths research and the strengths perspective, and outlined the characteristics of some of the most



frequently occurring strengths. Strengths are natural talents that are authentic and energizing to the user and enable optimal functioning, development, and performance. In addition, he described Division of Student Affairs initiatives that use the Gallup StrengthsFinder tool to help students explore their natural gifts and talents and identify opportunities to achieve academic, personal, and vocational success. By actively developing their strengths, students are also more likely to set learning goals and have a growth mindset

6. **Presidential Search Process.** Mr. Michael Quillen, Board Chair, provided an update on the process the Board of Visitors will follow to select the next Virginia Tech President to replace Dr. Charles Steger, who has announced his retirement.
7. **Adjournment.**

There being no further business, the meeting was adjourned at 11:20 a.m.

### **Committee Minutes**

#### **STUDENT AFFAIRS AND ATHLETICS COMMITTEE AND BUILDING AND GROUNDS COMMITTEE OF THE BOARD OF VISITORS**

9:30 a.m.  
350 Lavery Hall  
June 3, 2013

#### **Board Members Present:**

Mr. Cordel Faulk, Student Affairs and Athletics Committee Chair  
Dr. Nancy Dye, Student Affairs and Athletics  
Mr. Nick Onopa, Student Affairs and Athletics  
Mr John Rocovich, Building and Grounds Committee Chair  
Mr. William Fairchild, Building and Grounds Committee  
Mr. William Holtzman, Building and Grounds Committee

#### **Guests:**

Dr. Charles Steger, Dr. Patricia Perillo, Dr. Sherwood Wilson, Dr. Elizabeth Flannagan, Major General Randal Fullhart, Dr. Frank Shushok, Dr. Cynthia Bonner, Ms. Rhonda Rogers, Ms. Sandra Broughton, Mr. Tom Brown, Mr. Robert Broyden, Mr. Jason

Soileau, Mr. Steven Guess, Dr. Angela Simmons, Mr. Ken Smith, Mr. Larry Hincker, Ms. Natalie Hart, Ms. Tonia Moxley, Ms. Jessica Bennett, Ms. Elizabeth Sandy Umberger, Ms. Judy Kirwan, Ms. Rebekah Paulson, Mr. Jeff Kirwan, Ms. Penny White, Ms. Eleanor Finger, Mr. Ted Faulkner, Ms. Heather Evans, Ms. Beth Lancaster, Ms. Erica Wood, Dr. Guy Sims, Ms. Jessica Bennett

## **Joint Session**

1. **Upper Quad Renewal Project:** Major General Randal Fullhart, Commandant of Cadets, reviewed the plans for the Upper Quad renewal project. He provided an overview of the Corps' growing membership numbers, Corps staffing structure, vision for leadership development, the unsurpassed cadet commissioning rate, and academic success of Corps members. He provided an overview of the historical context of the existing and former buildings in the Upper Quad. In describing the design concept for the renewal project, he indicated the objectives are to:

- accommodate a Corps of Cadets that is growing in size,
- support the Military Science programs;
- provide updated space for the Corps Museum, Rice Center for Leadership, Highty Tighties, and Tailor Shop;
- preserve the historic context of the quad and maintain Lane Hall as an historic building; and
- maintain and enhance the architectural integrity of the Upper Quad.

A new Corps Leadership and Military Science Building will be constructed to accommodate the Corps Museum, Rice Center for Leadership, Highty Tighties, and Tailor Shop. In addition, the project will replace two aging residence halls with contemporary residential facilities that will provide cadets with company meeting rooms, mail room, laundry facilities, fitness center, study lounges, and adequate in-room storage space to accommodate required uniforms and equipment.

2. **Adjournment.**

There being no further business, the meeting was adjourned at 10:10 a.m.



# VirginiaTech

## Division of Student Affairs

Dr. Patty Perillo, Vice President for Student Affairs  
Presentation to the Board of Visitors  
June 3, 2013





# VirginiaTech

## *Division of Student Affairs*

**Dr. Patty Perillo, Vice President for Student Affairs**  
**Presentation to the Board of Visitors**  
**June 3, 2013**





# Reflections





# Top ten priorities





## **10. Innovative communication**





## 9. Off-campus/transfers/sophomores





## 8. Equity, diversity, inclusion



## 7. Leadership in the spirit of Ut Prosim





## **6. Aspirations for Student Learning**



## 5. Curriculum collaborations





## 4. DSA development





### **3. Professional development**





## **2. Parent and alumni relations**





# 1. Innovative partnerships



# Moving forward





# A Strengths Approach to Working with Students

Frank Shushok, Jr.

Associate Vice President for Student Affairs

Futuristic, Command, Strategic, Activator, Ideation

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# Strengths Beginnings

- Don Clifton, CEO, Gallup Organization
- Began as a selection expert
- 250,000 interviews  
of high achieving  
individuals



# Gallup's Research on High Achievers



- Spend most of their time in areas of strength
- Have learned to delegate or partner with someone to tackle areas that are not strengths
- Apply their strengths to overcome obstacles
- Invent ways of capitalizing on their strengths in new situations



Attachment Y  
“One should waste as little effort as possible on improving areas of low competence. It takes far more energy to improve from incompetence to mediocrity than it takes to improve from first-rate performance to excellence.”

*-Peter Drucker*



# 5th – 12th Grade Student Engagement

5th	4.38
6th	4.28
7th	4.12
8th	4.00
9th	3.92
10th	3.79
11th	3.77
12 <sup>th</sup>	3.80



**2010 Fall Gallup Student Poll  
n= 252,427**



## **Engaged Employee**

28% of US Working Population\*



## **Not Engaged Employee**

53% of US Working Population\*



## **Actively Disengaged Employee**

19 % of US Working Population\*

\*Source: Gallup Poll of Working Population, December 2010; (n = 2,182).

# What “Active Disengagement” Looks Like...





# Growing research:

Students whose strengths and talents were identified perceived they had more **control of their academic futures** than students who did not know their strengths or talents. In addition, students who actively developed their strengths are more likely to set learning goals and have a **growth mindset** than students whose talents are identified but not developed. (Louis, 2008)





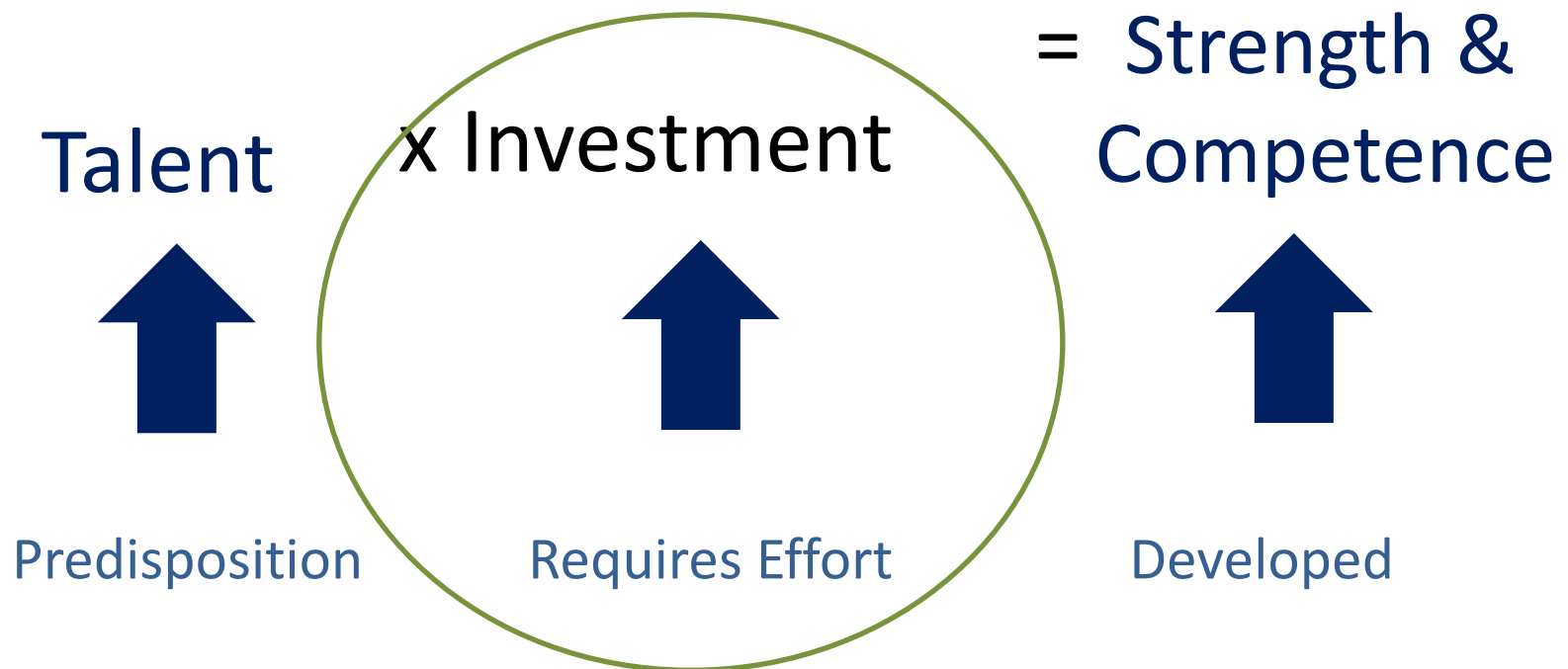
# Talent

Something every student has—although they may have yet to discover it.

A special natural ability or aptitude a capacity for achievement or success;  
ability

A naturally recurring pattern of thought, feeling, or behavior that can be productively applied

# Competence & Strengths



**Investment is a MULTIPLIER of talent!**

Investment includes time spent practicing, developing skills, & building knowledge

# What is a strengths perspective?

*Two basic premises:*

Individuals already have within themselves what they need to succeed.

“Individuals gain more when they build on their talents, than when they make comparable efforts to improve their areas of weakness.”

Clifton & Harter, 2003, p. 112

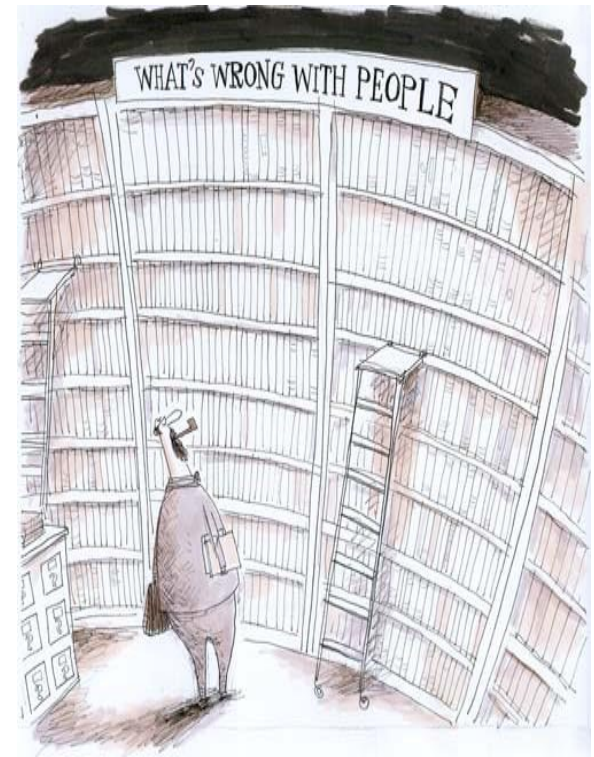
# Strengths Perspective is Counter Cultural

## Current paradigm is deficit-based:

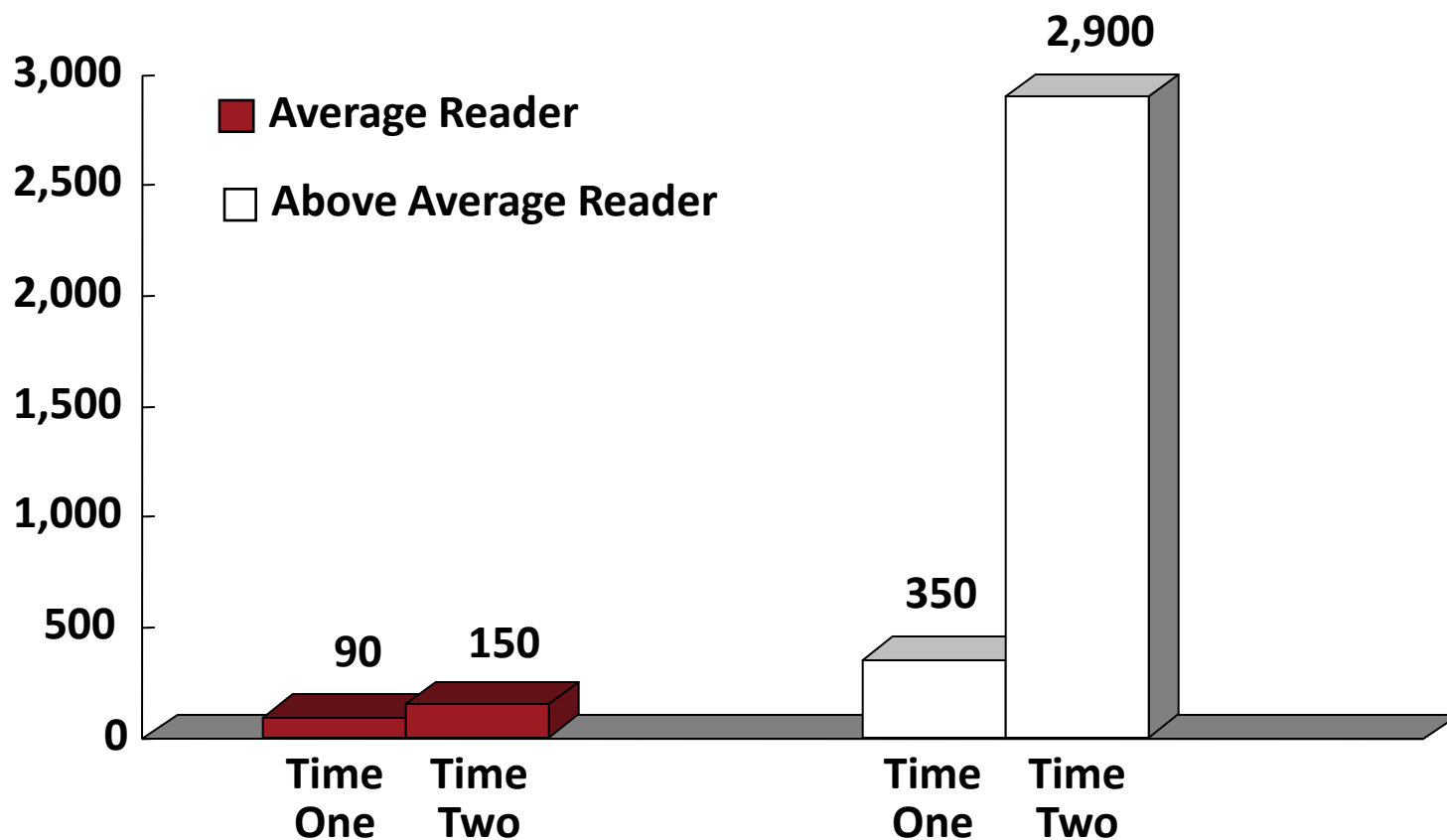
Supervisors spend most of their time working with the weakest performers and zeroing in on mistakes.

Parents and teachers focus on students' lower grades rather than on their highest.

**Weakness fixing prevents failure, but  
Strengths building promotes success**



# Greatness Comes from Building on Natural Talents





# Writing Challenge



# What is a Strength?

A strength is "a pre-existing capacity for a particular way of behaving, thinking, or feeling that is authentic and energizing to the user, and enables optimal functioning, development, and performance."

Alex Lindley



A strengths  
orientation is  
about a  
perspective, not  
a tool.



# The 34 Themes of Talent Measured by StrengthsFinder®

Attachment Y

Top 5 Talent Themes

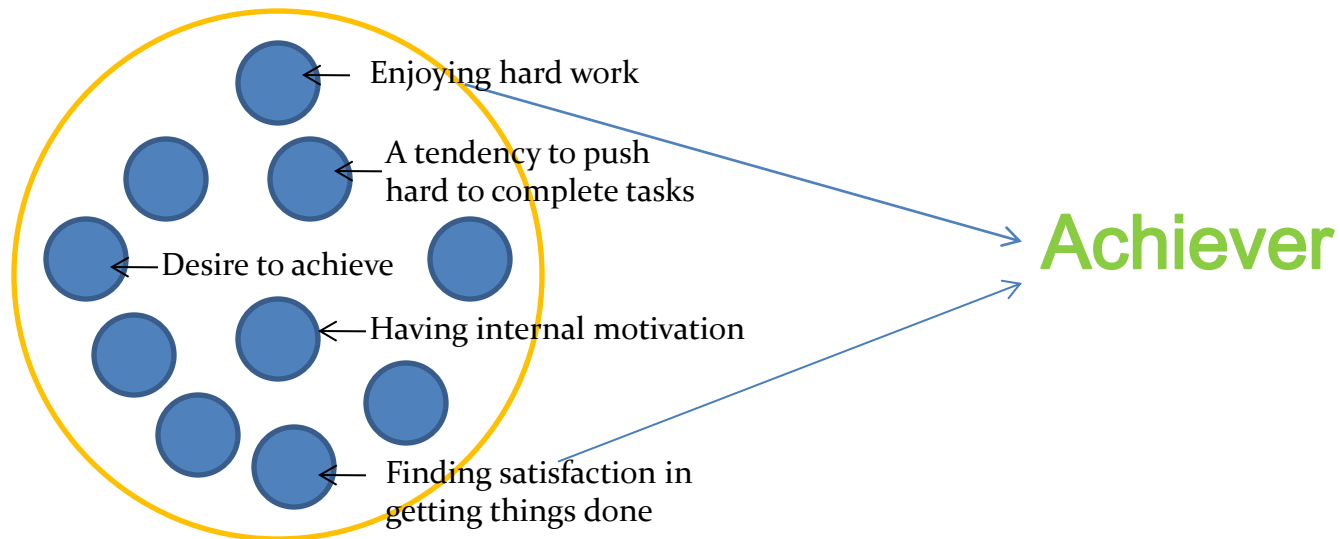
(a theme is a group of similar talents)

**278,256** possible unique combinations.

**33,390,720** different permutations with unique order

# What is a Strength?

A talent theme is a group of similar talents





Our strengths affect the way we:

process information

experience others

view time and structure

accommodate change

communicate



# Achiever

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- Hard working and busy
- Stamina
- Long “to do” lists
- Highly productive & motivated
- Goal-oriented



# Relator

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- Enjoy working hard with close friends to achieve a goal together
- Deep relationships with a small circle
- Pulled toward people they already know
- Comfortable with intimacy and self-disclosing



# Responsibility

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- Dependable
- Others count on them
- Keep their word
- Take psychological ownership for anything to which they commit
- Good follow-through and conscientious



# Arranger

- Able to find the right combination of people and resources to get things done
- At their best in dynamic situations, confronting the unexpected
- Highly organized, yet flexible
- Order out of chaos
- Multi-tasker





# Input

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- Inquisitive collectors
- Crave information
- Active curiosity
- Seek expertise



# Strategic

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- Create multiple ways to do things and always have Plan B
- Can quickly see relevant patterns and issues in any problem
- Always ask “what if?”
- Can see different ways of reaching a goal or solving a problem



# Harmony

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- Peacemakers and seek consensus
- Can see points of view that people have in common
- Good at helping others work together
- Hold conflict to a minimum

# Learner

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- Love the process of learning as much as what is actually learned
- Want to continuously improve
- Learning builds confidence
- Thrive in dynamic work environments and short-term projects



# Individualization

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- See others as distinct, unique persons
- Understand how people who are very different can work together
- Build productive teams because they see the talents and structure their teams around those strengths
- Form powerful relationships with others that build on trust and being taken seriously

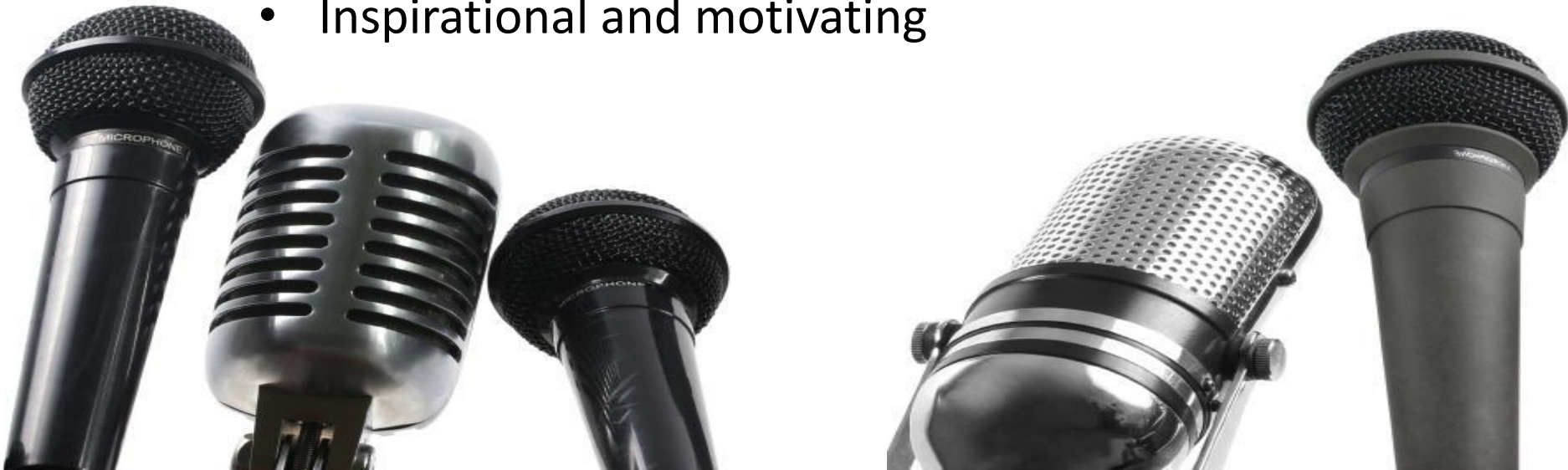




# Communication

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- Enjoy talking—and do it well
- Good at explaining clearly
- Captivating stories, images, metaphors
- Inspirational and motivating



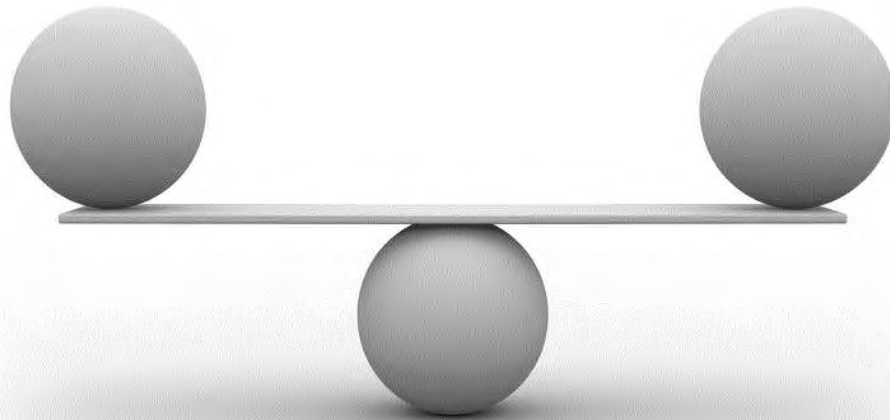
# Deliberative

- Think through all the pros and cons before making a decision
- Good at seeing the risks
- Making the right decision is more important than the timing
- Thorough and careful, often a private person



# Consistency

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- Fair and just in their treatment of others
- Warrior against special treatment or favoritism
- Clear rules and procedures enable them to treat everyone fairly
- Predictable and even-handed
- Balance is important

# Maximizer

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- Excellence is their standard
- Drawn to “good to great,” not “bad to good.”
- See talents and strengths in others, sometimes before they do, and love to help others become excited by their potential
- Capacity for seeing what others do best and how to match people to tasks
- Good networker

# Activator

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- Turn ideas into actions
- Impatient with talking about doing things—wants to do them now
- Powerful force in making things happen
- Action is the best method for learning—learn by doing





# Four Domains of Leadership Strength



# Executing

Knowing how to make things happen

Achiever

Consistency

Focus

Arranger

Deliberative

Responsibility

Belief

Discipline

Restorative

Rath & Conchie, 2009



# Relationship Building

The glue that holds the team together



Adaptability  
Developer

Connectedness  
Empathy  
Harmony  
Includer  
Individualization  
Positivity  
Relator

Rath & Conchie, 2009

# Strategic Thinking

Keeping us focused on what could be

Analytical	Input
Context	Intellection
Futuristic	Learner
Ideation	Strategic

Rath & Conchie, 2009



# Influencing

Reaching a broader audience

Activator  
Command

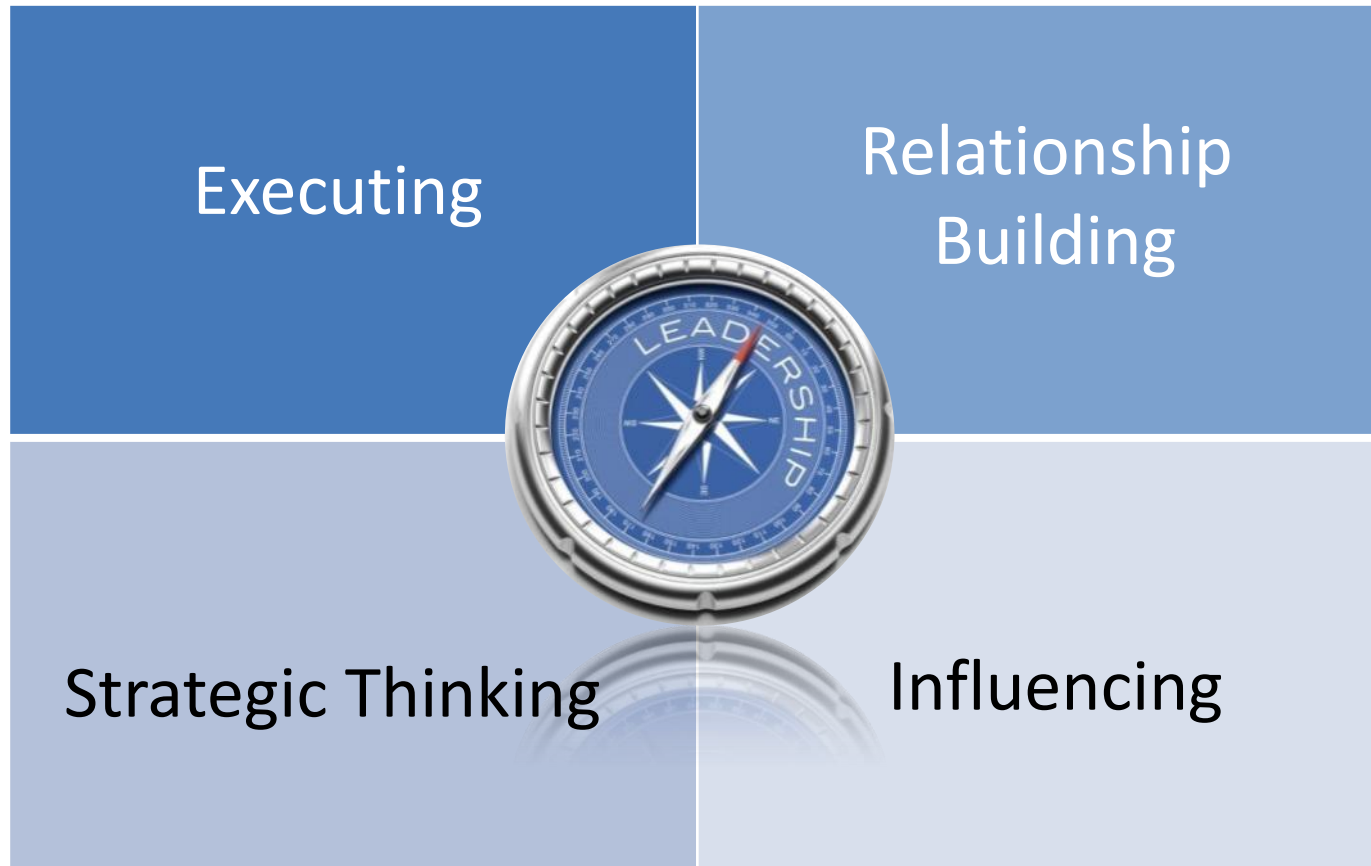
Communication  
Competition  
Maximizer  
Self-Assurance  
Significance  
Woo



Rath & Conchie, 2009



# Four Domains of Leadership Strength



# Managing Weaknesses

- Using our strengths to develop new approaches
- Partnering with others
- Delegating to others
- Learning the skills and/or knowledge needed

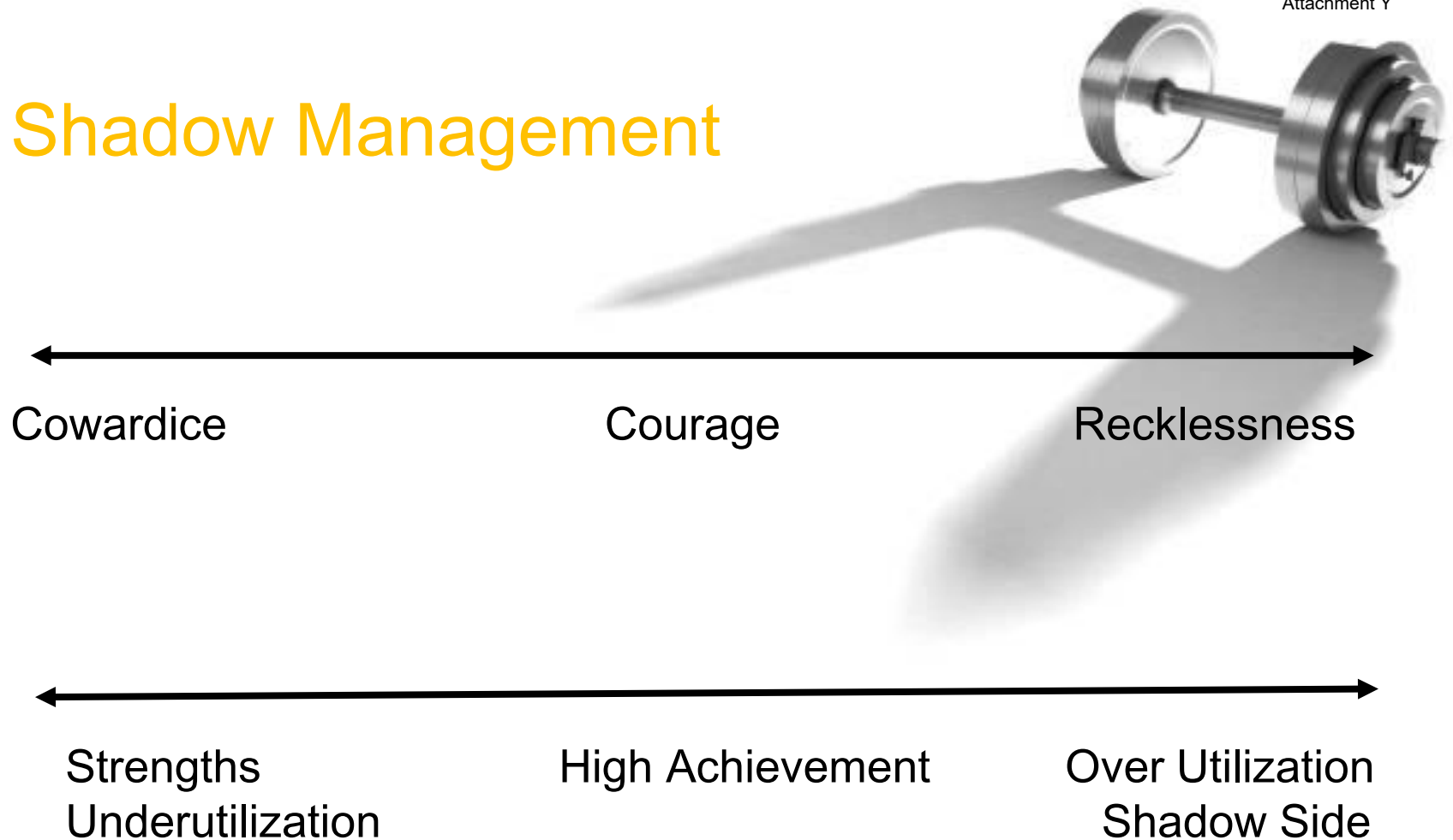




Leaders make their  
greatest mistakes  
out of the  
shadow side of  
their strengths.

# Shadow Management

Attachment Y



# Judgment of Competence

- Strengths shape our values
- Our values shape our judgment of competence
- We judge our actions based on our motives. We judge other people's actions based on our motives.





# Natural Strengths Conflicts

Competition, Command – Harmony

Individualization – Consistency

Context – Futuristic

Strategic – Strategic

Activator – Deliberative, Analytic

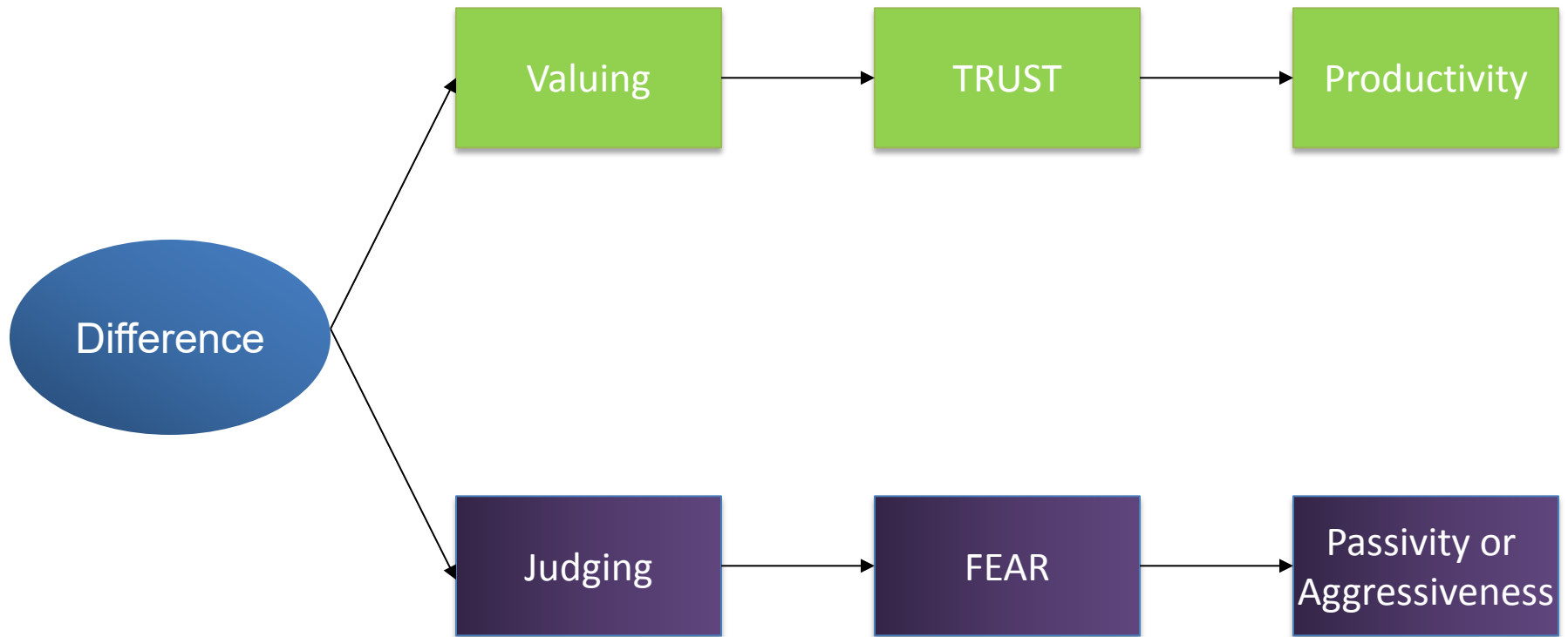
Responsibility, Belief – Adaptability

Discipline – Input

Communication – Intellection



# Law of Differences



# What's **Right** with You:

## Helping Students Find and Use Their Personal Strengths

*Fixing what's wrong—with students, institutions, and cultures—is the most prevalent approach to change. Frank Shushok and Eileen Hulme offer the discovery and exploitation of what's right as a powerful alternative.*

BY FRANK SHUSHOK, JR., AND EILEEN HULME

**I**N *The One Thing You Need to Know About Great Managing, Great Leading and Sustained Individual Success*, Marcus Buckingham, a former senior vice president of the Gallup Organization, captures one of the central paradoxes of how we in the social sciences develop strategies for success. He notes, “You might think that social science makes a habit of studying excellence in order to learn about excellence, but it really doesn’t. . . . The prevailing wisdom is that good is the opposite of bad, and so in order to understand good, one should study bad and invert the findings” (p. 16). Indeed, college and university educators frequently know more about students who have been disciplined, are retention casualties, or have performed poorly in the classroom than they do about students who have been thoroughly engaged, achieved leadership accolades, or become noted for their academic abilities. When higher education leaders reframe their thinking, interactions, and pedagogy in a way that emphasizes the positive, we believe that avenues for student learning are exploited

in new and substantial ways.

Although a focus on the “bad” has been the dominant model throughout the decades since World War II, it is neither the only model nor the newest model to guide inquiry about human experience in general and student learning in particular. Prior to World War II, psychology as a field emphasized three distinct purposes: curing mental illness, assisting people in developing fulfilling and purposeful lives, and identifying and developing those of unusual talent. Historical forces have influenced which of these purposes psychologists at any given time have placed at the forefront.

In the years following World War II, the field of psychology, arguably, made its major shift toward a model of pathology, and higher education, experiencing unprecedented growth and employing increasing numbers of student life educators, was influenced by this shift. By the 1970s, the cadre of student development educators looked to emerging theories to inform their practice of working with college students. As James Earle notes, “Student development theory owes much

to the work of early psychological theorists who were concerned with life transitions and with the development of life-coping skills” (p. 614). In effect, student development educators adopted the prevailing paradigms and emphases of pioneering psychologists much like adolescents adopt the primary values of their parents. In the current era, these educators continue to keep an eye toward pathology—focusing on repairing students’ problems. Typically, research on retention and student success at institutions across the country hones in on why students leave rather than why students stay. Vincent Tinto’s theories on student attrition, as described in *Leaving College*, emerge from his study of Durkheim’s theory of suicide. College and university educators thoughtfully consider patterns of withdrawal, create early alert systems for identifying students who are struggling, and develop courses to help those students identify areas for improvement of weaknesses. One notable exception is the Documenting Effective Educational Practices (DEEP) project, which explored how twenty high-performing institutions contributed to student success. The book on this project, *Student Success in College* by George Kuh, Jillian Kinzie, John Schuh, Elizabeth Whitt, and Associates, reflects a positive approach to studying strength as opposed to weakness. Chip Anderson, formerly an educator at UCLA, reflects further on this idea in the essay accompanying this article (see sidebar).

Reflect on your own conversations about students these days. Pay attention to how often you discuss what is wrong with a student, a colleague, or a situation. The truth is that American culture tends toward the pathological; we are trained to look for disease, speculate on its cause and potential consequences, and most important, remedy it. But we believe that when students learn what is right about themselves and begin to identify their strengths, they begin the process of learning how their unique attributes can be used through vocational

paths and civic opportunities. The result is frequently a new energy and passion for learning—through both curricular and cocurricular activities. This learning develops over time. As Parker Palmer reminds us, “Our deepest calling is to grow into our authentic self-hood. . . . As we do so, we will not only find the joy that every human being seeks—we will also find our path of authentic service in the world” (p. 16). This is the type of learning we hope for in all students.

## HAPPINESS, STRENGTHS, AND EXTRAORDINARY LIVING

IN RECENT YEARS, several psychologists, including Martin Seligman and Mihalyi Csikszentmihalyi, have turned their field’s focus—if not the broader public’s attention—away from pathology and toward vitality. In *Handbook of Positive Psychology*, Seligman describes the movement toward “positive psychology” as “a change in psychology from a preoccupation only with repairing the worst things in life to also building the best qualities in life” (p. 3). He and Csikszentmihalyi put it more practically when they write, “Psychology should be able to help document what kinds of families result in children who flourish, what work settings support the greatest satisfaction among workers, what policies result in the strongest civic engagement and how people’s lives can be most worth living” (p. 5).

Positive psychology does not negate the need for physiological interventions that address mental illness, but it adds a missing dimension that postulates that human strengths and potential for good should receive equal attention. The study of what is right with people illuminates aspects of the human condition that can help raise everyone’s level of functioning, not just that of the mentally ill. In his book *Authentic Happiness*, Seligman asserts that well-being and happiness are not just a function of feeling good in the moment but rather that long-term life satisfaction is strongly correlated with living an engaged, meaningful, and purposeful life.

In *Authentic Happiness*, Seligman outlines what he describes as three pillars of positive psychology: the study of positive emotions (for example, confidence and hope), the study of positive traits (for example, strengths and virtues), and the study of positive institutions (for example, democracy and strong families). In short, nurturing positive emotion, identifying strengths, and fostering virtue in people and institutions leads toward a path of sustainable happiness rather than short-lived pleasure—things like material wealth and prestige that many pursue so vigorously. In *The Nicomachean Ethics*, Aristotle admonishes readers to understand and seek the good life—something quite different from the pursuit

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**Frank Shushok, Jr.**, is dean for student learning and engagement and affiliate assistant professor in the graduate program in student services administration at Baylor University in Waco, Texas. His e-mail address is Frank\_Shushok@baylor.edu.

**Eileen Hulme** is executive director of the Noel Academy for Strengths Based Leadership and Education and associate professor of higher education and organizational leadership at Azusa Pacific University in Azusa, California. Her extensive experience in higher education administration includes recent positions as vice president for student life at both Baylor University and George Fox University. Her e-mail address is ehulme@apu.edu.

We love feedback. Send letters to executive editor Marcia Baxter Magolda (aboutcampus@muohio.edu), and please copy her on notes to authors.

of pleasure. Living well and doing well, according to Aristotle, are concepts seen differently by the wise, who understand that the good or happiness is not the finding of pleasure. Rather, happiness is a “virtuous activity of the soul.” Positive psychologists, like Aristotle, advocate for the pursuit of a meaningful life—one in which one’s efforts contribute to a greater good, in which one’s strengths and talents are employed, and in which virtue trumps utility. Strengths and virtues, according to Seligman, buffer against misfortune and build resilience. “The best therapists do not merely heal damage; they help people identify and build their strengths and their values” (*Authentic Happiness*, p. xiv).

Leading educational psychologist Howard Gardner spent ten years immersed in the study of individuals who had led extraordinary lives. Most significant among his findings was that “extraordinary individuals are distinguished less by their impressive ‘raw power’ than by their ability to identify their strengths and then to exploit them” (p. 15). The Gallup Organization reached a similar conclusion when it systematically studied

excellence in numerous fields and levels of expertise. After thirty years and 2 million interviews with highly successful individuals, Marcus Buckingham and Don Clifton, former CEO of Gallup, suggested that highly successful individuals “identify in themselves some reoccurring patterns of behavior and then figure out a way to develop these patterns into genuine and productive strengths” (p. 24). James Critin and Richard Smith, in their book *The Five Patterns of Extraordinary Careers*, write, “Extraordinarily successful executives lead careers that fully leverage both their strengths and their passions more than six times as often as the average employee” (p. 149).

Likewise, we believe that intentionally enabling students to identify, understand, and leverage their talents, passions, and strengths allows their unique genius to emerge and sets them on a course for success. The primary goal of higher education is not merely the successful completion of college degrees. It is the formation of a generation of people that clearly understand their unique contribution and genuinely desire to use this

## If We Want to Boost Retention and Achievement, We Need to **Work from Student Strengths**, Not Weaknesses

BY EDWARD “CHIP” ANDERSON

**F**OR NEARLY HALF of my professional career, I was wrong about how to help students achieve. I had the wrong focus, made inaccurate assumptions, used faulty logic, and came to the wrong conclusions about how to increase student achievement. Although a high percentage of students persisted in and graduated from the programs in which I worked, they seldom became top achievers.

Here is where and how I went wrong. I designed procedures to identify the students who were least prepared so that we could build programs and services that would help more students achieve. I assumed that there were certain levels of preparation that students needed in order to succeed; that if students met or exceeded these preparation levels, everything would take care of itself; that if students were prepared and met the expectations of their professors, then the normal courses of study and interactions with faculty would be sufficient to help students accomplish their goals.

Believing that student success depended on acquiring certain skills and knowledge, I used a combination of standardized tests, institutionally developed instruments, and interview procedures to get a clear picture of whether each student was prepared or underprepared. This was good prac-

tice in many ways, but I eventually came to see that I had structured my practice with the tenets of the Deficit Remediation Educational Model, which has been predominant in education for decades and remains the most prevalent approach in use today. This model assumes that the first and most important thing to do is to “fix” the student. Programs and services based on this model are dedicated to helping students achieve by first diagnosing student needs, problems, ignorance, concerns, defects, and deficits. Those who use the Deficit Remediation Educational Model have the challenge of designing classes, workshops, programs, and services to help students improve in areas in which they are underprepared. Based on the diagnosis, participation in remedial programs and services is often required. Students are usually prevented from pursuing other areas of study and from pursuing their interests until their “deficits” have been removed and their “problems” have been overcome. Typically, if students are unable to overcome their deficiencies by an established date, they are dismissed or told that they aren’t college material.

While most educators claim to identify not only the weaknesses but also the talents and strengths of their students, in practice, most focus almost solely on the weaknesses. As a result, many students become demoralized and



uniqueness for the common good. This process starts with identity formation that may be rooted in the emergence of what Hazel Markus and Paula Nurius call the “possible self”: “Possible selves are defined as the representation of individuals’ ideas about what they might become, what they would like to become, and what they are afraid of becoming” (p. 954). A strengths approach shapes a student’s sense of identity through the emergence of possible selves. A process of recognizing individual strengths presents potential futures that may not have been easily imagined otherwise.

### POSITIVE PSYCHOLOGY FOR THE COLLEGE CAMPUS

**O**UR POINT is not to reject the exploration of causes of problems but to frame a discussion about how this tendency toward pathology may affect student learning, especially as it relates to how students discover meaning, purpose, and their potential influence on the world. Colleges and univer-

sities that seek to take advantage of new research offered through the positive psychology movement will engage in at least three activities. These institutions will (1) study and understand successful students on campus; (2) establish a campus ethos that facilitates students’ discovery and understanding of their signature strengths; and (3) assist students in finding groups, organizations, or communities that they can serve with their signature strengths.

**Study and Understand Successful Students on Campus.** Traditional remediation approaches will continue to serve colleges and universities well. However, while we have engaged in remediation, we have largely neglected to ask ourselves in any serious and organized manner what it is within an individual student that creates success. We suggest that educators should spend an amount of time equivalent to that spent on remediation in the pursuit of learning about the traits, habits, and thought processes of highly successful students. Through rigorous empirical examination, we can determine which of these traits can be replicated in

disillusioned. The truth is that more students leave college because of disillusionment, discouragement, or reduced motivation than because of lack of ability or dismissal by school administration.

When I began working with underperforming students, it seemed reasonable that if I wanted to increase student persistence, I needed to study why students were leaving school and flunking out. Likewise, it seemed reasonable that to improve student achievement, I needed to study why people didn’t achieve. It never occurred to me that if I wanted to produce the best insights on how to help students achieve excellence, I might be studying the wrong students. But I eventually began to realize that if you want to produce excellence, you have to study excellence. Consequently, I shifted my focus to trying to understand what made top achievers tick. Time and time again, I found that I had made inaccurate assumptions about the differences between top achievers and low achievers. For example, I had always assumed that top achievers set high goals and that low achievers set low goals. But research indicates that top achievers tend to set goals slightly above their current level of performance, whereas low achievers often set very, very high goals.

I had also assumed that top achievers possessed the strongest traditional study skills and academic competencies—the kinds of things our remedial programs were trying to teach. But I found that top achievers aren’t all alike. Some are quite strong in traditional skills, but others compensate for certain inadequacies with other strengths. Also,

there are huge variations in how they approach learning and studying. Some seem to learn best in isolation, while others learn best in social settings. Some learn best through group discussions, while others learn best from self-testing and repetition. There isn’t any “one size fits all” set of learning and study techniques. Top achievers capitalize on their personal uniqueness as they learn. Essentially, top achievers build their academic and personal lives—and later their careers—on their talents. They develop talents into strengths and apply those strengths, and they manage their weaknesses.

What would happen if we turned our traditional retention effort on its head? If we developed programs that helped students assess their strengths and then apply those strengths to their studies? Of course, we would still assist students in improving their ability to write well or to master mathematics or to read their political science text more efficiently and critically, but all this would be in the context of helping them identify, further develop, and apply what they can already do well. In my experience, this approach is tremendously motivating, contributes to a sense of agency, and helps young people stay in college.

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The late **Chip Anderson** directed retention programs at the University of California, Los Angeles (UCLA), and UCLA Extension and was a member of the education faculty at UCLA and Azusa Pacific University. As a senior scientist with the Gallup Organization from 2002 to 2005, he helped colleges and universities design strengths-based programs.

all students through proven interventions.

The promotion of success begins with the study of success. George Vallant's book, *Aging Well*, reports on his analysis of human development with an eye toward understanding those who reach their later years of life feeling fulfilled. Likewise, Laurent Parks Daloz and his colleagues' book *Common Fire* examines the lives of one hundred people who sustained long-term commitment to the common good in the face of overwhelming odds. Colleges and universities can take the lead of such authors and move away from a disposition toward studying the least successful to a focus on understanding students who are fulfilled, accomplished, and, most important, learning. Two notable examples of this type of work are provided by George Kuh and his colleagues in *Involving Colleges* and in *Student Success in College*.

**Establish an Ethos That Facilitates Students' Discovery of Their Signature Strengths.** To facilitate student understanding of their signature strengths, educators should first be aware of their own personal strengths and how they have used them to create success. Students scrutinize the lives of influential people around them, who may or may not understand their own identity. Role models who understand their strengths can help dispel myths that anyone can be competent at anything and that the greatest room for growth is in the areas of greatest weakness. Parker Palmer writes, "Before you tell your life what you intend to do with it, listen for what it intends to do with you" (p. 3). Students who watch faculty, staff, and alumni model this philosophy may be inspired to explore what their life intends to do with them.

Colleges and universities should also be intentional about providing mechanisms through which students can identify their strengths. The Gallup Organization's StrengthsQuest program, for example, has been adapted to demonstrate what impact individual strengths have on learning and the socialization process. The researchers who developed the instrument used in the program sought to understand excellence in individuals in myriad professions. From more than two million interviews that the Gallup Organization conducted with high-achieving individuals, thirty-four themes representing a wide range of human strengths emerged. The themes fall into four domains: striving, relating, thinking, and impacting. Themes such as input, ideation, and command provide college students with language with which to explore their unique strengths. The student with the strength of input, for example, will discover that an inquisitive nature and a propensity to collect things are part of what makes them valuable to others. The strength of ideation describes a person who is fascinated by ideas. A student who in the past might have

been labeled bossy may, in actuality, be gifted with the strength of command—the uncanny ability to take a stance and move people to take action. Instead of thinking of themselves as "pack rats," "dreamers," or "drill sergeants," students may begin to understand how the attributes associated with these labels are strengths that can play a role in a diverse community. Each student who completes the forty-minute online StrengthsQuest inventory is provided with a report that shows his or her top five strengths. This is one of several instruments that can provide students with a method for understanding their strengths and the strengths of others.

Texas Christian University, Baylor University, and Azusa Pacific University are examples of institutions that conduct strengths assessments during the orientation of every entering student. Students are introduced to programs and resources that emphasize the importance of using their particular strengths to achieve excellence in college. Each signature strength that a student identifies can lead her or him to succeed in the college environment in a unique manner. For example, students with the strength of input have a drive to collect information from a wide variety of sources when preparing papers. The breadth of information they collect gives them the opportunity to write excellent papers. However, if students with the strength of input do not manage this ability, they may have difficulty starting their papers because of their drive to collect just one more nugget of information.

Baylor University also provides incoming students with access to online information on how particular strengths play out in a roommate situation. Students with the strength of communication often enjoy a great deal of verbal discourse. They are motivated to guarantee that they are clear in their communication and that the listener understands their intended message. However, students with the strength of intellection enjoy processing information internally. They can spend hours sitting quietly, thinking about ideas. A student with the strength of intellection and a student with a signature strength of communication who are attempting to negotiate a successful living arrangement will need to learn to understand and appreciate how their strengths can be used to complement each other rather than cause irritation. Baylor attempts to help students reframe relationships in a manner that creates a deeper understanding of human interdependence and complementary strengths.

Texas A&M University uses a strengths approach in advising student organizations. Students are encouraged to understand how their strengths define their leadership style and how to successfully motivate and manage others through employing the individual strengths and passions of others. For example, students with strategic

strength will be gifted in helping their student organizations develop plans for activities. As student leaders begin to understand the motivational force that individual strengths provide, they are able to create more successful organizations.

Students who identify their signature strengths come to realize that they cannot be all things to all people. They also realize that others possess strengths that when coupled with their own gifts create a whole that is greater than the sum of its parts. Robert Greenleaf expresses this concept when he notes, "Many people finding their wholeness through many and varied contributions make a good society" (p. 45).

We believe that recognition of one's own and others' strengths begins a process of understanding that a life well lived is one lived in interdependence and community. Through identification of strengths, a person can acknowledge his or her own strengths and understand that he or she needs others with complementary strengths. This approach allows educators to prepare students to become members of an engaged community in the midst of an increasingly individualized and competitive Western society. It can provide institutions with a new way to emphasize the importance of diversity. In a time when the term *diversity* evokes a range of strong emotions, focusing on strengths offers a safe and less emotionally charged entry into a discussion. A focus on strengths rather than differences can be used in the context of discussions on race, ethnicity, and any number of other human differences. A focus on strengths may also serve as a vehicle for reestablishing a sense of community, which Greenleaf calls "the lost knowledge of these times" (p. 37).

Adherents of strengths development do not believe that this method teaches students to take a naïve, complacent approach to life. In fact, developing a person's strengths is a difficult, lifelong process. It is a matter of emphasis. Individuals can choose to work on weaknesses, which, we believe, can produce only small incremental levels of growth. Or they can spend equal amounts of time, hard work, and discipline developing strengths and, as a result, experience significant growth. The latter, we suggest, is the path toward more powerful living. In addition, taking a strengths approach will allow personal strengths to overcome weaknesses. The alternative is to work continually to overcome weaknesses. A strengths approach is not naïve, it is selecting a focus.

Developing an ethos of strengths development requires a review of campus practices, programs, and services and a challenge to existing assumptions about student learning and development. Several institutional practices will require reconsideration if a shift toward

strengths development is made. Is allowing or encouraging students to take advanced placement tests in order to bypass classes in subjects in which they exhibit great strength (and placing them in classes in subjects in which they do not exhibit the same promise) the appropriate practice? Does using assessment instruments that provide risk analysis for incoming students but not employing a parallel tool for analysis of strengths create a weakness mentality? Again, we are not suggesting that long-held assumptions about retention and learning should be abandoned. Considering strengths development simply asks for a reevaluation of current practices in order to afford students the opportunity to identify and develop their innate strengths to reveal personal capacities.

**Assist Students in Discovering Positive Organizations to Belong to.** Helping students discover and understand their signature strengths should be followed by working with students to use those strengths toward achievement of the common good. Both societal and personal goals are best reached by taking steps to both identify and use personal strengths.

It is all too common for students to know their strengths but pursue careers that are neither personally fulfilling nor a forum for expressing their unique talents. Students often make such choices to satisfy parental pressure, monetary aspirations, or to remain congruent with societal role expectations (men who choose not to pursue nursing or elementary school teaching, for example). Student development theories suggest that students conform to external expectations because they do not reflect on their choices and use that reflection to make decisions toward constructing an internal sense of identity. Parker Palmer suggests that in order to let life speak, individuals need the courage to resist social systems that prevent them from living untrue lives. This self focus, as Palmer describes, often has an altruistic outcome. He writes, "Anytime we can listen to true self and give it the care it requires, we do so not only for ourselves but for the many others whose lives we touch" (p. 31). An important educative task is to help students discover how social systems can conspire against a strengths-service match. Engaging students in reflection in order to establish their internal beliefs and identity is a crucial part of this process.

Once students have been introduced to their personal strengths, the important next step is to expose them to groups and communities in which these strengths can best be expressed. Robert Putnam in his groundbreaking book *Bowling Alone: The Collapse and Revival of American Community*, argues that social bonds are the most powerful predictor of life satisfaction. He further notes that environments with weak social ties have lower edu-

cational performance. A dearth of communal activity threatens civic and personal health. While some predicted that the past few years of terrorist action and ongoing threat against the United States would promote a more engaged populace, Lawrence Kaplan notes that five years after the events of September 11, 2001, most individuals are still doing the equivalent of bowling alone.

Colleges and universities are positioned to help. Students who have been helped to identify their personal strengths can be introduced to the thousands of organizations, institutions, coalitions, and communities that exist to work for the common good. In his work with Mihaly Csikszentmihalyi, Martin Seligman asserts that using one's giftedness for the betterment of an organization allows individuals to live better, more fulfilled lives and produces positive effects for society as a whole. As Thomas Jeavons notes in *Learning for the Common Good*, "It is vital that those who receive a college education feel empowered to act on their knowledge—and that they know how to move from knowing to acting. . . . This is essential if they are to be constructive and creative contributors to the common good of their communities" (p. 25). Students can be encouraged to take action by participating in community service, and faculty can be encouraged to design courses with a strong service learning component. As students identify and work with local organizations or groups, interact with civic-minded individuals, and engage in ongoing reflection, they gain a better understanding of how to use their strengths to benefit others as well as hands-on experience in doing so.

### FUTURE STRENGTH

**E** DUCATORS, particularly those who work with students outside the classroom, are trained to identify and correct problems. This approach typically addresses gaps in skills but does not identify and exploit personal strengths. We argue that institutions and the students who attend them would be better served by redistributing their efforts in order to seek out primarily what is right about students and then help students nurture those talents.

Policies, programs, and budget allocation systems currently focus on helping people change. Colleges and universities are especially adept at studying the most unsuccessful in an effort to help them become more successful. That approach has merit, but should be accompanied by more deliberate actions that help students discover their signature strengths and find a community in which to use them. Because the Western cultural

norm typically works against this approach, colleges and universities may find that making this shift is challenging. The alternative, however, is to risk graduating students who have the potential to help make profound societal changes but don't live their lives doing so.

### NOTES

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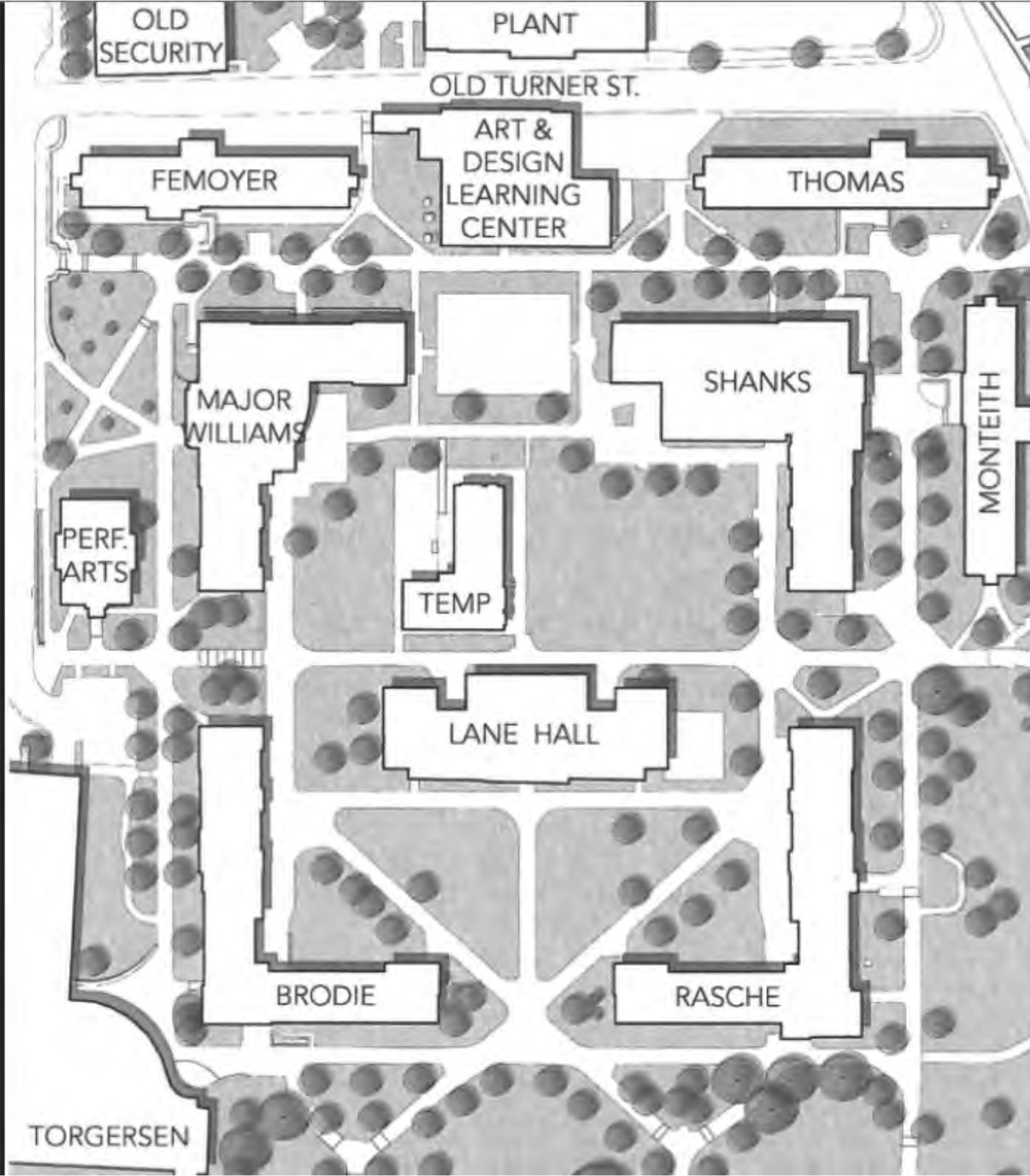




**Now...More than Ever**

The Virginia Tech Corps of Cadets





**Barracks #6  
1927**



**Science Hall  
Barracks #7  
1901**



**General Chemistry,  
Geology, Mineralogy,  
Physics, and Biology.  
Burned / Rebuilt 1905**

**Barracks #5  
1904**



**Barracks #4  
1902**



**Barracks #1  
1888**

**Barracks #3  
1900**



**Barracks #2  
1894**



**2nd Academic Bldg  
1877**







**College Library 1877-1914**



**1st Academic Bldg  
1876**

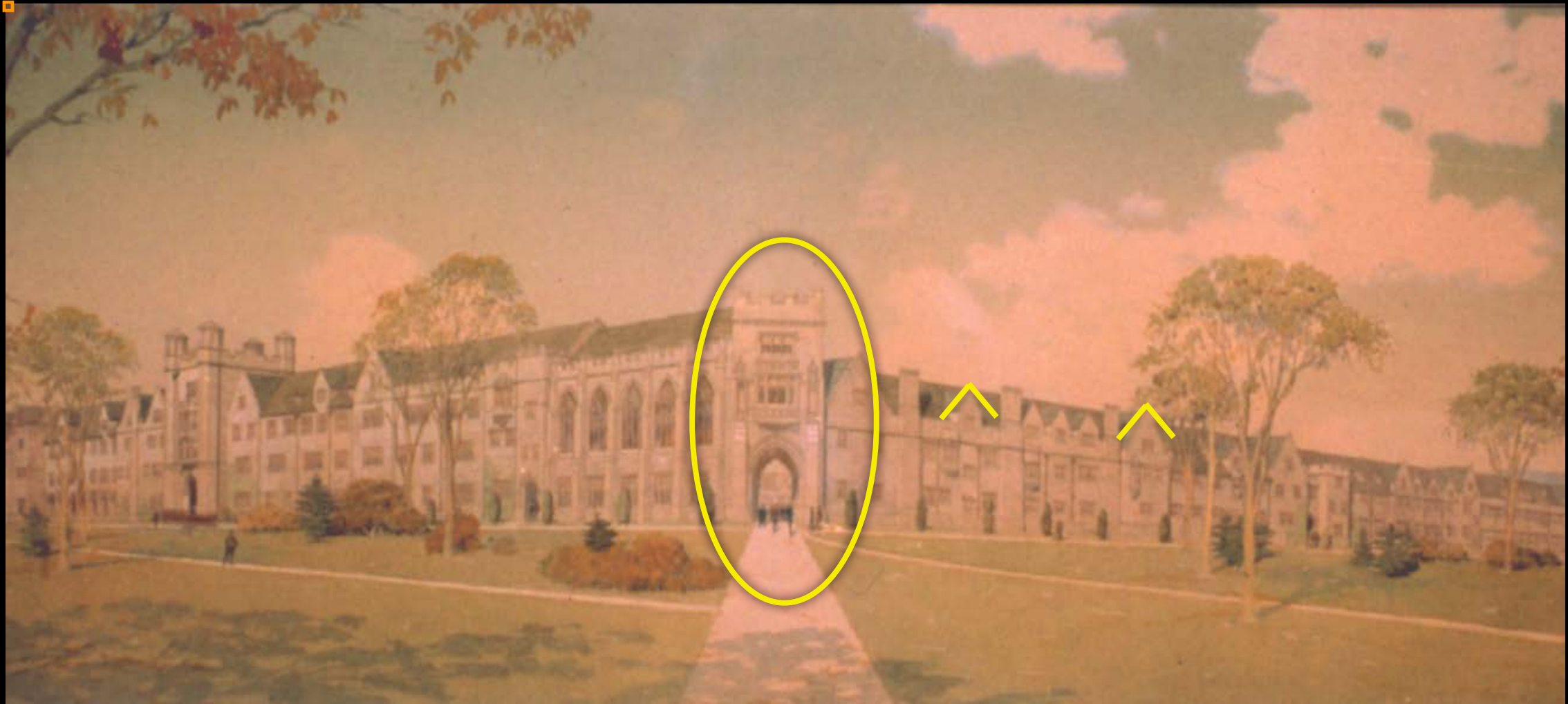
**Admin from Preston & Olin 1876-1899  
Mess Hall 1882-91  
Printing Plant 1923-1953**

# Upper Quad Design

- Accommodates a modern, growing Corps 
- Maintains the “Quad” configuration 
- Honor our past and inspire future generations 
- Properly sized new building to support Corps & Military Science Programs, Corps Museum, Rice Center, Highty-Tighties, and Alumni 
- Be part of a growing, vibrant section of campus 
- Bridge between past and current BOV architectural policies (Hokie Stone and Gothic Collegiant) 



# Original Upper Quad Design Concept







# Lane Hall Preserved National Registry of Historic Sites



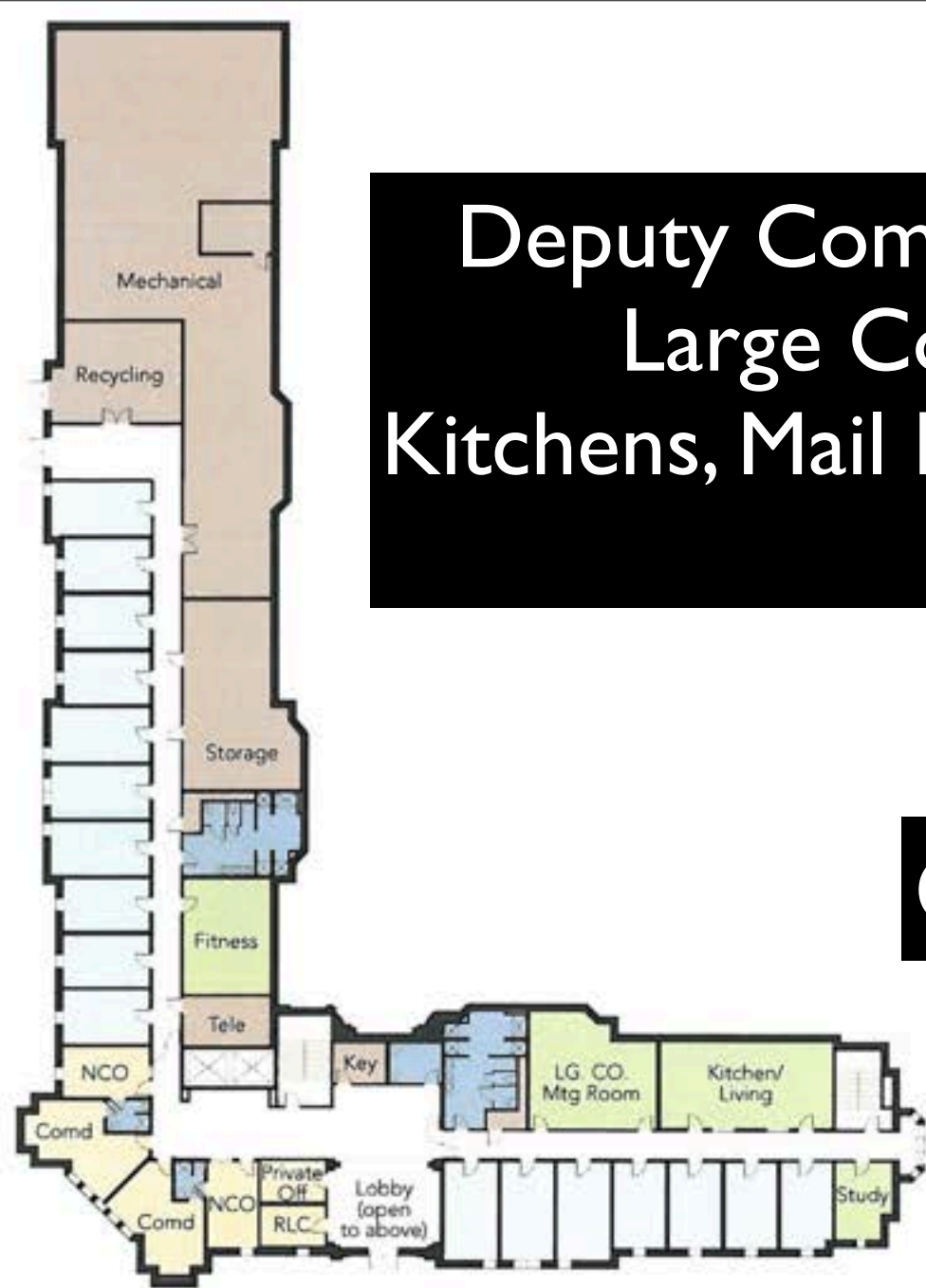
# Lane Hall Now Clearly Visible



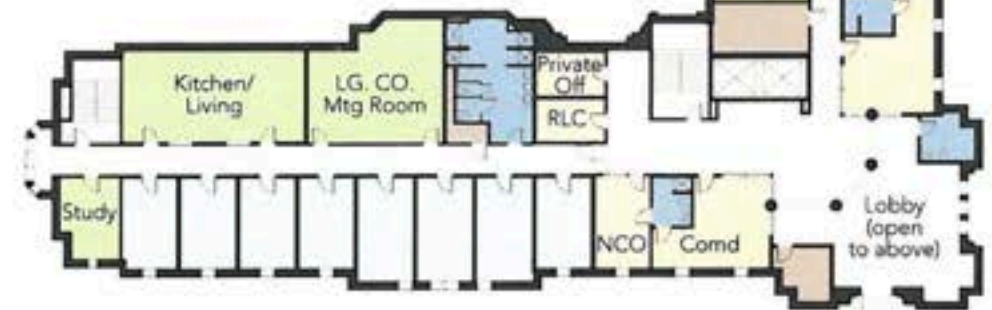


Deputy Commandants and NCO Offices  
Large Company Meeting Rooms  
Kitchens, Mail Room, Laundry, Fitness Center  
Study Lounges

## Ground Floor



**BRODIE**



**RASCHE**



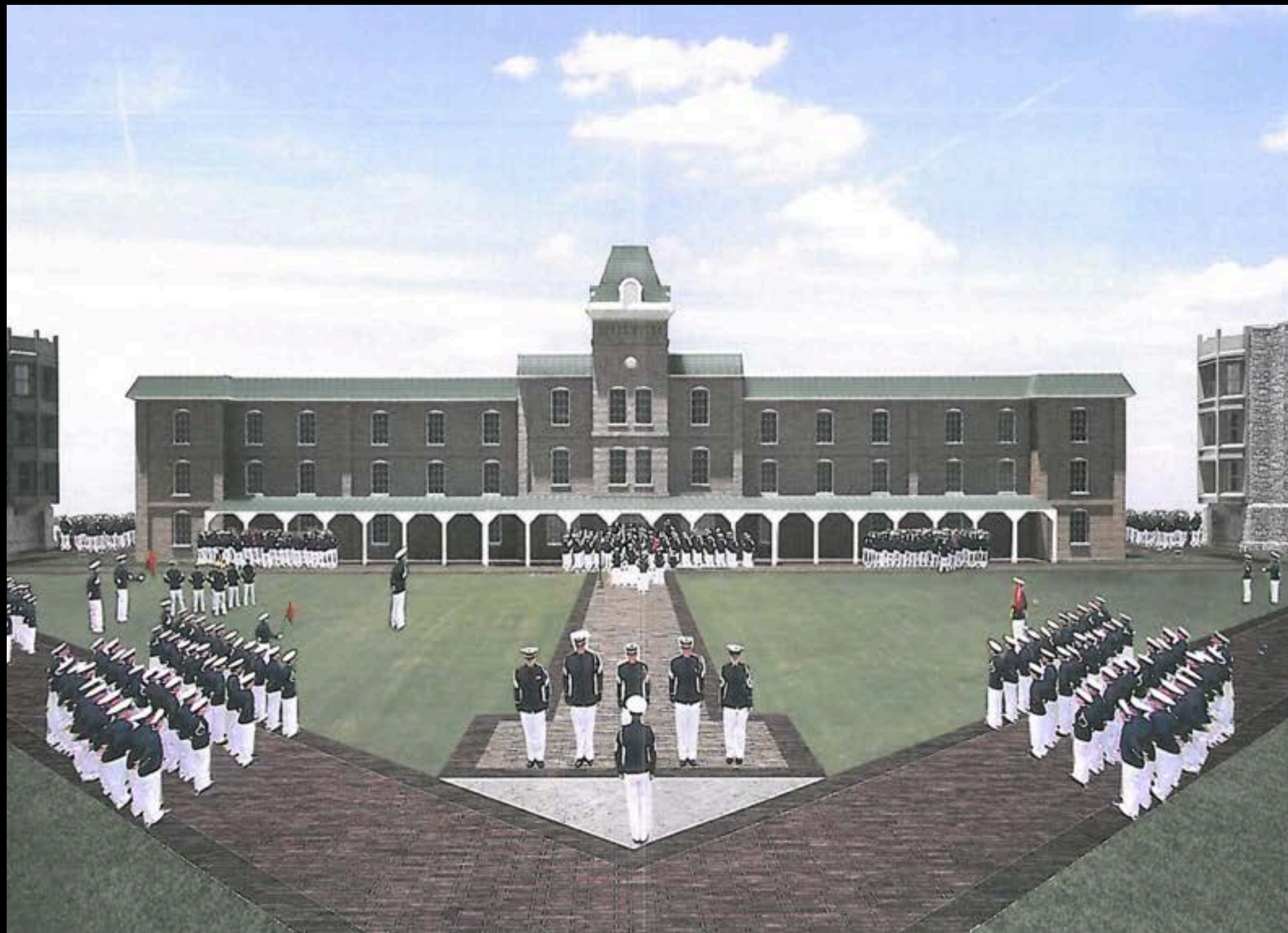


An architectural site plan of a first-floor ceremonial area. The plan features a large central courtyard with a light-colored paved surface and a central orange-colored path. The courtyard is bordered by a red-colored path. On the left and right sides of the courtyard are long, light-blue buildings with multiple windows. The left building is labeled 'BRODIE' and the right building is labeled 'RASGHE'. Various rooms and areas are labeled: 'Elec' (Electrical), 'Bike Storage', 'Tele' (Telephone), 'Study', 'Open to Below', and 'Breezeway'. The plan also shows landscaping with numerous green trees and shrubs. A black text box is overlaid on the top left of the plan, and another black text box is overlaid on the bottom center of the plan.

# Residential Learning Coordinators Study Lounges

## First Floor Ceremonial Area

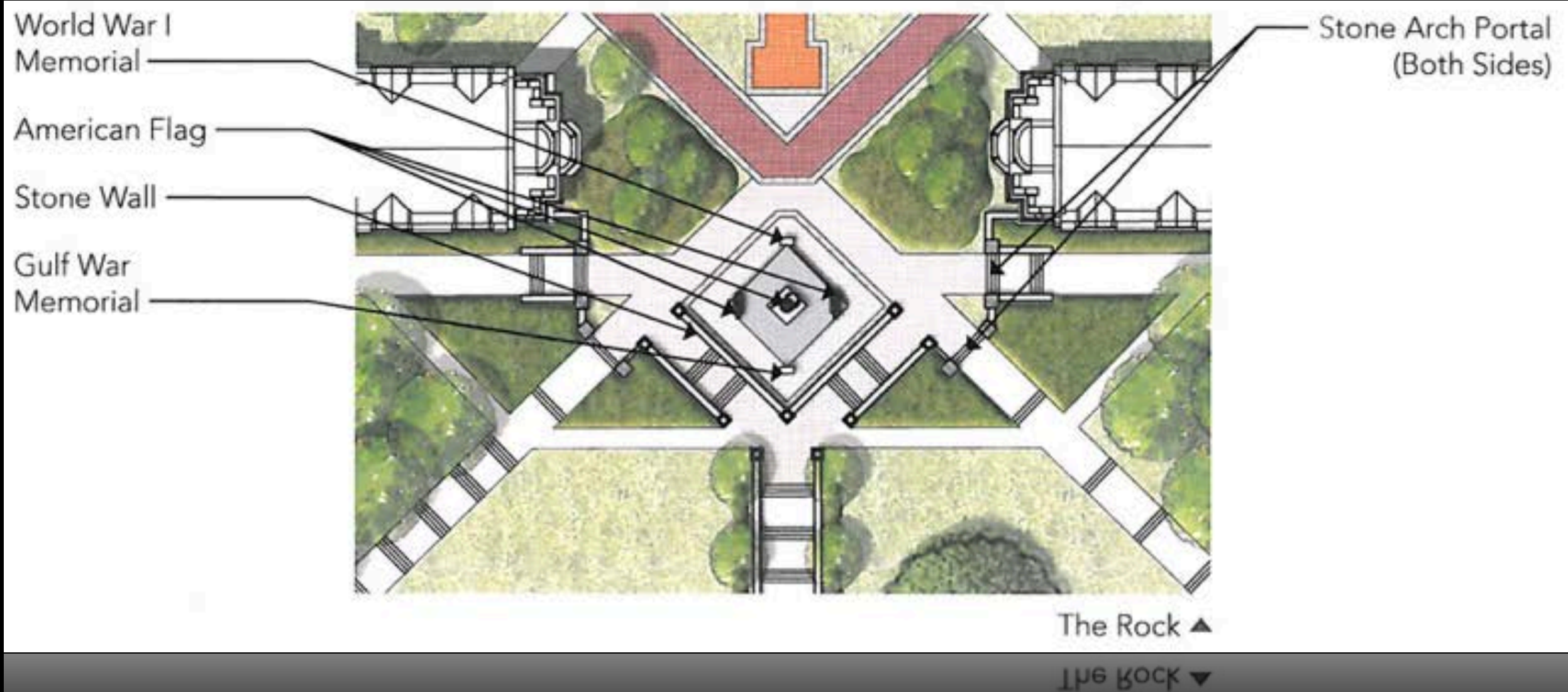




VT Preserved  
*Incorporates Bricks from Past Buildings*



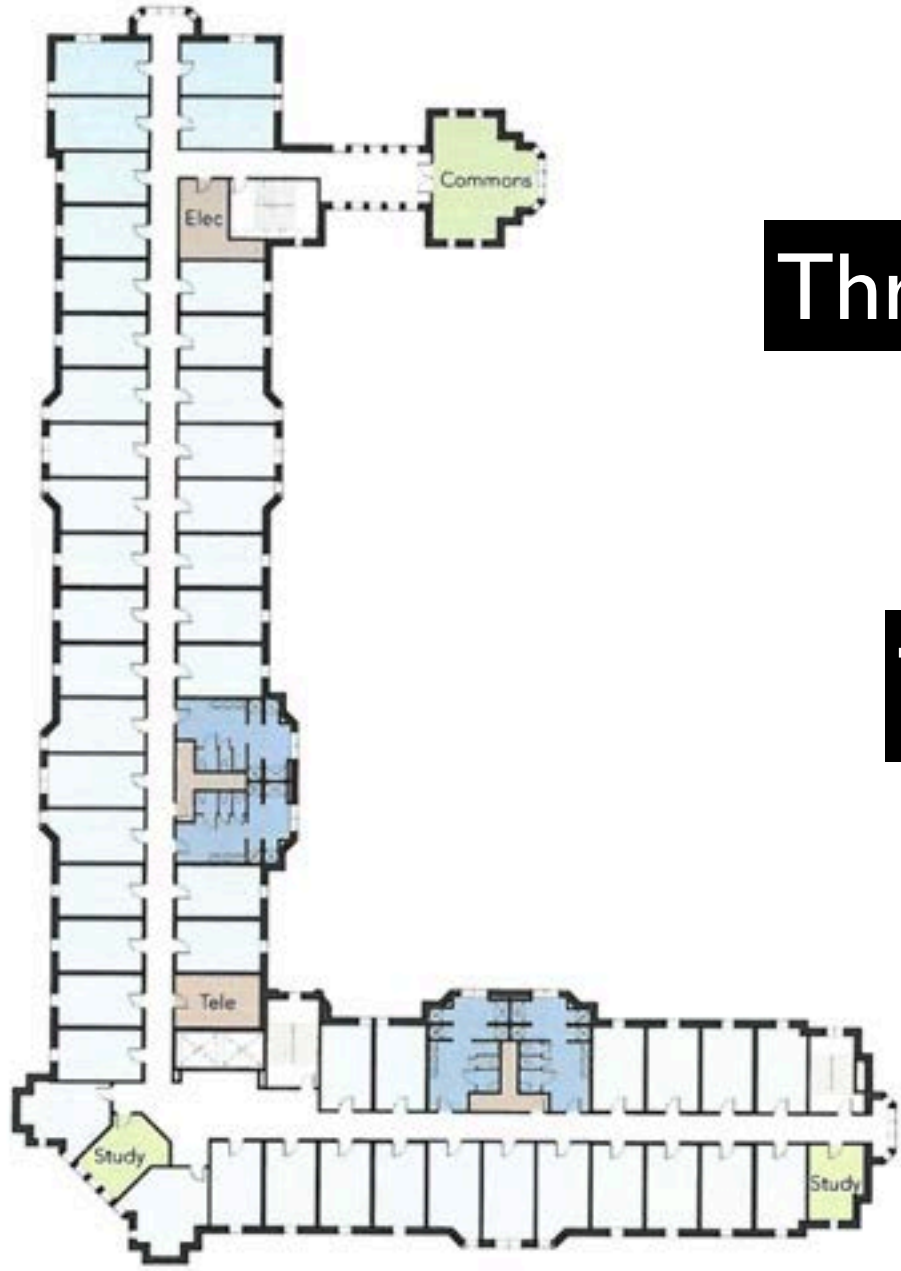
# “The Rock” Preserved *Expanded Space for Memorials*





Three Study Lounges

Typical Floor



BRODIE



RASCHE

BRODIE

RASCHE

# Flexible Room Layouts

## *Additional Storage Space*





# Addision Caldwell Statue Preserved Same Roofline as Original Buildings



West Elevation



# Incorporates Corner from Original Upper Quad Concept Drawing



East Elevation



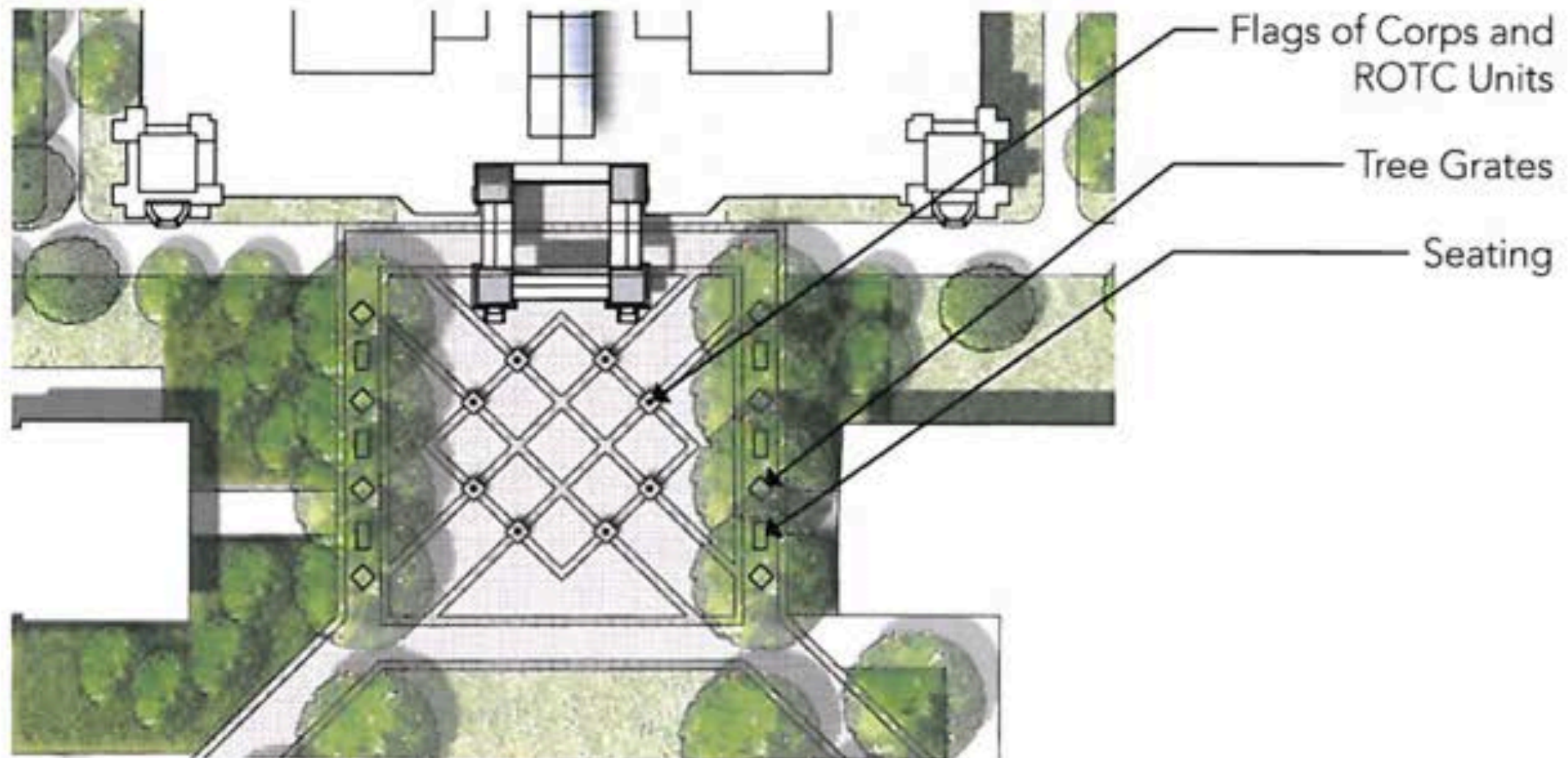


Corps Leadership & Military Science Bldg



# Ceremonial Plaza

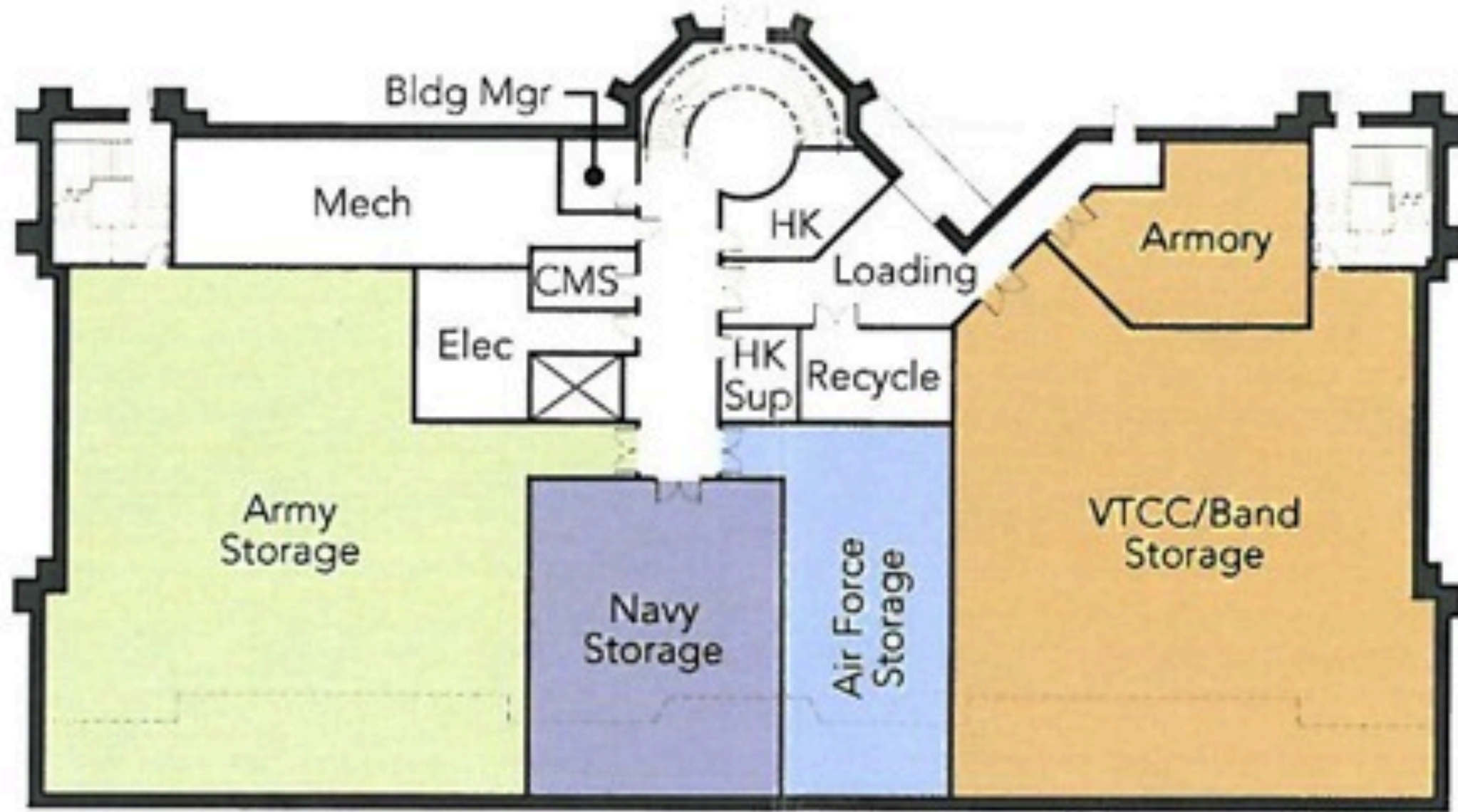
## *Flags from All Services / VPI*



Corps Leadership and Military Science Plaza ▲

Corps Leadership and Military Science Plaza ▼

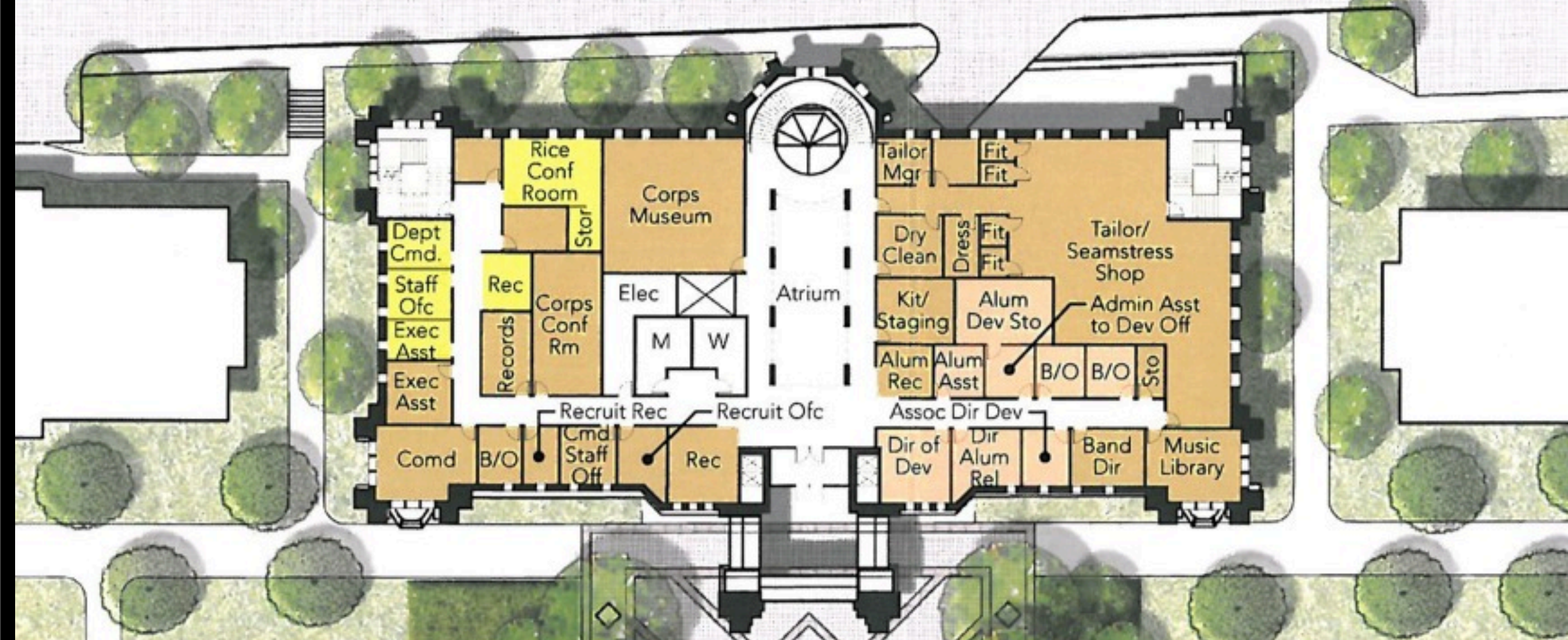
# Easy Access to Storage from Old Turner Street



▲ Ground Floor

▼ Ground Floor

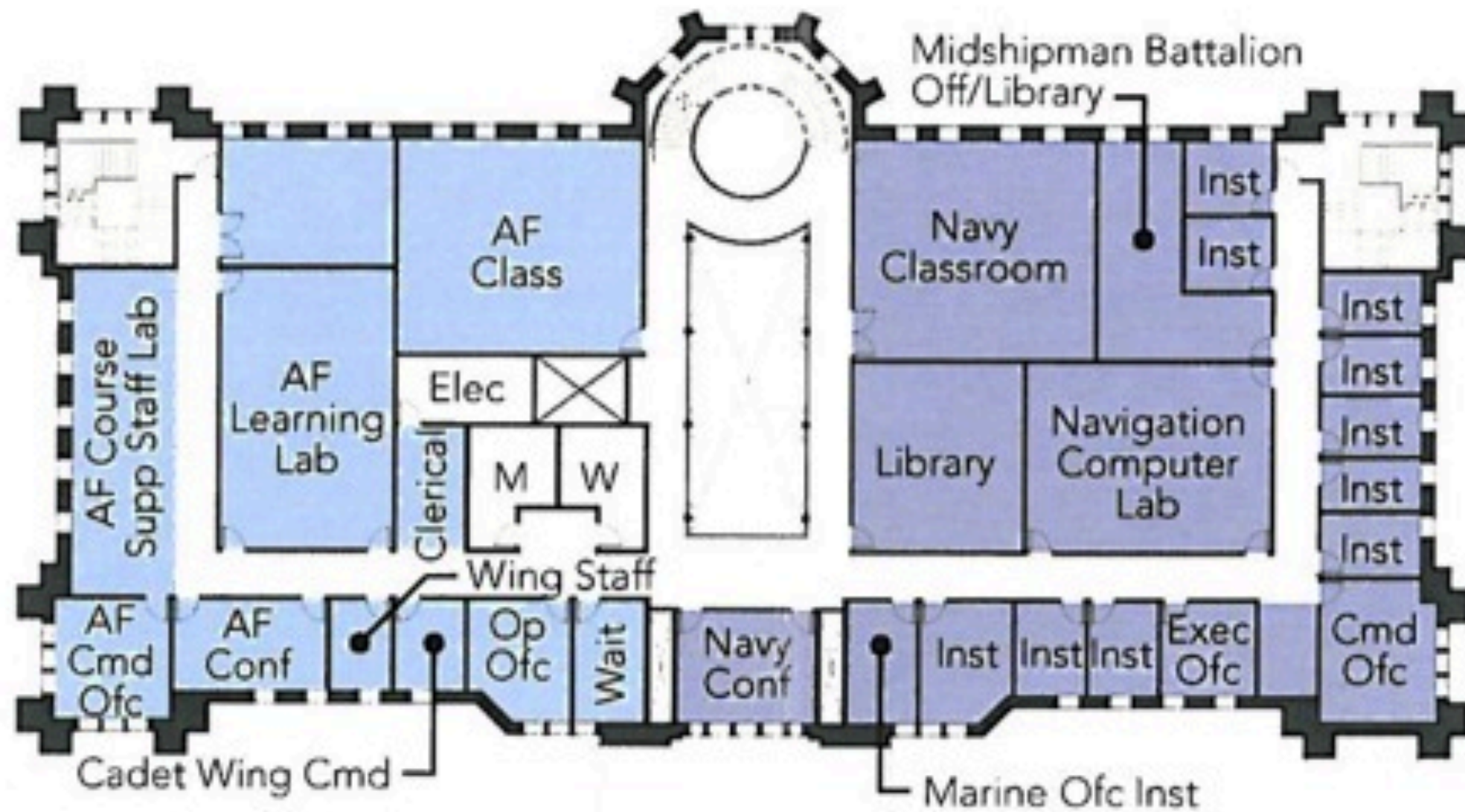




**Public Access to Corps on Main Floor**  
*Rice Center for Leader Development*  
*Corps Museum*  
*Alumni / Development Offices*  
*Highty Tighties*  
*Tailor Shop*

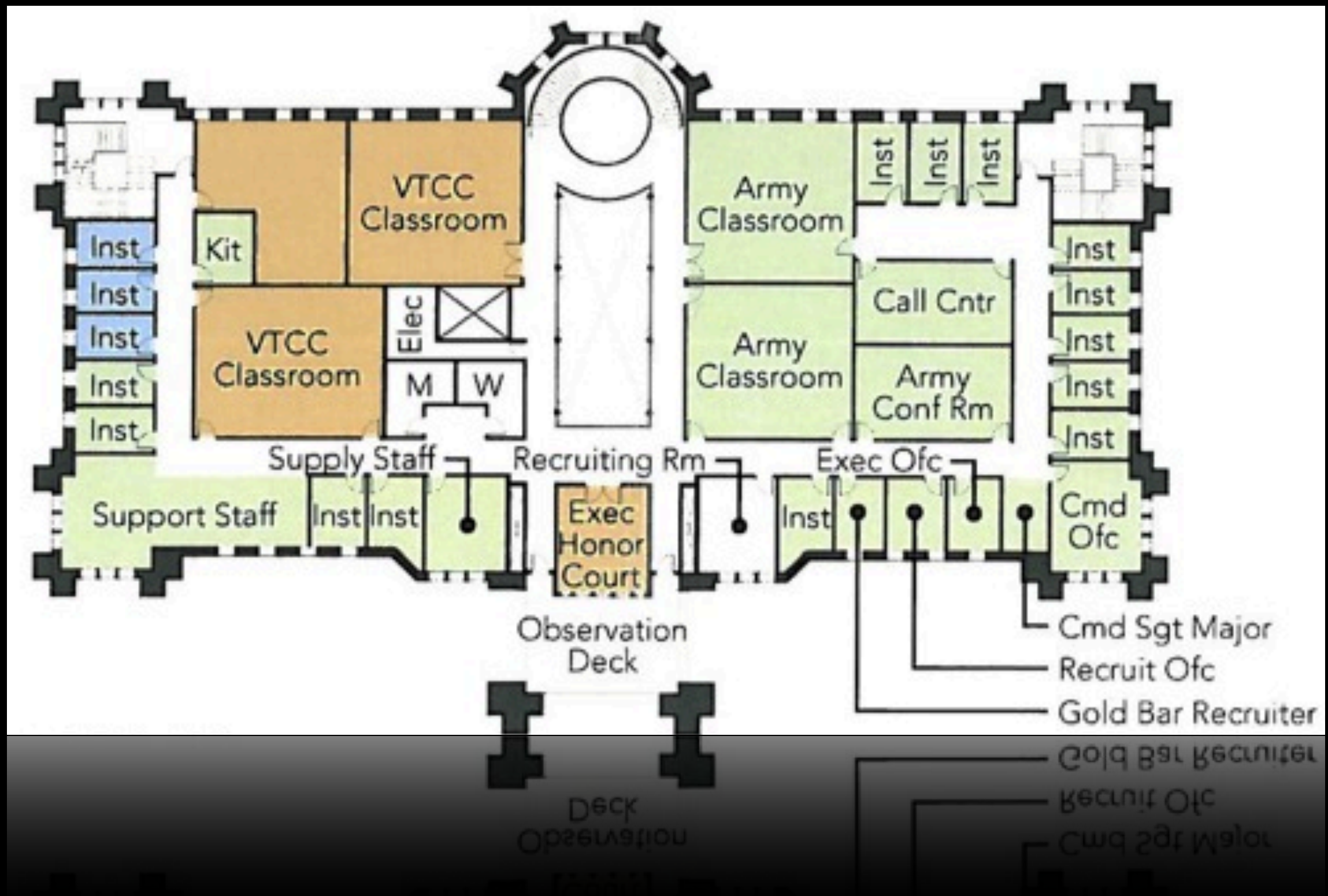


# ROTCs On Upper Floors



# ROTCs On Upper Floors

## Honor / Exec Committee Room





# Atrium Concepts Adjacent to Corps Museum





# Honor and Preserve the Past Inspire Future Generations





**Resolution for Changes to the Hokie Handbook ([www.hokiehandbook.vt.edu](http://www.hokiehandbook.vt.edu))  
Modifications to the Abusive Conduct Policy for Student Code of Conduct**

Effective Date: Immediately upon approval by the Board of Visitors

**WHEREAS**, the University Student Conduct System is an educational tool with two main objectives: to hold students accountable for unacceptable behavior, and to modify those behaviors deemed unacceptable by the university, and

**WHEREAS**, the University Student Conduct System strives to address unacceptable behavior in a manner that informs students and guides them toward a greater sense of personal responsibility, and more mature and ethical standards, and

**WHEREAS**, current policy (contained in the Hokie Handbook) addresses abusive conduct that is inappropriate to subject other students to, such as assault, battery, sexual misconduct, sexual harassment, stalking, and recording of images without consent, and

**WHEREAS**, the first proposed change (the underlined text below) would address misconduct that involves taping, recording, or monitoring someone without their permission off campus when there is a reasonable expectation of privacy, or the taping, recording, or monitoring of audio material, and

**WHEREAS**, the second proposed change (the double underlined text below) would address misconduct that involves the distribution of audio or visual material without the knowledge and consent of all participants, and

**WHEREAS**, the third proposed change (the bold underlined text below) would address behavior that is considered neither assault nor battery but does threaten an individual, cause psychological distress, or limits their ability to work, study, or participate in the activities of the university, and

**WHEREAS**, the Office of Student Conduct has had students raise concerns about similar misconduct where they felt violated, and

**WHEREAS**, the behavior mentioned in the new proposed policy is antithetical to a safe and secure learning environment and should be prohibited by the code of conduct, and

**WHEREAS**, without a policy to address this behavior the misconduct could go unaddressed,

**NOW, THEREFORE LET IT BE RESOLVED**, that Policy # 8300, Student Code of Conduct –Abusive Conduct Policy be amended as follows:

**Abusive Conduct: Any use of words or acts that cause physical injury, or threaten any individual, or interfere with any individual's rightful actions, including but not limited to the following:**

1. Assault- Words or actions that would cause an individual reason to fear for his or her immediate safety. Words can constitute assault when they are accompanied by the ability to inflict immediate harm.
2. Battery- The use of physical force against an individual or acts that cause physical injury.
3. Sexual Harassment- Unwelcome sexual advances, requests for sexual favors, and other verbal, non-verbal, or physical conduct of a sexual nature, under certain circumstances. (See Sexual Harassment Section for additional information.)
4. Sexual Misconduct -Sexual contact without consent. (See Sexual Misconduct Section for additional information.)

5. Stalking -Repeatedly contacting another person when the contact is unwanted. Additionally the conduct may cause the other person reasonable apprehension of imminent physical harm or cause substantial impairment of the other person's ability to perform the activities of daily life. Contact includes but is not limited to communicating with (either in person, by phone or computer) or remaining in the physical presence of the other person.
6. Recording of Audio/Visual Material Without Consent: Making or attempting to make an audio or visual recording of any person(s) in shower/locker rooms, residence(s), and restrooms or any other premises where there is a reasonable expectation of privacy without the knowledge and consent of all participants subject to such recordings and when the action is likely to cause injury, distress, or damage to one's reputation.
7. Distribution of Audio/Visual Material Without Consent: Sharing and/or distributing authorized or unauthorized audio/visual material without the knowledge and consent of all participants subject to such recordings and when the action is likely to cause injury, distress, or damage to one's reputation.
8. Harassment – Conduct not of a sexual nature (including but not limited to, physical, verbal, graphic, written, or electronic) that is sufficiently severe, pervasive, or persistent so as to threaten an individual, cause psychological distress, or limit the ability of an individual to work, study, or participate in the activities of the university.

#### **RECOMMENDATION:**

That the above resolution for changes to University Policies for Student Life: Modifications to the Abusive Conduct Policy for Student Code of Conduct be approved.

June 3, 2013

**Resolution for Changes to the Hokie Handbook ([www.hokiehandbook.vt.edu](http://www.hokiehandbook.vt.edu))  
Modifications to the Drug Policy for Student Code of Conduct**

Effective Date: Immediately upon approval by the Board of Visitors

**WHEREAS**, the University Student Conduct System is an educational tool with two main objectives: to hold students accountable for unacceptable behavior, and to modify those behaviors deemed unacceptable by the university, and

**WHEREAS**, the University Student Conduct System strives to address unacceptable behavior in a manner that informs students and guides them toward a greater sense of personal responsibility, and more mature and ethical standards, and

**WHEREAS**, current policy (contained in the Hokie Handbook) addresses the possession, use, and distribution of illegal drugs, and

**WHEREAS**, the proposed change (the underlined text below) would address the possession of used or unused drug paraphernalia (which includes, but is not limited to bongs, bowls, hookahs, pipes, and scales), which is used to facilitate or intended or designed to facilitate a violation of the Student Code of Conduct drug policy, and

**WHEREAS**, the misuse and abuse of illegal drugs is in direct conflict with the goals and objectives Virginia Tech, and

**WHEREAS**, the Student Conduct staff deals with numerous drug paraphernalia conduct referrals from various law enforcement agencies, and

**WHEREAS**, under current policy the Student Conduct staff is unable to address this behavior,

**NOW, THEREFORE LET IT BE RESOLVED**, that Policy # 8300, Student Code of Conduct –Drug Policy be amended as follows:

**Student Code of Conduct – Drugs**

**Drugs** - Possession, use, manufacture (synthesis or growth), possession with intent to manufacture, sale, dispensation, or distribution of any illegal drugs or substances controlled under state or federal law. Possession of used or unused drug paraphernalia is also prohibited (unless there is a documented medical need).

**RECOMMENDATION:**

That the above resolution for changes to University Policies for Student Life: Modifications to the Drug Policy for Student Code of Conduct be approved.

June 3, 2013



**Resolution for Changes to the Hokie Handbook ([www.hokiehandbook.vt.edu](http://www.hokiehandbook.vt.edu))  
Modifications to the Unauthorized Entry Policy for Student Code of Conduct**

Effective Date: Immediately upon approval by the Board of Visitors

**WHEREAS**, the University Student Conduct System is an educational tool with two main objectives: to hold students accountable for unacceptable behavior, and to modify those behaviors deemed unacceptable by the university, and

**WHEREAS**, the University Student Conduct System strives to address unacceptable behavior in a manner that informs students and guides them toward a greater sense of personal responsibility, and more mature and ethical standards, and

**WHEREAS**, current policy (contained in the Hokie Handbook) addresses unauthorized entry into university buildings and rooms without proper authority, and

**WHEREAS**, the first proposed change (the underlined text below) would address trespassing off campus and attempted entry, and

**WHEREAS**, students and university personnel have experienced and been negatively impacted by instances when students have entered or attempted to enter public or private spaces without authority, and

**WHEREAS**, the behavior mentioned in the new proposed policy is antithetical to a safe and secure learning environment and should be prohibited by the code of conduct, and

**WHEREAS**, under current policy the Student Conduct staff is unable to address this behavior,

**NOW, THEREFORE LET IT BE RESOLVED**, that Policy # 8300, Student Code of Conduct – Unauthorized Entry Policy be amended as follows:

**Student Code of Conduct – Unauthorized Entry**

**Unauthorized Entry** - Entering, attempting to enter, or being present in buildings, residence(s), public or private property and/or facilities, or other areas without proper authority.

**RECOMMENDATION:**

That the above resolution for changes to University Policies for Student Life: Modifications to the Unauthorized Entry Policy for Student Code of Conduct be approved.

June 3, 2013

**RESOLUTION TO ADOPT A CODE OF ETHICS FOR  
THE VIRGINIA TECH BOARD OF VISITORS**

**WHEREAS**, legislation passed by the 2013 Virginia General Assembly and signed into law by Governor McDonnell mandates that the executive committee of the board of visitors of each public institution of higher education in Virginia shall “create, monitor, oversee, and review compliance with a code of ethics for visitors; and

**WHEREAS**, the Board of Visitors is fully supportive of the requirement to adopt a code of ethics; and

**WHEREAS**, Rector Quillen appointed an ad hoc committee consisting of board members Dennis Treacy and Cordel Faulk and university staff Kay Heidbreder and Kim O’Rourke to draft a code of ethics for the board’s consideration; and

**WHEREAS**, the ad hoc committee surveyed and reviewed codes of ethics from other universities in Virginia and the Atlantic Coast Conference and other peer institutions across the country and crafted the attached draft code of ethics tailored specifically to Virginia Tech;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Virginia Polytechnic Institute and State University hereby adopts the attached “Code of Ethics for the Virginia Tech Board of Visitors.”

**RECOMMENDATION:**

That the above resolution adopting the Virginia Tech Board of Visitors Code of Ethics be approved and become effective immediately.

June 3, 2013

# **VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIVERSITY**

## **Board of Visitors: Code of Ethics [DRAFT]**

The Board of Visitors of Virginia Polytechnic Institute & State University (Virginia Tech) has adopted a Mission Statement that declares the discovery and dissemination of new knowledge to be central to our core mission as an institution of higher education. Since 1896, the official motto of Virginia Tech has been *Ut Prosim*, Latin for “That I May Serve.”

As members of the university’s governing body, the Board of Visitors (BOV) is committed to meeting the challenge of Virginia’s Tech mission and motto by conducting business as a body and as individual members with the highest possible ethical standards. We expect all members of the university community to comply with all laws, regulations, policies, and ethical norms—and we expect no less from the membership of our own board. The leadership, behavior, and actions of the BOV members affect the reputation of Virginia Tech and the board. The board is expected to serve as a role model for the university community.

### **1) LOYALTY**

- The BOV will understand and support Virginia Tech's mission, vision, and values as a land-grant university and its place as an institution of post-secondary-education in Virginia, the United States, and internationally.
- The BOV shall act in good faith and in the best interests of Virginia Tech at all times and in a non-partisan and un-biased manner.
- The BOV members shall participate regularly in events at Virginia Tech to ensure they are an active part of the university community.
- The BOV members shall advocate for Virginia Tech but speak for the BOV or Virginia Tech only when authorized to do so by the BOV or the Rector.

### **2) INTEGRITY**

- The BOV shall make decisions and instruct the administration as a board and not as individuals.
- The BOV shall refrain from requests of the president, faculty or staff for special consideration or personal prerogative, including admissions, employment, and contracts for business.
- The BOV shall respect established channels to acquire information from or open communications with faculty, staff or students.
- The BOV shall maintain confidentiality, as guided by the Virginia Freedom of Information Act.
- The BOV shall respect the rights and dignity of one another and all members of the university community as defined in the Virginia Tech Principles of Community.

### 3) COMMUNICATION AND PARTICIPATION

- The BOV shall prepare diligently, attend faithfully and participate constructively in all board meetings, committee meetings, and related activities.
- Individual BOV members shall speak openly during the board meetings, but after a vote is taken, will support a decision of the board.
- The BOV will extend goodwill to one another, all members of the Virginia Tech community, and all educational bodies associated with the university.
- Individual BOV members shall understand the role of the Board of Visitors as a policymaking and oversight body, and avoid unnecessary involvement in the administration of university policy.

### 4) ACCOUNTABILITY AND TRANSPARENCY

- The BOV shall abide by the Commonwealth of Virginia's State and Local Government Conflict of Interests Act, avoiding both conflicts of interest as defined by law and the appearance of such conflicts, and shall report promptly to the Rector any potential conflicts. This includes the timely filing of the annual financial disclosure statement and any other required documents.
- The BOV shall adhere to all applicable state and federal laws and regulations and BOV policies and bylaws, including the requirements of the Virginia Freedom of Information Act.
- Individual BOV members shall certify that they have read and understand this Code of Ethics by signing an acknowledgement form annually.
- Individual BOV members have a duty to report their own potential or actual violations of the Code of Ethics or those of other BOV members to the Rector immediately upon realization or discovery.
- Individual BOV members shall participate in all training required by law.

Consistent with provisions of the BOV by-laws regarding removal of board members, potential or actual violations of the BOV Code of Ethics shall be reviewed in the following manner:

- A. The Rector will consult with the board member in question and attempt to resolve the potential or actual noncompliance. If that consultation fails to resolve the matter, then
- B. The Rector shall convene the Executive Committee to meet with the board member in question and attempt to resolve the potential or actual noncompliance. If that consultation fails to resolve the matter, then
- C. The Rector shall convene the full board to determine corrective action, as appropriate. If the BOV determines by majority vote of the membership to recommend to the governor that a member be removed, then the applicable provisions of the bylaws relating to removal of a board member shall be invoked.

**RESOLUTION TO APPROVE QUALIFICATIONS AND COMPETENCIES FOR  
MEMBERSHIP ON THE VIRGINIA TECH BOARD OF VISITORS**

**WHEREAS**, legislation passed by the 2013 Virginia General Assembly and signed into law by Governor McDonnell mandates that the executive committee of the board of visitors of each public institution of higher education in Virginia shall “develop a set of qualifications and competencies for membership on the board for approval by the board and recommendation to the Governor”; and

**WHEREAS**, Rector Quillen appointed an ad hoc committee consisting of board members Dennis Treacy and Cordel Faulk and university staff Kay Heidbreder and Kim O’Rourke to draft a set of qualifications and competencies for the board’s consideration;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Virginia Polytechnic Institute and State University hereby approves the attached “Recommended Qualifications and Competencies for members of the Virginia Tech Board of Visitors” for submission to the Governor.

**RECOMMENDATION:**

That the attached set of “Recommended Qualifications and Competencies” for members of the Virginia Tech Board of Visitors” be approved and submitted to the Governor.

June 3, 2013



## **Recommended Qualifications and Competencies for Members of the Virginia Tech Board of Visitors**

**Proposed June 3, 2013**

The Board of Visitors of Virginia Polytechnic Institute and State University (Virginia Tech) proposes to the Governor that he/she seek to achieve a balance of the following qualifications and competencies among the members of the Board of Visitors when considering appointments to the institution's governing board:

1. Members with the ability to dedicate the necessary amount of time and energy to fulfilling Board duties.
2. Members with understanding of the formal and informal structure of Virginia state government.
3. Members with acumen and understanding of the formal and informal structure of Virginia's higher education system and the major issues in higher education within the state and across the nation.
4. Members with an understanding of the necessity of research and development to the university, the commonwealth, and the nation and how best to oversee a major national comprehensive research university, as well as the implications of global interdependence and importance of global engagement.
5. Members with business acumen and experience running a large, complex organization.
6. Members with an understanding of the role of health care and how best to oversee a health sciences curriculum and faculty.
7. Members with respect for diversity and the role it plays in higher education.
8. Members with the ability to communicate effectively.
9. Members capable of materially advancing Virginia Tech.

## **RESOLUTION TO REVISE THE BY-LAWS OF THE VIRGINIA TECH BOARD OF VISITORS**

**WHEREAS**, legislation passed by the 2013 Virginia General Assembly and signed into law by Governor McDonnell enumerates several specific provisions that the boards of visitors are required to incorporate in their by-laws; and

**WHEREAS**, the Virginia Tech Board of Visitors has been in compliance with most of the provisions even if they were not explicitly stated in the by-laws previously; and

**WHEREAS**, Rector Quillen appointed an ad hoc committee consisting of board members Dennis Treacy and Cordel Faulk and university staff Kay Heidbreder and Kim O'Rourke to draft a revised by-laws document to include the provisions enumerated in the legislation and to conduct a comprehensive review of the existing by-laws document and propose additional revisions, as appropriate;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Virginia Polytechnic Institute and State University hereby approves the attached revised "By-laws of the Board of Visitors of Virginia Polytechnic Institute and State University," which incorporates the legislated provisions as well as recommendations of the ad hoc committee.

### **RECOMMENDATION:**

That the proposed attached revision to the By-laws of the Board of Visitors be approved, effective immediately.

June 3, 2013

# ***BYLAWS OF THE BOARD OF VISITORS***

## **Virginia Polytechnic Institute and State University**

Adopted by the Board, May 18, 1981

Amended by [Resolution](#) passed November 3, 2003

Amended by [Resolution](#) passed August 23, 2004

Amended by [Resolution](#) passed June 12, 2006.

Amended by [Resolution](#) passed August 28, 2006.

Amended by [Resolution](#) passed November 6, 2006.

Amended by [Resolution](#) passed June 20, 2008.

Amended by [Resolution](#) passed June 1, 2009.

Amended by [Resolution](#) passed August 31, 2009.

Amended by [Resolution](#) passed August 30, 2010.

**Amendment proposed June 3, 2013.**

- [Preamble](#)
- [Article I](#)
- [Article II](#). Administration and Officers of the University
- [Article III](#). Related Corporations
- [Article IV](#). Instruction
- [Article V](#). Extension
- [Article VI](#). Miscellaneous Provisions
- [Article VII](#). Amendments and Repeal

## **Preamble**

Virginia Polytechnic Institute and State University, popularly known as Virginia Tech, has evolved since its founding in 1872 into a comprehensive state land-grant university of increasing national **and international** prominence, heavily influenced by its land-grant heritage. The federal Morrill Act of 1862 mandated for the land-grant colleges not only the teaching of agricultural and mechanical arts and sciences, but also "the liberal and practical education of the industrial classes in the several pursuits and professions of life." It embraced three basic principles which shaped the destiny of the land-grant institutions: (1) that higher education should be made available to talented men and women regardless of economic class or conditions, (2) that inquiry and instruction should be directed toward the end of knowledge for its own sake, as well as toward knowledge applied for the benefit of all; and (3) that the results of scientific inquiry should be immediately and broadly disseminated throughout the society.

The University's instructional, research, and extension programs still are rooted in these principles. The Virginia statutes which created and control the institution heavily reflect the land-grant orientation. Subsequent federal legislation, including the Hatch Act of

1877 which established the agricultural experiment stations, and the Smith-Lever Act of 1914 which created the Federal Extension Service, further emphasized the multiple purpose of the University. The multiple-mission, multiple-agency structure of the University introduces some complexity into its internal organization, and into its relationships with the executive and legislative branches of both the state and federal governments. Each to some degree exercises budgetary and administrative control of various programs and activities of the institution which must be accommodated in the basic policies and programs of the University. These regulations and their interpretations provide a part of the reality in which the University functions as it seeks to fulfill the purposes for which it exists.

The public trustees are responsible for the University's academic and fiscal integrity and for the basic policies under which it is administered. With the Governor, they are responsible under applicable state statutes for the faithful execution of the requirements of law, as well as for the continued adaptation of the instructional programs to the evolving needs of the society which the University serves. The trustees collectively constitute the University's Board of Visitors. Much of the Board's duty and authority is delegated to the President whom it appoints. The Board, however, cannot delegate its legal obligations; service on the Board involves significant trustee responsibilities.

It is in this context that the Board's normal operating procedures, reflecting both its traditions and its legal responsibility, have been codified as bylaws conveniently available for reference.

# ***THE BOARD OF VISITORS***

## ***BYLAWS***

### **Article I**

The Board of Visitors of Virginia Polytechnic Institute and State University is a public corporation that serves as the governing authority for Virginia Polytechnic Institute and State University. The corporation is under the control of the General Assembly of the Commonwealth of Virginia.

#### **Section 1. Composition**

The Board of Visitors is composed of fourteen members, thirteen of whom are appointed by the Governor subject to confirmation by the Senate. The fourteenth member is the President of the Board of Agriculture and Consumer Services, who serves ex officio. **All fourteen members have full voting privileges.** Three members of the Board may reside outside of Virginia; at least six of the thirteen appointed members are required to be alumni or alumnae of the University.

The term of office for a visitor is four years, and the visitor is eligible to be reappointed for a successive four years. An individual appointed to fill an unexpired term which has become vacant is eligible for appointment to two additional four-year terms.

The term of the ex officio member of the Board of Visitors begins immediately upon his or her election as President of the Board of Agriculture and Consumer Services and continues for the duration of his or her service as President. (§ 23-115, *Code of Virginia*, as amended)

The statute provides that for each vacancy on the Board, the Alumni Association of the University may submit, for the consideration of the Governor, the names of three qualified persons. The Governor, however, is not limited to the persons on such a list when making an appointment.

Prior to appointment, the Virginia Commission on Higher Education may review potential Board appointees and make recommendations about the appointees to the Governor (2.2-2518, *Code of Virginia*, as amended).

## **Section 2. Constituent Representatives**

Representatives ~~to the Board~~ are appointed ~~by the Board~~ from the Undergraduate student body and the Graduate student body as non-voting, advisory representatives, pursuant to statutory authority (§ 23-9.2:5, *Code of Virginia*, as amended). The term of appointment is for one year commencing July 1. Such representatives shall be welcomed at all open meetings of the Board and may be appointed to standing or special committees of the Board.

The President of the Faculty Senate (§23-9.2:4.1 and §23-38.93, *Code of Virginia*, as amended) and President of the Staff Senate shall also be welcomed to sit with the Board in open session and participate in discussion, without authority to vote or make or second motions. Similarly, these representatives shall also be welcomed to attend meetings of the Board's committees in open session and to provide information and advice as deemed appropriate by the chair of that committee, without authority to vote or to make or second motions. [BOV resolutions approved January 18, 1988, and August 28, 2006.]

## **Section 3. Meetings**

By statute the Board must meet at Blacksburg, Virginia, once a year. It traditionally holds four meetings a year. The last meeting of the academic year will be designated the annual organizational meeting; this is the meeting at which officers of the Board will be elected. Meetings of the Board are called by the Rector of the Board; however, a special meeting may be called by the governor or any three members of the Board. Regardless of how called, all members must be notified of meetings. Moreover, by statute, the Board must notify and invite the Attorney General's appointee or representative to all meetings of the board and its committees.



A majority of the voting membership of the Board and also of each of its committees constitutes a quorum. If the Rector is present at a committee meeting, he/she will be counted as a member of the committee for the purpose of determining whether a quorum is present. The Board or any of its committees may meet without a quorum present, but may not vote on any items.

The Board shall be transparent in all of its actions to the extent required by the law. All meetings of the Board, formal or informal, are subject to the requirements of the state's Freedom of Information (FOI) statutes and are open to the public. Discussions and actions on any topic other than those specifically exempted by law must be held in open session. Public notice is required of meetings. Any official action taken in closed session must be approved in open session before it can have any force or effect. Open meetings must have minutes taken; copies of these minutes are posted to the Board's website and available to the public.

Closed sessions may be held for specific matters. These matters are enumerated in the *Code of Virginia*, as amended. In order to assemble in closed session, the Board must approve a specific motion which cites each item to be considered in closed session, with appropriate reference to the exemption in the FOI statutes. Discussion in closed session is restricted to the items so identified.

### **Section 3a. Electronic Meetings**

In accordance with the Freedom of Information Act, the Board may employ audio and/or video technology to conduct meetings of the Board or any of its committees, but only if a quorum is physically present in one location and the physical locations of other Board members who are participating electronically are disclosed in the public notice of the meeting. Any votes taken must be conducted by roll call vote.

### **Section 4. Officers**

The Board elects annually from among its members a Rector to preside at meetings and a Vice Rector to serve as President pro tempore in the absence of the Rector. The Board appoints a Secretary to the Board, who shall also serve as a resource on questions of parliamentary procedure. The University legal counsel serves as the counsel to the Board.

The Rector and Vice Rector may serve a maximum of two one-year terms. The terms of the Rector, Vice Rector, and Secretary take effect July 1. The Vice Rector will also serve as the chair of one of the standing committees.

### **Section 5. Responsibilities of the Board**

As public trustees, the members of the Board have the overall responsibility and authority, subject to constitutional and statutory limitations, for the continuing operation and development of the institution as a state land-grant university, and for the evolving policies within which it must function. Much of this authority necessarily is delegated to the President, who serves as agent of the Board and chief executive officer of the University.

The most important responsibility of the Board is the trustee obligation to insure that the University's educational and research programs effectively meet the evolving needs of Virginia's citizens to the fullest extent possible within the statutory mission of the institution. Similarly in a national context, the Board's oversight responsibilities extend to federally mandated programs. The formulation of the basic policies under which every aspect of the University's operations are carried out, as well as the implementation of those policies, consequently are subject to the Board's review, possible modification, and ultimate approval. However it is at the policy level, rather than the operational level, that the Board's responsibilities are paramount.

By statute, the Board is charged with the care, preservation, and improvement of university property and with the protection and safety of students, faculty, and staff on the property. The Board also is charged with regulating the government and discipline of students and, in respect to the government of the University, may make such regulations as the Board deems expedient, not contrary to law. The Board has authority over the roads and highways within the University campus and may prohibit entrance to the property of undesirable and disorderly persons or eject such persons from the property (§23-122, *Code of Virginia*, as amended).

Following are examples of the responsibilities of the Board, as set forth in state statutes or as developed through tradition and practice. The list, however, is not necessarily inclusive.

1. Appointment of the President of the University.
2. Approve appointments and fix salaries of the faculty, university staff, and other personnel.<sup>1</sup>
3. Establish fees, tuition, and other charges imposed by the University on students.
4. Review and approval of the University's budgets and overview of its financial management.
5. Review and approval of proposed academic degree programs and the general overview of the academic programs of the University.
6. Review and approval of the establishment of new colleges or departments.
7. Ratification of appointments by the President or vice presidents.
8. Representation of the University to citizens and officers of the Commonwealth of Virginia, especially in clarifying the purpose and mission of the University.
9. Approval of promotions, grants of tenure, and employment of individuals.<sup>2</sup>
10. Review and approval of physical plant development of the campus.
11. The naming of buildings and other major facilities on campus.
12. Review and approval of grants of rights-of-way and easement on University property.
13. Review and approval of real property transactions.
14. Exercise of the power of eminent domain.
15. Review and approval of personnel policies for the faculty and university staff.
16. Subject to management agreement between the Commonwealth of Virginia and Virginia Tech, the Board has full responsibility for management of Virginia Tech. (§23-38.91, *Code of Virginia*, as amended).

<sup>1,2</sup> In practice the President and officers of the University make interim appointments which are ratified by the Board.

## **Section 5a. Resolutions**

In order to permit mature consideration and to facilitate preparation of agendas and dissemination to all members of the Board, all proposed resolutions of the Board of Visitors shall be presented to the Secretary to the Board at least fifteen (15) days prior to the meeting at which they are proposed to be considered, with mailing or electronic access provided to the members and constituent representatives to occur ten (10) or more days prior to the meeting. Any amendments or additions to or deletions from the agenda must be presented to the Board Secretary in sufficient time to enable the changes to be distributed to the Board members and constituent representatives at least three (3) working days prior to the meeting. An emergency may be declared by a two-thirds (2/3) majority of the voting members present at the meeting to permit consideration of a proposal not adhering to this time requirement. Except in emergency situations, all action items and resolutions should come to the full Board from one of its standing or special committees or from the President of the University.

## **Section 6. Committees**

The Board may organize itself into committees to facilitate its work. Committees are required to report to the full Board at least once a year. The Rector appoints the members and chairmen of the Standing and Special Committees. The Vice Rector will serve as the chair of one of the standing committees. At the option of the Rector, chairs are limited to three (3) years.

The chairman of a committee is responsible to see that minutes are taken of the meetings of the committee. The President makes available appropriate persons who may be of assistance in the deliberations of a committee. The Rector is an ex officio member of all standing and special committees. All committee members will be members of the Board; committees, however, may form advisory committees which include non-Board members. Chairs may request advisors or other consultants to meet with their committees.

Committee meetings are subject to the same requirements of the state's Freedom of Information statutes as are meetings of the full Board.

## **Section 6a. Executive Committee**

The Executive Committee of the Board, established by statute (§ 23-118, *Code of Virginia*, as amended), consists of not less than three or not more than six members. The Executive Committee includes the Rector, Vice-Rector, and the chairs of the standing committees: Academic Affairs Committee, Buildings and Grounds Committee, Finance and Audit Committee, Student Affairs and Athletics Committee, and Research Committee. [Note: The Vice Rector serves as chair of one of the standing committees – See Sections 4 and 6.] At the request of the Rector or a quorum of the Executive Committee, the immediate Past Rector will be available to serve as a non-voting advisor to the Executive Committee. The Executive Committee convenes on the call of the Rector or on the call of any two members. This Committee, in the interim between meetings of the Board, has full power to take actions on behalf of the Board. All actions

taken by the Executive Committee ~~must be ratified~~ ~~are subject to ratification~~ by the full Board at its next meeting ~~in order to remain in effect~~.

The Executive Committee is charged by statute with organizing the working processes of the Board and recommending best practices for Board governance. Specifically, the Executive Committee shall:

1. Develop and recommend to the Board a statement of governance setting out the Board's role;
2. Periodically review the Board's bylaws and recommend amendments;
3. Provide advice to the Board on committee structure, appointments, and meetings;
4. Develop an orientation and continuing education process for visitors that includes training on the Virginia Freedom of Information Act;
5. Create, monitor, oversee, and review compliance with a code of ethics for Board members; and
6. Develop a set of qualifications and competencies for membership on the Board for approval by the Board and recommendation to the Governor.

## **Section 6b. Nominating Committee**

The Nominating Committee, traditionally composed of three members, reports at the annual organizational meeting of the Board. It makes recommendations on all officers of the Board. ~~The Rector will invite any additional nominations from the full Board before the vote is taken at the organizational meeting.~~

## **Section 6c. Finance and Audit Committee**

The Finance and Audit Committee concentrates upon fiscal planning, oversight of the execution of fiscal plans, ~~and~~ auditing, ~~and employment policies affecting university staff~~. The Committee is charged with reviewing audits, budgets, financial statements, investments, and alternative sources of funding and with providing broad guidance on financial and auditing concerns to the full board. The Committee is charged with separating its responsibilities for Finance and Audit, respectively, and with maintenance of a separate audit agenda and finance agenda for each meeting. Subcommittees or advisory committees may be used to assist the activities of this Committee.

## **Section 6d. Buildings and Grounds Committee**

The Buildings and Grounds Committee assists the Board in its responsibility for maintenance and development of the physical plant, land use, and its review of capital outlay requests. The university employee designated as the University Building Official when serving in that capacity shall organizationally report directly and exclusively to the Board of Visitors through the Buildings and Grounds Committee.

## **Section 6e. Student Affairs and Athletics Committee**

The Student Affairs and Athletics Committee reviews policies pertaining to student life, discipline in the University, and athletic policy and programs.

## **Section 6f. Academic Affairs Committee**

The Academic Affairs Committee reviews policies pertaining to the academic affairs of the University.

## **Section 6g. Research Committee**

The Research Committee concentrates on advancing the research mission and goals of the University and reviewing policies and plans related to the research function.

## **Section 7. Annual Reporting Requirement**

The Board is required by statute to submit to the General Assembly and the Governor an annual executive summary of its interim activity and work no later than the first day of each regular session of the General Assembly. The secretary to the Board will be responsible for preparing the report, presenting it to the Executive Committee for review and approval, and then submitting it in accordance with procedures stipulated by law.

# **Article II. Administration and Officers of the University**

## **Section 1. The President**

The Board appoints a President to initiate proposed policies, to execute approved policies, and to administer the University. The President serves as the authorized officer through whom communication takes place between the Board and the faculties, the Board and the students, and the Board and the other officers of administration or instruction employed by the University. The Board, as the governing authority of the University, delegates to the President the authority to oversee and to administer the policies of the Board and to manage the administrative, instructional, research, and public service programs of the University.

By statute, the Board must meet with the President at least once annually in a closed meeting and deliver an evaluation of the President's performance. Any change to the President's employment contract shall be made only by an affirmative vote of the majority of the Board's members.

## **Section 2. Other Officers of the University**

The President is assisted in the performance of the duties of that office by other officers of the University. Provost and Vice-presidential appointments are made by the President and formally ratified by the Board.



### **Section 3. Faculty and Staff**

The faculty and staff of the University receive appointments by appropriate University officials, and their names, titles and salaries are submitted periodically for confirmation to the Board of Visitors. By statute, the Board may remove any faculty member of the University with the assent of two-thirds of the Board, subject to approved grievance procedures.

## **Article III. Related Corporations**

### **Section 1. Associations with Related Corporations**

A number of corporations are intricately tied with the University by virtue of affiliation agreements that they have entered into with the University and that comply with the format for affiliation agreements that the Board of Visitors has approved. Each corporation has its own board. The boards of these corporations focus on areas of special interest to the University. A listing of these affiliated corporations and their affiliation agreements shall at all times be kept on file with the Secretary of the Board of Visitors.

Prior approval of the Board of Visitors is required before permission to establish or to charter any new related corporation is sought from the State Corporation Commission.

Corporations associated with the Board are requested to supply the following information and comply with these procedures:

- a. Provide the Board of Visitors with a copy of the corporate constitution, bylaws, and certificates of incorporation.
- b. Specify the services which the corporation provides to the University.
- c. Obtain approval for services and space, subject to review from time to time. The Administration, acting for the Board, may make facilities available.
- d. Provide the Board with a copy of its official annual audit and other documents relating to tax-exempt status.
- e. Coordinate insurance programs for the Corporation, other than employee benefit insurance programs, through the University's insurance office and pay for its share of the premiums.

## **Article IV. Instruction**

### **Section 1. Courses of Study**

The curricula of the University, by statute, are to include instruction in agriculture, mechanic arts, military tactics, as well as other subjects in the sciences and classics. A full range of courses in the arts and sciences, agriculture, engineering, and other professional fields is offered in conformity with the institution's mission as a comprehensive state university.

## **Section 2. Changing Curricula**

The Board delegates to the President the authority to develop appropriate courses of study. New degree offerings are subject to the approval of the Board and the State Council of Higher Education for Virginia.

# **Article V. Extension**

## **Section 1. Extension Division**

The Board has responsibility and authority for the Virginia Cooperative Extension and Agricultural Experiment Station Division which encompasses Cooperative Extension, continuing education programs, and such other subjects as designated by the President or the Board. This Division, authorized by statute to serve both adults and youths, is established to conduct educational programs and disseminate useful and practical information to the people of the State.

# **Article VI. Miscellaneous Provisions**

## **Section 1. Expenses**

Board members may be reimbursed for reasonable travel expenses and other expenses incurred in the discharge of their duties.

## **Section 2. Removal of Board Members**

The members of the Board of Visitors are protected by Virginia law from being removed without appropriate reasons and by an unfair process. If any Visitor fails to perform the duties of his office for one year without good cause shown to the Board, the Board shall, at the next meeting after the end of such year, cause the fact of such failure to be recorded in the minutes of their proceedings, and certify the same to the Governor, and the office of such Visitor shall thereupon be vacant (§ 23-120, *Code of Virginia*, as amended). Dismissal of a Board member for cause will be pursued in accordance with Virginia Code § 2.2-108 and § 24.2-231, as amended, which provides the process for removal of a Board member from office for malfeasance, misfeasance, incompetence, gross neglect of duty, or conviction of a felony.

## **Section 3. Conflict of Interest**

Each Board member is subject to the provisions of the State and Local Government Conflict of Interests Act and must file reports as necessary. (§ 2.2-3114(B), *Code of Virginia*, as amended).

## **Section 4. Code of Ethics**

The Board is required by statute to adopt a Code of Ethics. Each Board member is subject to the provisions of the code. The Executive Committee will review compliance and report to the Governor any instances of breach of ethical conduct pursuant to the terms of the Code of Ethics.

## **Section 5. Educational Requirement**

Educational programs for boards of visitors are required by statute to be delivered annually by the State Council of Higher Education for Virginia (SCHEV). New board members must participate in programs offered at least once during their first two years on the board.

# **Article VII. Amendments and Repeal**

## **Section 1. Construction**

The Bylaws supplement the statutes of the Commonwealth as they relate to the University and are not intended to replace or amend them. Nothing contained in the Bylaws should be interpreted to diminish or alter the statutory powers of the Board.

## **Section 2. Changing Bylaws**

These Bylaws, except where mandated by statute, may be changed by majority vote of the voting membership of the Board.

## RESEARCH AND DEVELOPMENT DISCLOSURE REPORT

February 23, 2013 through May 10, 2013

[illegible]

<b>Project Description</b>
Company seeks to subcontract to VT under
a Dept. of Energy SBIR. The work involves
two tasks: construction of two enzyme
complexes for substrate channeling and
conducting preliminary redox engineering
for formate dehydrogenase.
Prime Photonics is a continuing sponsor of
research for various faculty members at VT.
To facilitate on-going research, this is a
blanket approval for research and develop-
ment for an amount up to \$200,000 through
June 30, 2014. This approval does not cover
any proposed project where either of the
owners are involved as PI or Co-PI.



**RESOLUTION ON NAMING A ROAD IN THE VIRGINIA TECH CORPORATE  
RESEARCH CENTER CAMPUS FOR DR. RAYMOND D. SMOOT, JR. '69**

**WHEREAS**, Raymond D. Smoot, Jr. (Ray) was instrumental in the creation of the Virginia Tech Corporate Research Center, Inc. (CRC); and

**WHEREAS**, during his tenure he has also served as Chairman of the CRC Board (1993 to 2012), Secretary (1985-1993), Treasurer (1985-1993) and as a member of the Executive Committee (1986 to 2012); and

**WHEREAS**, Ray instilled a business-focus at the CRC so it has become a profitable subsidiary of the Virginia Tech Foundation, capable of returning income to the Foundation on an annual basis; and

**WHEREAS**, Dr. Raymond D. Smoot was a 1969 alumnus of the College of Arts and Sciences, receiving his Bachelor of Arts degree in English and Master of Education in 1971 in Administrative and Educational Services; and

**WHEREAS**, Dr. Smoot served Virginia Tech in many capacities including most recently as the Vice President for Administration and Treasurer; and

**WHEREAS**, Dr. Smoot served the Virginia Tech Foundation as Chief Executive Officer; and

**WHEREAS**, Dr. Smoot has served the affiliated corporations of Virginia Tech in various board capacities; and

**WHEREAS**, Dr. Smoot has served the community and region on numerous boards and commissions;

**NOW, THEREFORE, BE IT RESOLVED**, that in honor of Dr. Raymond D. Smoot, Jr. for his effective commitment to the university and its affiliates, that the road starting at the CRC's monument sign near the intersection of the former Tech Center Drive and Innovation Drive and ending where the former Tech Center Drive will be terminated to allow for the runway extension south of the Virginia Tech Montgomery Executive Airport be henceforth known as Smoot Drive.

**RECOMMENDATION:**

That the above resolution naming Smoot Drive at the Virginia Tech Corporate Research Center be approved.

June 3, 2013

**RESOLUTION ON NAMING THE STUDY IN THE SIGMA PHI EPSILON FACILITY  
FOR JOHNNA AND ROBERT S. COATS '72**

**WHEREAS**, Robert Spessard Coats graduated from Virginia Tech in 1972 with a Bachelor of Science degree in Metallurgical Engineering; and

**WHEREAS**, Rob Coats has had a successful and respected career in the electronics manufacturing industry; and

**WHEREAS**, Rob Coats, with the participation and full support of his wife, Johnna, has demonstrated outstanding generosity to Virginia Tech by establishing the T.W. Hap Bonham Endowed Scholarship in Business and has made generous contributions to the College of Engineering and the Hokie Spirit Memorial Fund; and

**WHEREAS**, Rob Coats is a member of Sigma Phi Epsilon fraternity; and

**WHEREAS**, Rob and Johnna Coats have provided considerable support to the Sigma Phi Epsilon Facility and Oak Lane, and Rob has been instrumental in providing motivation by setting an example of philanthropy for the facility construction project; and

**WHEREAS**, Rob and Johnna Coats have been, and continue to be, valued members of the university community;

**NOW, THEREFORE, BE IT RESOLVED**, that in acknowledgement of the service and generosity of Rob and Johnna Coats, and in recognition of past and future benefits to the university, the Study room in the Sigma Phi Epsilon house will be known as the Johnna and Robert S. Coats '72 Study.

**RECOMMENDATION:**

That the above resolution naming the Johnna and Robert S. Coats '72 Study be approved.

June 3, 2013

## **Summary**

### **Emeriti Faculty Resolutions (5)**

**June 3, 2013**

#### **College of Architecture and Urban Studies**

John Randolph	Professor Emeritus of Urban Affairs and Planning in the School of Public and International Affairs
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#### **Pamplin College of Business**

Richard Sorensen	Professor and Dean Emeritus of the Pamplin College of Business
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#### **College of Liberal Arts and Human Sciences**

David Widder	Professor Emeritus of Music
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#### **College of Engineering**

Gary Brown	Professor Emeritus in Electrical and Computer Engineering
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Timothy Pratt	Professor Emeritus in Electrical and Computer Engineering
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## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, beginning in 1979 and continuing for 33 years, Dr. John Randolph faithfully served Virginia Tech in numerous leadership positions and simultaneously achieved worldwide recognition for his scholarship and educational leadership in environmental planning, energy, and sustainability; and

**WHEREAS**, from 2003 to 2008, and again in 2011, he served as the director of the newly established School of Public and International Affairs (SPIA) in the College of Architecture and Urban Studies (CAUS), consisting of programs in public administration and policy, urban affairs and planning, and government and international affairs, and was responsible for the direction of the school in the National Capital Region (NCR) and in Blacksburg; and

**WHEREAS**, with foresight and understanding, he lead school efforts to hire and mentor more than 15 faculty members across the three programs to establish the NCR location and to build a foundation for the school to carry it deep into the future; and

**WHEREAS**, his leadership and perseverance helped bring about the new doctoral degree in Planning, Governance, and Globalization within SPIA, and in 1991 and 1992, he was acting head of the Ph.D. Program in Environmental Design and Planning; and

**WHEREAS**, in addition to his leadership of SPIA, he served as chair of the Urban Affairs and Planning Program (UAP) from 2008 to 2009, and as department head of UAP from 1995 to 2003, supporting the establishment of UAP's new program in the NCR; and

**WHEREAS**, his deep commitment to and expertise in environmental planning and policy brought about the establishment of the UAP undergraduate degree in environmental policy and planning (EPP) and as a world renowned expert in environmental policy and planning, he developed, taught, and established courses in support of the EPP degree; and

**WHEREAS**, as a professor in UAP he mentored hundreds of undergraduate and graduate students as future scholars, practitioners, and citizens; and

**WHEREAS**, from 1988 to 1995, he served as director of the Virginia Center for Coal and Energy Research, and from 2009 to the present he served as assistant to the provost for academic sustainability programs, directing his exceptional research, teaching, and outreach toward vital university wide contributions in energy, sustainability, and the environment; and

**WHEREAS**, as a passionate citizen of the university, the town of Blacksburg, the region, the Commonwealth of Virginia, and beyond, he dedicated endless hours of service, leadership, and research to finding workable solutions, new insights, creative possibilities and progress in sustainable, equitable, and efficient practices and policies for communities; and

**WHEREAS**, as a nationally and internationally recognized and respected scholar in energy, sustainability, resources and planning, he has written and widely published books, articles, chapters, and reports that are used extensively in classrooms and policy making centers across the globe;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognize Dr. John Randolph for his distinguished, dedicated, and visionary service to the university with the title of Professor Emeritus of Urban Affairs and Planning in the School of Public and International Affairs.

### **RECOMMENDATION:**

That the above resolution recommending Dr. John Randolph for emeritus status be approved.

June 3, 2013

## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, Dr. Richard E. Sorensen faithfully served from 1982 to 2013 as dean of the Pamplin College of Business, and during these 31 years, he served with distinction by providing extraordinary leadership, energy, and vision, and promoting the stature and welfare of the college both within the university and in the global community, and making important contributions to educational leadership and governance as chair of the Virginia Tech Council of College Deans; and

**WHEREAS**, he played a leadership role in advancing the educational and career opportunities of students, teaching the Introduction to Business course throughout his tenure as dean and leading the establishment of innovative programs within the Pamplin College of Business, including the Center for Leadership Studies, and expanded the college's international programs, the executive and professional Master of Business Administration (MBA) programs, and the Master of Information Technology program; and

**WHEREAS**, he advanced diversity initiatives throughout the college through the formation of the Business Diversity Center, the undergraduate diversity minor, and through his strong commitment to hiring a diverse faculty for the college; and

**WHEREAS**, he worked diligently and successfully to ensure the future of the Pamplin College of Business through major development accomplishments, including a \$10M naming gift for the college that enabled the construction of an addition to the building, and through the establishment of the Pamplin Advisory Council to bring together alumni and friends of the college to plan for and advance the college's future initiatives; and

**WHEREAS**, he has been a leader in business innovation for Virginia Tech as managing director of the Virginia Tech Business Technology Center, a founding director of the Virginia Tech Corporate Research Center, as chair of the Master of Information Technology Advisory Committee, and as a member of the Virginia Business editorial advisory board; and

**WHEREAS**, he made substantial contributions to business scholarship and thought through his published work, major academic business journals, conference proceedings, and books; and

**WHEREAS**, he has made valuable contributions to business practice, serving on numerous state commissions and councils relating to business and tourism in Virginia and North Carolina, and as a director of or consultant to regional and national corporations; and

**WHEREAS**, he has provided international leadership in business higher education, as Chair of Association to Advance Collegiate Schools of Business International (AACSB), chair of key AACSB committees, and through his pro bono consultancy work to historically black college and university business schools;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognizes Dr. Richard E. Sorensen for his service to the university with the title of Professor and Dean Emeritus of the Pamplin College of Business.

### **RECOMMENDATION:**

That the above resolution recommending Dr. Richard E. Sorensen for emeritus status be approved.

June 3, 2013



## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, beginning in 1973 and continuing for 40 years, Dr. David R. Widder faithfully served Virginia Tech as a member of the faculty in the Department of Music in the College of Liberal Arts and Human Sciences; and

**WHEREAS**, he made significant contributions to the understanding of music through his work as the founding director of the University Symphonic Wind Ensemble, and through his study of clarinet mouthpiece design, historical wind instrument performance practice, and presentation of numerous solo and chamber music performances; and

**WHEREAS**, he ably served the music community with performances at conferences of the International Clarinet Society and Double Reed Society, in addition to performances of the University Chamber Music series, the Virginia Tech faculty chamber music concerts, and performances with the New River Valley Chamber Orchestra, the Roanoke Symphony Orchestra, and Opera Roanoke; and

**WHEREAS**, he supported the university's engagement mission by serving as the founding director of the Virginia Tech Honor Band and the Virginia Tech Summer Band Camp; and

**WHEREAS**, with dedication, he taught a wide variety of undergraduate courses across the full music curriculum, particularly applied clarinet and wind ensemble, placing strong emphasis on standards and student learning; and

**WHEREAS**, he advised numerous students including preparing them for numerous junior and senior recitals, and helped students develop successful careers in music in public schools, and in professional music settings; and

**WHEREAS**, he provided many years of distinguished contributions to the department, college, and university through dedicated service on numerous committees;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognizes Dr. David R. Widder for his distinguished service to the university with the title Professor Emeritus of Music.

### **RECOMMENDATION:**

That the above resolution recommending Dr. David R. Widder for emeritus status be approved.

June 3, 2013

## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, beginning in 1985 and continuing for 28 years, Dr. Gary S. Brown faithfully served Virginia Tech as a faculty member in the Bradley Department of Electrical and Computer Engineering in the College of Engineering; and

**WHEREAS**, with dedication, he taught and lectured in undergraduate and graduate courses; and

**WHEREAS**, he directed eight master's and 10 doctoral students, and served on over 30 master's and doctoral committees in the College of Engineering; and

**WHEREAS**, he was principal investigator on grants researching the effects of the natural environment on electromagnetic wave propagation and scattering in radar and communication systems with direct concern to the commonwealth, nation, and world; and

**WHEREAS**, through his work as a member of the North Atlantic Treaty Organization Sensors and Propagation Panel of the Advisory Group for Aerospace Research and Development Program, he brought international visibility to Virginia Tech; and

**WHEREAS**, he authored or co-authored over 80 refereed journal articles, book chapters, and technical reports; and

**WHEREAS**, he served on science advisory panels and proposal review panels for the United States Department of Defense, the National Academy of Science and Engineering, the National Aeronautics and Space Administration and the National Science Foundation; and

**WHEREAS**, he held leadership positions in professional organizations, including as president of the Institute of Electrical and Electronic Engineers (IEEE) Antennas and Propagation Society, Chair of the United States National Committee of the International Union of Radio Science, Associate Editor for the IEEE Transactions on Antennas and Propagation, IEEE Journal of Oceanic Engineering, Radio Science; and

**WHEREAS**, he received many professional honors and awards, including award of a Millennium Medal and election to the grade of fellow in the Institute of Electrical and Electronic Engineers, recognition as Distinguished Alumni Award from the Department Electrical and Computer Engineering of the University of Illinois, and National Aeronautics and Space Administration Group Achievement Awards for the Pioneer Venus Orbiter Science Team and the GEOS-3 Project Team; and

**WHEREAS**, he provided many years of distinguished contributions to the department, the college, and the university through dedicated service on numerous commissions, committees and, in particular, the Undergraduate Honor System;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognizes Dr. Gary S. Brown for his distinguished service to the university with the title of Professor Emeritus of Electrical and Computer Engineering.

### **RECOMMENDATION:**

That the above resolution recommending Dr. Gary S. Brown for emeritus status be approved.

June 3, 2013

## **RESOLUTION FOR EMERITUS STATUS**

**WHEREAS**, beginning in 1981 and continuing for 32 years, Dr. Timothy Pratt faithfully served Virginia Tech as a faculty member in the Department of Electrical and Computer Engineering, in the College of Engineering; and

**WHEREAS**, with dedication, he taught and lectured in undergraduate and graduate courses and made significant contributions to the teaching of graduate students throughout the state of Virginia through the Commonwealth Graduate Engineering Program; and

**WHEREAS**, he was the winner of Virginia Tech's Wine Award for continued excellence in teaching and three Certificates of Teaching Excellence in the College of Engineering; and

**WHEREAS**, he directed 15 doctoral students and more than 60 master's students, and served on over 30 doctoral committees; and

**WHEREAS**, he was principal or co-principal investigator on grants and contracts researching the propagation of signals through the earth's atmosphere from communication satellites; and

**WHEREAS**, he served as a consultant to many industry and government organizations and jointly holds with others 14 patents in the area of position location systems; and

**WHEREAS**, he co-authored the leading text book on satellite communications; and

**WHEREAS**, he provided many years of distinguished contributions to the department, the college, and the university through dedicated service on numerous commissions and committees;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Visitors recognizes Dr. Timothy Pratt for his distinguished service to the university with the title of Professor Emeritus in Electrical and Computer Engineering.

### **RECOMMENDATION:**

That the above resolution recommending Dr. Timothy Pratt for emeritus status be approved.

June 3, 2013

## **Summary**

### **Endowed Professorships and Fellowships (7)**

**June 3, 2013**

#### College of Agriculture and Life Sciences

Richard Crowder                      Thornhill Professorship of Agriculture Trade

Eric Wong                              John W. Hancock, Jr. Engineering Professorship

#### College of Liberal Arts and Human Sciences

Paul Quigley                          James I. Robertson, Jr. Professorship in Civil War Studies

#### College of Engineering

Charles Clancy                      L-3 Communications Cyber Fellowship of Electrical and  
Computer Engineering

Michael Madigan                    Kevin P. Granata Faculty Fellowship

Robert Parker                        L. S. Randolph Professorship of Mechanical Engineering

#### College of Veterinary Medicine

Thomas Inzana                        Tyler J. and Frances F. Young Endowed Chair in Bacteriology

## ENDOWED PROFESSORSHIP

### C. G. Thornhill Professor of Agricultural Trade

The Thornhill Professorship for Agricultural Trade was established by C. Gordon Thornhill, owner of T.K. Exports, Incorporated, to emphasize teaching and extension activities that increase profitability of global market opportunities for Virginia's food, agricultural, and natural resource products.

In concurrence with the recommendation of the college honorifics committee, the Agricultural and Applied Economics Department honorifics committee, and department head Dr. Steve Blank, dean Alan Grant nominates Ambassador, Dr. Richard "Dick" T. Crowder for appointment to the Thornhill Professorship.

Dr. Crowder brings the world into Virginia Tech's classrooms and administrative offices, corporate and non-profit boards, and to workshops and conferences across Virginia and the United States. His resume tells a story of being at the intersection of commerce, government, policy, academics, and practice, that is, the real world of diplomacy. Dr. Crowder's experience of serving with Fortune 500 companies, shepherding a revolutionary change in U.S. farm policy with the 1990 farm bill, advising Prime Minister Mikhail Gorbachev on important structural changes to the agricultural economy of the former Soviet Union, and negotiating multi-lateral, regional and bilateral trade agreements are all impressive accomplishments. But it is his unique ability to translate these experiences into effective learning opportunities, inside and outside of the classroom, that qualify him to define the standard for the *Thornhill Professorship for Agricultural Trade*.

Early in his career, Dr. Crowder was engaged in the international trade of agricultural goods and services by establishing relationships with corporations, governments, nonprofit and nongovernmental organizations (NGOs) and agencies that facilitated exchange. This experience culminated in his appointment as Ambassador, Chief Agricultural Negotiator in the Office of The United States Trade Representative, Executive Office of the President.

After joining Virginia Tech's Department of Agricultural and Applied Economics in 2008, Dr. Crowder accepted the charge to create an annual conference on international trade to educate Virginians about the importance of trade. It quickly became a world-class conference, with Governor Bob McDonnell recognizing the strong partnership among Virginia's agencies, NGOs, and Virginia Tech. This resulted in Governor McDonnell lending his name and title to create the Governor's Conference on Agricultural Trade in 2012. In that same year, Dr. Crowder created a capstone class in understanding the role of negotiation and leadership and the role they play in business and government. Many of his students state, "this is the best class I've had at Virginia Tech." He has received numerous awards: key among them are the Virginia Tech Alumnus of the Millennium in 2000, and the Distinguished Service Award, United States Trade Representative, Executive Office of the President.

### **RECOMMENDATION:**

That Dr. Richard Crowder be appointed as the Thornhill Professor of Agricultural Trade for a five-year term through June 30, 2018 with a salary supplement provided by the endowment and, if available, with funds from the eminent scholars match program.

June 3, 2013



## **ENDOWED PROFESSORSHIP**

### **John W. Hancock Professorship**

The John W. Hancock Professor in Animal and Poultry Sciences was established in 1985 by John W. Hancock to honor the services and assistance provided to him by Gary Minish, George Litton, and Dan Kite, former animal sciences faculty members. The funds support an endowed professorship in the college and are directed towards the recognition of a faculty member who is making significant contributions to research and teaching in animal-related programs in the College of Agriculture and Life Sciences.

Dean Alan Grant nominates Dr. Eric Wong as the John W. Hancock Professor of Animal and Poultry Sciences with the support of Dr. David Gerrard, head in the Department of Animal and Poultry Sciences and the college Honorifics Committee.

Dr. Wong's research interests include a molecular analysis of genes that play an important role in regulating growth of farm animals. One of his major projects involves an analysis of the development-specific expression of nutrient (amino acids, peptides, sugars) transporter genes in the small intestine of chickens in response to changes in diet.

Dr. Wong chairs the Virginia Tech Biotechnology Oversight Committee, which reviews all research at Virginia Tech that involves recombinant deoxyribonucleic acid (DNA). He has an international reputation and is widely recognized as a leader in regulating growth of farm animals.

Dr. Wong is widely sought as an invited speaker and has published his research results in numerous high impact journals. Dr. Wong has secured significant amounts of external funds in support of his research program, and has consistently demonstrated outstanding achievements in undergraduate teaching, graduate student training, and outreach.

Dr. Wong received his bachelor's degree from the Massachusetts Institute of Technology, and a Ph.D. from the University of California at San Diego. He completed postdoctoral work at the University of Utah with Mario Capecchi, professor of human genetics and recipient of the 2007 Nobel Prize in Physiology and Medicine.

### **RECOMMENDATION:**

That Dr. Eric Wong be reappointed as the John W. Hancock Professor of Animal and Poultry Sciences for a five-year term through June 30, 2018 with a salary supplement provided by the endowment and, if available, with funds from the eminent scholars match program.

June 3, 2013

## ENDOWED PROFESSORSHIP

### James I. Robertson, Jr. Professorship in Civil War Studies

In concurrence with the recommendation of the Department of History's Executive Committee, dean Sue Ott Rowlands nominates Dr. Paul Quigley to be the inaugural holder of the James I. Robertson, Jr. Professorship in Civil War Studies.

Funded through a bequest from Vicki Heilig, the James I. Robertson, Jr. Professorship was established to honor the career of Dr. Robertson, who spent more than four decades at Virginia Tech bringing the American Civil War to life not only for thousands of students in his popular classes, but also for millions of others through his award-winning books, television appearances, radio essays, and public speaking engagements.

A scholar of international eminence who was selected during a competitive search, Dr. Paul Quigley is a leading light among a younger generation of American Civil War historians who are bringing exciting new perspectives to this momentous event. His particular contribution is to highlight the international dimensions of the war. His first book, published in 2011, was extremely well-received and won three major awards, including the British Association for American Studies Book Prize, the Jefferson Davis Award from the Museum of the Confederacy, and an Honorable Mention from the Deep South Book Prize Committee. He is currently pursuing two promising new projects, one exploring changing notions of citizenship during wartime, and another on Preston Brooks, whose infamous beating of Charles Sumner on the floor of the U.S. Senate exacerbated the sectional tensions that led to the outbreak of the American Civil War.

In addition to his award-winning scholarship, Dr. Quigley is a talented teacher and mentor who has successfully directed numerous undergraduate and graduate research projects and who has created a classroom document reader that is currently under review by the University of Virginia Press.

Dr. Quigley also possesses an exemplary track record in service and outreach, including a five-year engagement as the Associate Editor for *Southern Cultures*, a popular magazine with a circulation of thousands that makes the work of scholars broadly accessible, and he is now serving as the book review editor and list editor for H-National, an H-Net listserv. Since 2007, he has served in a variety of administrative capacities for the master's program in History at Edinburgh, one of the world's leading universities, and he was recently appointed director of a new online master of science degree in history at that institution.

### **RECOMMENDATION:**

That Dr. Quigley be appointed to the James I. Robertson, Jr. Professorship in Civil War Studies for a five-year renewable term effective August 10, 2013, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholars match program.

June 3, 2013

## **ENDOWED FELLOWSHIP**

### **L-3 Communications Cyber Faculty Fellow of Electrical and Computer Engineering**

Recognizing the continuing need for faculty fellowships and the ongoing need for endowments in the support of the College of Engineering at Virginia Tech, L-3 Services, Inc., established funding for the L-3 Communications Cyber Faculty Fellowship.

Dr. Richard Benson, dean of the College of Engineering, has nominated associate professor Charles Clancy to the L-3 Communications Cyber Faculty Fellowship, concurring with the recommendations of Dr. Paul Plassmann, interim department head of the Bradley Department of Electrical and Computer Engineering, the Bradley Department of Electrical and Computer Engineering Honorifics Committee, and the College of Engineering Honorifics Committee. Dr. Clancy is well-qualified for this fellowship because he meets the criteria of the recipient to conduct research in secure communication across inherently insecure media, such as wireless networks and the Internet; secure computation in inherently insecure environments, such as virtualization and cloud computing; and detection, attribution, and mitigation of cyber threats.

Dr. Clancy has broad experience working with digital communications in the academic, business, and federal government settings. He has developed and managed major federal research projects, launched startup companies, led protocol standardization efforts, and been involved in telecommunications policy and engineering in the developing world.

Dr. Clancy earned a Ph.D. in computer science from the University of Maryland in 2006. He received an M.S. in electrical engineering from the University of Illinois, Urbana-Champaign in 2002 and a B.S. in computer engineering from Rose-Hulman Institute of Technology in 2001. He joined the Bradley Department of Electrical and Computer Engineering in 2011 as a tenure-track associate professor after spending 2004-2010 with the United States Department of Defense. From 2010-2011, he was a research fellow in Virginia Tech's Office of the Vice President for the National Capital Region.

Dr. Clancy is an extremely active researcher. His publication record includes 19 refereed journal publications, 52 refereed conference and workshop publications, and seven invited conference publications. He currently has 14 papers under submission. He has secured a high level or sponsored research funding. He is either a principal investigator or co-principal investigator \$12.2 million in sponsored research and \$3.1 million in gifts.

### **RECOMMENDATION:**

That Dr. Charles Clancy be appointed the L-3 Communications Cyber Faculty Fellow of Electrical and Computer Engineering for a five-year term effective August 10, 2013, with a salary supplement as provided by the L-3 endowment and, if available, with funds from the eminent scholars match program.

June 3, 2013

## ENDOWED FELLOWSHIP

### Kevin P. Granata Faculty Fellow

The Kevin P. Granata Faculty Fellowship was established in the Department of Engineering Science and Mechanics (ESM) in memory and honor of Dr. Kevin P. Granata, a tenured professor in the department, who died during the tragic shooting at Virginia Tech on April 16, 2007. Dr. Granata was also a member of the faculty of the School of Biomedical Engineering and Sciences, which is a joint venture between Virginia Tech and Wake Forest University's School of Medicine. He was known as a world-class researcher and mentor to his students.

The recipient of the fellowship must be a tenured faculty member in ESM. The recipient carries the title "The Kevin P. Granata Faculty Fellow" for five years, may sign all correspondence and publications as said named fellow during that time, and the university and college listings may indicate the recipient's title for that period.

Richard Benson, dean of the College of Engineering, has nominated Dr. Michael L. Madigan as the Kevin P. Granata Faculty Fellow based on the recommendations of the ESM Department, through its department head Ishwar K. Puri, and its Honorifics Committee, and the College of Engineering's Honorifics Committee.

Dr. Madigan joined the Virginia Tech faculty in August 2001, was promoted to associate professor in 2007, and to professor in 2013. As director of the Kevin P. Granata Laboratory, he demonstrates how biomechanical investigators with an engineering background can provide insights into the underlying mechanisms of human locomotion and stability control. His research interests lie in musculoskeletal biomechanics with a focus on injury prevention. The work his group has done in the area of postural control, balance and fall prevention, focusing on both experimental and computational efforts, is particularly impressive. It has lead to preventive measures such as exercise interventions that improve balance among adults, as well as those that mitigate the effects of neuromuscular fatigue and obesity on balance. Falling in the elderly is the leading cause of accidental death in this age group and lower back pain is a leading cause of worker's compensation injuries.

Dr. Madigan is a superb mentor of students. He has advised a doctoral student to completion every year since 2007. Two of these students are in faculty positions, while a third is completing her postdoctoral training with plans to transition to a faculty position. Over the past ten years, Dr. Madigan has advised the research of over 20 undergraduate students. He also contributes to the School of Biomedical Engineering and Sciences as a mentor.

Dr. Madigan is also an excellent instructor. He was a recipient of the Virginia Tech College of Engineering Dean's Award for Excellence in Teaching (2006). Dr. Madigan has been on the Dean's List for Excellence in Teaching for almost all the academic semesters that he has served at Virginia Tech. He also provides a valuable service to the profession by serving on the editorial board of *Journal of Biomechanics* and as secretary of the American Society of Biomechanics.

### **RECOMMENDATION:**

That Dr. Michael L. Madigan be appointed as the Kevin P. Granata Faculty Fellow effective for a five-year term beginning August 10, 2013, with a salary supplement as provided by the endowment and, if available, with funds from the eminent scholars match program.

June 3, 2013

## **ENDOWED PROFESSORSHIP**

### **The L.S. Randolph Professorship in Mechanical Engineering**

The L.S. Randolph Professorship in Mechanical Engineering was established in 1985 to honor Lingan S. Randolph who served as dean of engineering from 1913-1918, as well as professor of mechanical engineering from 1893-1918. Randolph Hall was dedicated in honor of Professor Randolph, largely in recognition of his efforts in establishing engineering laboratory facilities.

Dr. Richard C. Benson, dean of the College of Engineering, has nominated Dr. Robert G. Parker to this endowed position, concurring with the recommendations of the Mechanical Engineering Honorifics Committee.

Dr. Robert G. Parker was named as head of the Department of Mechanical Engineering, effective December 25, 2012, following a competitive national search. Dr. Parker was the executive dean and Distinguished Professor Chair at the University of Michigan-Shanghai Jiao Tong University Joint Institute, a position held since 2010. He joined the Joint Institute as associate dean for Academic Affairs in 2008. Previously, he held tenured faculty positions at The Ohio State University (OSU). He joined OSU as an assistant professor in 1995. He earned his Ph.D. in mechanical engineering at the University of California – Berkeley in 1996.

Dr. Robert G. Parker is a world-renowned researcher in mechanical engineering. He has secured over \$10M in external funding as principal investigator or co-principal investigator from a variety of state and federal agencies and from industry. Among his research awards are the extremely prestigious PECASE and CAREER Awards from the National Science Foundation and the Army Young Investigator Award. He has published 82 refereed journal papers, 103 refereed conference papers, and has given 62 invited presentations. His record of productivity throughout his career has been very consistent, and his papers have been widely cited.

Dr. Robert G. Parker has an impeccable teaching record. He has taught a large number of courses at both the undergraduate and graduate levels. He has won numerous teaching awards, and his commitment to students is readily apparent in his curriculum vitae.

Dr. Robert G. Parker is very active in several professional societies, and in particular the American Society of Mechanical Engineers (ASME). His professional activities include organizing and chairing conferences, serving as a journal editor (Associate Editor, ASME Journal of Vibration and Acoustics), and serving as a technical reviewer for a number of leading journals. Dr. Parker has won several major awards, including the ASME Gustus L. Larson Award and the Society of Automotive Engineers (SAE) Ralph R. Teetor Educational Award. He is a Fellow of the ASME and the American Association for the Advancement of Science. These awards recognize excellence in research, teaching, and service, and are an indication of his excellent reputation.

### **RECOMMENDATION:**

That Dr. Robert G. Parker be appointed as the L. S. Randolph Professor of Mechanical Engineering, effective December 25 2012, for a five-year renewable term, with an eminent scholar salary supplement as provided by the endowment and, if available, with funds from the eminent scholars match program.

June 3, 2013



## **ENDOWED PROFESSORSHIP**

### **Tyler J. and Frances F. Young Endowed Chair in Bacteriology**

The Tyler J. and Frances F. Young Endowed Chair in Bacteriology was established through the Tyler J. and Frances F. Young Bacteriology Fund in the year 2000-01. The fund was created with the intent of providing perpetual support for the discipline of bacteriology within the instruction, research, and service missions of the Virginia-Maryland College of Veterinary Medicine (VMRCVM), in recognition of the lifelong contributions of Dr. and Mrs. Tyler J. Young to veterinary medicine, and specifically, to the field of clinical diagnostic bacteriology. Former Dean Peter Eyre, concurring with Dr. Ludeman Eng, former head of the Department of Biomedical Sciences & Pathobiology, nominated Dr. Thomas J. Inzana as the first Tyler J. and Frances F. Young Professor of Bacteriology in 2003. In 2009, Dr. Inzana was named the Tyler J. and Frances F. Young Endowed Chair in Bacteriology.

Dr. Inzana joined the VMRCVM in 1987. As professor of microbiology, his duties include teaching, research, and clinical diagnostic service. He is a Diplomate of the American Board of Medical and Molecular Microbiology and Public Health and is also a Fellow of the American Academy of Microbiology. He has served since 1987 as director of clinical microbiology in the Veterinary Teaching Hospital. Additionally, during his career, Dr. Inzana served for over four years as coordinator for the Center for Molecular Medicine and Infectious Diseases within the VMRCVM as well as the university's research integrity officer in the Office of the Vice President for Research. He is a member of the American Society for Microbiology, the American Academy for Microbiology, the American Association of Veterinary Laboratory Diagnosticians, the Conference of Research Workers in Animal Diseases, and the International Endotoxin and Innate Immunity Society.

Dr. Inzana continues to demonstrate strong performance and productivity in the areas of refereed research publications, clinical diagnostic manuals edited, book chapters, abstracts presented, and invited lectures and presentations at national and international venues. He has served as principal investigator on extramural funding and has received three patents for intellectual properties arising out of his vaccine research at Virginia Tech. As a result, Dean Gerhard Schurig, concurring with Dr. Ansar Ahmed, head of the Department of Biomedical Sciences & Pathology, has nominated Dr. Inzana to be reappointed to the Tyler J. and Frances F. Young Endowed Chair of Bacteriology for an additional three years.

### **RECOMMENDATION:**

That Dr. Thomas J. Inzana be reappointed as the Tyler J. and Frances F. Young Endowed Chair in Bacteriology effective April 1, 2013 through April 1, 2016, with a salary supplement provided by the endowment and, if available, with funds from the eminent scholars match program.

June 3, 2013

## **Summary**

### **UNIVERSITY DISTINGUISHED PROFESSORS**

**June 3, 2013**

The University Distinguished Professor (UDP) is Virginia Tech's pre-eminent faculty rank and is bestowed by the Board of Visitors. An extensive nomination and vetting process involves departments, colleges, a specially convened university committee, the president, and the senior vice president and provost. Retirements from within the current cohort of UDPs and growth in the university's faculty body provide an opportunity for new appointments to this pre-eminent faculty rank, which is bestowed on no more than one percent of the faculty.

President Steger recommends the appointment of Dr. Patricia Dove and Dr. Xiang-Jin Meng as University Distinguished Professors, these are truly exceptional faculty members whose achievements have been recognized nationally and internationally. The appointment carries with it an eminent scholar stipend and access to an annual operating account for use by the professor.

#### **Nominees for University Distinguished Professor**

Patricia M. Dove	C.P. Miles Professor of Science, Department of Geosciences, College of Science
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Xiang-Jin Meng	Professor of Molecular Virology, Department of Biomedical Sciences and Pathobiology Virginia-Maryland College of Veterinary Medicine
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## UNIVERSITY DISTINGUISHED PROFESSOR

**Dr. Patricia M. Dove** is currently the C.P. Miles Professor of Science, Department of Geosciences in the College of Science.

Appointed to the faculty at Virginia Tech in 2000, she is an internationally recognized leader in the area of biomineralization, a field that draws knowledge and expertise from biology, chemistry, and earth sciences. Dr. Dove's research group, Biogeochemistry of Earth Processes, studies the kinetics and thermodynamics of mineral-water reactions, ion solvation in biogeochemical systems, and microbial signatures in terrestrial and marine environments, allowing one to interpret the environmental conditions of formation throughout the earth's history. Her work at the interface of earth and life is truly at the forefront of cutting-edge research with significant consequences for society.

The importance and excellence of Dr. Dove's work has been recognized by her election as a Fellow of the American Geophysical Union, Geochemical Society, European Association of Geochemists, and the Mineralogical Society of America. She was also selected as one of Virginia's Outstanding Scientists for the year 2013. In April 2013, Dr. Dove was inducted to the United States National Academy of Sciences (NAS), a great honor for her, for Virginia Tech, and for the Commonwealth of Virginia. Election to the National Academy of Sciences is the highest honor a scientist in the field of Geosciences can achieve in the United States. She has recently been selected to receive the Dana Medal of the Mineralogical Society of America (MSA), MSA's highest honor for mid-career research scientists.

In her 12.5 years at Virginia Tech, Dr. Dove has secured more than \$5.5M in research support in external grants and contracts from federal agencies. She has twice received the Best University Research Award from the Department of Energy (DOE), which the DOE noted was "unprecedented." Dr. Dove has authored and co-authored more than 90 peer reviewed publications that have garnered more than 3,700 citations. As fellow NAS member Bruce Watson of Rensselaer Polytechnic Institute states: *"I don't know of anyone in the broad field of geochemistry who has published a larger percentage of papers in Science, Nature, and Proceedings of the National Academy of Sciences. Her record is truly remarkable in this regard, and it attests not only to the importance of her work in our own field, but to its broad interest and relevance beyond the Earth Sciences."*

Dr. Dove has mentored and supervised more than 30 undergraduate and graduate students (including 9 Ph.D. students and 6 master's students) who have gone on to be outstanding geoscientists. Her service and outreach activity is also noteworthy, serving within and outside the university in a variety of leadership, teaching, speaking, and outreach roles.

### **RECOMMENDATION:**

That Dr. Patricia M. Dove be appointed University Distinguished Professor effective July 1, 2013.

June 3, 2013

## UNIVERSITY DISTINGUISHED PROFESSOR

**Dr. Xiang-Jin Meng** is professor of molecular virology, Department of Biomedical Sciences and Pathobiology, in the Virginia-Maryland Regional College of Veterinary Medicine.

Dr. Meng is highly regarded nationally and internationally as a preeminent scholar in molecular virology. His record of accomplishments in research, teaching, and outreach, including the discovery of two new viruses affecting animals and humans, is outstanding and noteworthy for its national and international prominence.

Dr. Meng joined the Virginia Tech faculty in 1999, having previously spent four years in scientific research roles at the National Institute of Allergy and Infectious Diseases (National Institutes of Health) following his Ph.D. work at Iowa State University. Dr. Meng's research focuses on understanding the molecular mechanisms of virus pathogenesis and developing vaccines against emerging viruses of public health significance in animals and humans. His major discoveries have been swine and avian hepatitis E viruses, leading to the recognition of hepatitis E as a zoonotic disease and revolutionizing the way physicians think about and treat this significant human disease. He has also developed the first commercial vaccine against the porcine circovirus type 2 (PCV2) that was fully licensed by the U.S. Department of Agriculture. Dr. Meng is considered a world leader in the study of PCV2 and porcine reproductive and respiratory syndrome virus (PRRSV), arguably the two most economically important global swine pathogens. He has 35 awarded or pending patents to his credit.

As a principal investigator at Virginia Tech, Dr. Meng has been awarded 41 research grants with more than \$13M in funding. He is a co-principal investigator on 52 funded research grants totaling more than \$27M. Having authored more than 248 peer reviewed journal publications, Dr. Meng is also ranked in the top 1% of highly-cited scientists in the world in the field of microbiology, with over 7,900 citations of his work.

Dr. Meng's work has been recognized with numerous awards and honors. He has been invited to deliver 57 keynote lectures and invited seminars at national and international meetings, and has received 26 prestigious awards and honors including his recent election to the esteemed American Academy of Microbiology. He has mentored 18 graduate students who have won a total of 41 awards since 2000, and has served on the graduate advisory committee of 39 graduate students. His professional and university service record is also exemplary. Dr. Meng has served as an officer and in leadership positions for many international and national organizations and committees such as chair of the Hepeviridae Committee of the International Committee on Taxonomy of Viruses, chair of the National Institutes of Health (NIH) Special Emphasis Panel, chair of the Hepatitis Review Section of the U.S. Military Infectious Diseases Research Program Annual reviews, and chair for the International Porcine Reproductive and Respiratory Syndrome (PRRS) Symposium.

### **RECOMMENDATION:**

That Dr. Xiang-Jin Meng be appointed University Distinguished Professor effective July 1, 2013.

June 3, 2013

**FACULTY LEAVE REQUEST  
2013 – 2014**

Virginia Tech provides tenured faculty, and faculty on continued appointment, with opportunities that include paid leave for intensive study or research that advances the individual's profession and contributions to the university.

**The following faculty member is requesting research assignment (full salary for one semester) for the purpose and period of time specified:**

**Browder, John**, professor, Urban Affairs and Planning program, School of Public and International Affairs, College of Architecture and Urban Studies, fall 2013: to conduct research exploring environmental ethics and restoration ecology.

**RECOMMENDATION:**

That the above research assignment leave be approved as requested.

June 3, 2013



## 2013-14 Promotion, Tenure, and Continued Appointment Program

### ACADEMIC AFFAIRS COMMITTEE AND FINANCE AND AUDIT COMMITTEE

**April 29, 2013**

Traditionally, increases for faculty promoted in the spring are effective at the beginning of the academic year (or in the case of calendar-year faculty, at the beginning of the fiscal year). Consistent with the 2012-13 faculty compensation plan, salary adjustments are proposed at this time for teaching and research faculty who have been promoted in rank during the 2012-13 academic year. The following raises are recommended for promotions to:

Professor	\$4,000
Associate Professor	3,000
Assistant Professor	2,000

There are four non-tenure track clinical faculty ranks beginning with Clinical Instructor. Those clinical faculty members with outstanding performance may be considered for promotion in rank. The following raises are recommended for promotions to:

Clinical Professor	\$4,000
Clinical Associate Professor	3,000
Clinical Assistant Professor	2,000

There are three non-tenure track professor of practice faculty ranks, beginning with Assistant Professor of Practice. Those professor of practice faculty members with outstanding performance may be considered for promotion in rank. The following raises are recommended for promotions to:

Professor of Practice	\$4,000
Associate Professor of Practice	3,000

Extension faculty are also eligible for promotion in rank. The three ranks for extension faculty are Associate Agent, Agent, and Senior Agent. The following raises are recommended for promotions to:

Senior Agent	\$3,000
Agent	2,000

There are three ranks for faculty on the instructor track: Instructor, Advanced Instructor, and Senior Instructor. The following raises are recommended for promotions to:

Senior Instructor	\$3,000
Advanced Instructor	2,000

### **RECOMMENDATION:**

That the following faculty are recommended for promotion and/or tenure or continued appointment in accordance with the faculty compensation plan.

June 3, 2013

Name	Promoted Rank	Recommended Salary 2013-14	Appt	Increase over 2012-13	Percent	Code
COLLEGE OF AGRICULTURE & LIFE SCIENCES						
Bevan, David R	Professor	96,818	CY	4,000	4.31	2
Brewster, Carlyle C	Professor	87,036	CY	4,000	4.82	2
Kuhar, Thomas P	Professor	98,601	CY	4,000	4.23	2
McDowell, John M	Professor	104,982	AY	4,000	3.96	2
Miller, Dini M	Professor	93,861	CY	4,000	4.45	2
Zhang, Chenming	Professor	111,034	CY	4,000	3.74	2
Grant, Jason Hugh	Associate Professor	125,222	AY	3,000	2.45	3
Kaufman, Eric K.	Associate Professor	83,325	AY	3,000	3.73	3
Petersson-Wolfe, Christi	Associate Professor	79,932	CY	3,000	3.90	3
You, Wen	Associate Professor	127,016	CY	3,000	2.42	3
Zhao, Bingyu	Associate Professor	84,600	AY	3,000	3.68	3
Zhu, Jinsong	Associate Professor	100,103	CY	3,000	3.09	3
Guthrie, Joseph W	Advanced Instructor	57,140	AY	2,000	3.63	2
COLLEGE OF ARCHITECTURE & URBAN STUDIES						
Buehler, Ralph	Associate Professor	71,340	AY	3,000	4.39	3
Datz, Giselle	Associate Professor	64,200	AY	3,000	4.90	3
Hyra, Derek S	Associate Professor	91,700	AY	0	0.00	1
McCoy, Andrew Patton	Associate Professor	82,970	AY	3,000	3.75	3
Moseley Christian, Miche	Associate Professor	67,180	AY	3,000	4.67	3
Sharma, Akshay	Associate Professor	67,260	AY	3,000	4.67	3
COLLEGE OF BUSINESS						
Carlson, Kevin D	Professor	123,421	AY	4,000	3.35	2
McGehee, Nancy G	Professor	112,670	AY	4,000	3.68	2
Khansa, Lara Z	Associate Professor	136,875	AY	3,000	2.24	3
Wang, Gang	Associate Professor	123,926	AY	3,000	2.48	3
COLLEGE OF ENGINEERING						
Feng, Wu-Chun	Professor	116,996	AY	4,000	3.54	2
Green, Russell A	Professor	105,102	AY	4,000	3.96	2
Lockhart, Thurmon E.	Professor	140,866	CY	4,000	2.92	2
Madigan, Michael L	Professor	111,000	AY	4,000	3.74	2
Marr, Linsey C	Professor	101,192	AY	4,000	4.12	2
Martin, Thomas L	Professor	110,386	AY	4,000	3.76	2
Pruden-Bagchi, Amy Jill	Professor	105,478	AY	4,000	3.94	2
Ribbens, Calvin J	Professor	124,418	CY	4,000	3.32	2
Roy, Christopher John	Professor	139,659	CY	4,000	2.95	2
Sandu, Corina	Professor	94,765	AY	4,000	4.41	2
Vikesland, Peter J	Professor	99,848	AY	4,000	4.17	2
Al-Haik, Marwan	Associate Professor	90,550	AY	0	0.00	1
Bish, Douglas R	Associate Professor	88,680	AY	3,000	3.50	3
De Vita, Raffaella	Associate Professor	88,811	AY	3,000	3.50	3
Hardy, Warren Nelson	Associate Professor	102,427	AY	0	0.00	1
Johri, Aditya	Associate Professor	82,497	AY	3,000	3.77	3
Luxbacher, Kramer Davis	Associate Professor	118,368	CY	3,000	2.60	3
Ma, Lin	Associate Professor	85,000	AY	0	0.00	1
Manteghi, Majid	Associate Professor	94,035	AY	3,000	3.30	3
Martin, Stephen Michael	Associate Professor	84,278	AY	3,000	3.69	3
Moen, Cristopher Dennis	Associate Professor	86,428	AY	3,000	3.60	3
Murray-Tuite, Pamela Mar	Associate Professor	86,436	AY	3,000	3.60	3
Philen, Michael Keith	Associate Professor	86,428	AY	3,000	3.60	3
Ruohoniemi, John Michael	Associate Professor	139,473	CY	0	0.00	1
Rylander, Christopher G	Associate Professor	87,619	AY	3,000	3.55	3
Taheri, Saied	Associate Professor	106,029	AY	0	0.00	1

Name	Promoted Rank	Recommended Salary 2013-14	Appt	Increase over 2012-13		Code
				Amount	Percent	
COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES						
Allen, Barbara L	Professor	97,761	AY	4,000	4.27	2
Crone, William J	Professor	97,654	CY	4,000	4.27	2
Gillman, Laura J	Professor	75,805	AY	4,000	5.57	2
Tedesco, John C	Professor	75,417	AY	4,000	5.60	2
Watson, Ronda J	Professor	70,500	AY	4,000	6.02	2
Fisher, Patricia J	Associate Professor	62,616	AY	3,000	5.03	3
McGrath, Robert A	Associate Professor	61,905	AY	3,000	5.09	3
Noirot, Corinne	Associate Professor	56,040	AY	3,000	5.66	3
Savla, Jyoti Shital	Associate Professor	70,259	AY	3,000	4.46	3
Welfare, Laura Everhart	Associate Professor	64,047	AY	3,000	4.91	3
Wisnioski, Matthew	Associate Professor	62,120	AY	3,000	5.07	3
Quesenberry, Brandi	Advanced Instructor	42,189	AY	2,000	4.98	2
Ruccolo, Vanessa L	Advanced Instructor	37,343	AY	2,000	5.66	2
Scallorns, Joseph R	Advanced Instructor	35,660	AY	2,000	5.94	2
Schepisi, Ila W	Advanced Instructor	50,000	CY	2,000	4.17	2
COLLEGE OF NATURAL RESOURCES						
Frimpong, Emmanuel Anoky	Associate Professor	78,320	AY	3,000	3.98	3
COLLEGE OF SCIENCE						
Gugercin, Serkan	Professor	84,520	AY	4,000	4.97	2
Iliescu, Traian	Professor	85,600	AY	4,000	4.90	2
Elgart, Alexander	Associate Professor	74,400	AY	3,000	4.20	3
Ge, Suqin	Associate Professor	86,560	AY	3,000	3.59	3
Guo, Feng	Associate Professor	87,325	AY	3,000	3.56	3
Hawley, Dana Michelle	Associate Professor	69,254	AY	3,000	4.53	3
Leman, Scott C	Associate Professor	88,680	AY	3,000	3.50	3
Robinson, Hans	Associate Professor	67,770	AY	3,000	4.63	3
Santos, Webster	Associate Professor	87,251	AY	3,000	3.56	3
Schubot, Florian David	Associate Professor	70,473	AY	3,000	4.45	3
White, Susan Williams	Associate Professor	74,400	AY	3,000	4.20	3
Xing, Jianhua	Associate Professor	68,280	AY	3,000	4.60	3
Zhou, Ying	Associate Professor	76,320	AY	3,000	4.09	3
Seyler, Richard William	Advanced Instructor	49,277	AY	2,000	4.23	2
Trost, Steven C	Advanced Instructor	83,600	AY	2,000	2.45	2
COLLEGE OF VETERINARY MEDICINE						
Barrett, Jennifer G	Associate Professor	121,320	CY	3,000	2.54	3
LeRoith, Tanya	Associate Professor	106,627	CY	3,000	2.89	2
Yuan, Lijuan	Associate Professor	104,621	CY	3,000	2.95	3
LIBRARIES						
Moyo, Lesley Mutinta	Professor	113,701	CY	4,000	3.65	2
Meier, Carolyn Gilbride	Associate Professor	65,161	CY	3,000	4.83	5
Dietz, Kira Ann	Assistant Professor	49,548	CY	2,000	4.21	2
Nardine, Jennifer Talbot	Assistant Professor	51,266	CY	2,000	4.06	2
Stovall, Connie J	Assistant Professor	58,800	CY	0	0.00	4

Name	Promoted Rank	Recommended	Appt	Increase over 2012-13		Code
		Salary 2013-14		Amount	Percent	
VIRGINIA COOPERATIVE EXTENSION						
Jamison, Kathleen A	Professor	81,622	CY	4,000	5.15	2
Bowen, Jennifer R	Senior Agent	52,670	CY	3,000	6.04	2
Lawrence, Marion W	Senior Agent	67,635	CY	3,000	4.64	2
Munden, Karen P.	Senior Agent	63,625	CY	3,000	4.95	2
Overbay, Andrew Edward	Senior Agent	64,159	CY	3,000	4.91	2
Parrish, Michael J	Senior Agent	64,278	CY	3,000	4.90	2
Schalk, Rita J	Senior Agent	55,527	CY	3,000	5.71	2
Sprenger, Cristin L	Senior Agent	49,920	CY	3,000	6.39	2
Wallace, Ruth E	Senior Agent	57,466	CY	3,000	5.51	2
Bowen, Jason Eric	Agent	46,662	CY	2,000	4.48	2
Buhls, Kirsten A	Agent	50,960	CY	2,000	4.08	2
Camm, Kevin Foster	Agent	42,485	CY	2,000	4.94	2
Fannon-Osborne, Amy Gail	Agent	42,485	CY	2,000	4.94	2
Haymaker, Jacqueline Lyn	Agent	50,122	CY	2,000	4.16	2
Kloetzli, Cathryn Elizab	Agent	45,350	CY	2,000	4.61	2
Lomax, Twandra A	Agent	45,911	CY	2,000	4.55	2
Mayo, Kimberly	Agent	52,124	CY	2,000	3.99	2
McBride, Donna H.	Agent	40,556	CY	2,000	5.19	2
Meade, Donna Gail	Agent	43,342	CY	2,000	4.84	2
Nguyen, Lenah April	Agent	44,474	CY	2,000	4.71	2
Ohlwiler, Timothy	Agent	51,266	CY	2,000	4.06	2
Rose, Antwan Shontay	Agent	38,822	CY	2,000	5.43	2
Sanderson, Lisa Thayer	Agent	51,052	CY	2,000	4.08	2
Wright, LaWanda V	Agent	55,944	CY	2,000	3.71	2

**TOTAL PROMOTION ADJUSTMENTS:****319,000****Code:**

- 1: Tenure
- 2: Promotion
- 3: Promotion with Tenure
- 4: Continued Appointment
- 5: Promotion and Continued Appointment

**Summary of Promotion & Tenure Adjustments**

Promoted Rank	Increase	Number of Actions	Total Amount
Agent	\$ 2,000	15	\$ 30,000
Senior Agent	3,000	8	24,000
Assistant Professor	2,000	2	4,000
Associate Professor	3,000	45	135,000
Professor	4,000	28	112,000
Senior Instructor	3,000	-	-
Advanced Instructor	2,000	7	14,000
		<b>105</b>	<b>\$ 319,000</b>

## **2013-14 Faculty Salary Adjustments**

### **FINANCE AND AUDIT COMMITTEE**

**May 8, 2013**

As detailed in the 2012-13 Faculty Compensation Plan approved by the Board of Visitors at the June 4, 2012 meeting, faculty salary adjustments are normally reviewed and approved by the Board of Visitors in two phases: adjustments for promotion are traditionally recommended at the spring meeting and adjustments based on performance are recommended at the fall meeting. However, due to the timing of the Commonwealth's salary action for state employees, effective July 25<sup>th</sup>, 2013, both promotion and merit adjustments are presented to the Board of Visitors in June for review and approval.

Consistent with the approved 2012-13 Faculty Compensation Plan, salary increases for merit and other special salary adjustments for continuing faculty are proposed. The General Assembly provided the state share of an average increase of 3.00 percent in 2013-14 for instructional faculty and administrative and professional faculty, contingent upon the meeting of state revenue targets. The university continued to provide the capability for colleges to augment the Eminent Scholar supplement if the endowment payout was sufficient. In addition, the General Assembly provided authority to reallocate up to 1.5 percent of existing educational and general resources to enhance compensation and other institutional specific initiatives. Because the timing of the faculty merit process coincided with the annual promotion and tenure process, the university decided to include the promotion decisions within the overall merit and salary adjustment process. As a result, the overall average of the recommended raises from the combined process equals 4.89 percent for teaching, research, and administrative and professional faculty. The average of the recommended raises, net of the amount attributable to promotion and tenure adjustment, equals 4.77 percent. The recommended salary adjustments for merit and other special actions are listed in the attached report.

#### Benchmark Comparison for Instructional Faculty

The State Council of Higher Education for Virginia (SCHEV) maintains a set of peer institutions for each public Virginia institution for the purpose of determining the adequacy of funding for faculty salaries.

Two significant changes occurred during 2007 with regard to the university's faculty salary peer group. First, at its July 10, 2007 meeting, SCHEV approved a new group of peer institutions for each Virginia institution to benchmark for salary purposes. Virginia Tech has since had 25 institutions in its peer group. The establishment of the peer group is an intensive process, and one that occurs once every 10 years.

Second, the Commonwealth made the decision to change the official data source from which peer salary information is obtained. Previously, the source for salary data from peer institutions was the American Association of University Professors (AAUP) Faculty Salary



Survey data. The AAUP data has been used since the establishment of the first faculty salary peer group in 1986. During the summer 2007, SCHEV changed the source for faculty salary data to be the Integrated Postsecondary Education Data System (IPEDS). This data source does not, in the view of the institutions, have the same level of integrity and consistency as the AAUP data. The switch of faculty salary data sets to IPEDS has had a dampening impact on the faculty salary peer data and thus the 60<sup>th</sup> percentile target for Virginia Tech.

The university annually monitors the authorized faculty salary average, which reflects the salary average available to Virginia Tech based on funding appropriations provided by the Commonwealth. Each year the university also computes its actual salary average, which is determined based on faculty in place at the end of each calendar year in accordance with rules issued by the Secretary of Education.

SCHEV reports that the authorized salary average for fall 2011 for Virginia Tech was \$90,392. Using the most recent IPEDS salary data for the SCHEV peer group, this average placed the Virginia Tech funding level at 18 out of 26 institutions; the equivalent of the 25<sup>th</sup> percentile of the peer group for 2011-12. The 60<sup>th</sup> percentile salary based on IPEDS data was \$101,129. In comparison, Virginia Tech's actual average salary of \$87,540 for 2011-12 ranked 23 out of 26 institutions; the equivalent of the 17<sup>th</sup> percentile of the benchmark group. Because the state did not allocate salary funding in 2012-13, the authorized salary average continues to be \$90,392. While 2012-13 IPEDS peer data is not yet available, using SCHEV's projection methodology it is reasonable to expect that Virginia Tech's lack of an annual merit process will contribute to a declining percentile ranking in 2012-13 in both the authorized and actual salary rankings. Based upon the 3% merit program approved by the General Assembly for July 25, 2013, the university's authorized salary average is expected to increase in 2013-14.

The salary data from American Association of University Professors (AAUP), while no longer the official SCHEV data source, is displayed as another point of reference. The table below displays this information by year.

	<b>Fall 2011</b>	<b>Fall 2012</b>	<b>Fall 2013</b>
60 <sup>th</sup> Percentile IPEDS (current benchmark) <sup>(a)</sup>	\$101,129	\$103,151*	\$105,214*
60 <sup>th</sup> Percentile: AAUP (traditional benchmark) <sup>(a)</sup>	\$103,706	\$105,864	\$107,981*
State Authorized Salary Average	\$90,392	\$90,392	\$93,104*
Actual Average Salary <sup>(b)</sup>	\$87,540	\$88,130	\$92,096*
Rank - Authorized	18 of 26	21 of 26*	19 of 26*
Rank - Actual	23 of 26	24 of 26*	22 of 26*
Percentile – Authorized	25 <sup>th</sup>	20 <sup>th</sup> *	22 <sup>nd</sup> *
Percentile - Actual	17 <sup>th</sup>	15 <sup>th</sup> *	20 <sup>th</sup> *

\*estimated based on State Council of Higher Education methodology

<sup>(a)</sup> SCHEV switched from AAUP to IPEDS benchmark data in 2007.

<sup>(b)</sup> Computed in accordance with traditional consolidated salary average guidelines provided by the Secretary of Education.

While the university traditionally updated the Board of Visitors concerning the status of the consolidated salary average and the university's standing within its benchmark group at the November Board of Visitors meeting, The Integrated Postsecondary Education Data System (IPEDS) has indicated that this data will not be available until December. The attached table provides a list of the university's peer group and the comparative salary averages for fall 2011.

The variance between the 2012-13 SCHEV authorized salary average and the university's fall 2012 actual salary average was \$2,262, or 2.5 percent. The state understands that the authorized and actual salary averages will not match exactly at any point. It is the institution's responsibility to monitor and adjust actual salary averages to stay within a reasonable range of the authorized average.

In the past, this gap has occurred because of the university's actions, in some cases, to recruit junior faculty at salary averages well below the authorized average to replace retiring senior faculty and, on occasion, replace one senior faculty member with two junior faculty. The actions taken in the past helped to support the departmental budgets (especially during recessions) and to provide the faculty needed to address teaching loads, especially at the undergraduate level, as enrollments have increased significantly without corresponding General Fund support. While the university actively works to manage and reduce the gap between the authorized and actual salary averages, some gap is likely to remain as long as the university's funding deficiency, as documented by the base budget adequacy model, exists.

#### Other Salary Adjustments

In addition to the faculty salary adjustments based on performance, it is necessary to adjust the salaries of specific faculty members at other times during the fiscal year. These adjustments are primarily for merit increases upon the hiring anniversary dates for restricted positions, for changes in duties and responsibilities, for special temporary assignments, and for faculty selected for a different position as part of a search. The President, Provost, and Vice President for Finance and CFO have been authorized by the Board of Visitors to administer the faculty compensation plan during the year and act upon requests for salary adjustments. The salary changes established through this process are submitted for ratification to the Board of Visitors on a quarterly basis on the Faculty Personnel Changes Report in accordance with the Faculty Compensation Plan.

#### **RECOMMENDATION:**

That the proposed merit and special salary adjustments for faculty in the 2013-14 fiscal year be approved as presented in the following report, with the state portion of recommended increases being contingent upon the state's achievement of annual revenue targets.

June 3, 2013

## **RESOLUTION TO APPROVE CHANGE IN PRESIDENT'S COMPENSATION**

**WHEREAS**, the 2013 General Assembly passed legislation, which was subsequently signed into law by the Governor, that provided for across-the-board salary increases for faculty and staff effective July 25, 2013, contingent upon the state attaining specified revenue levels ; and

**WHEREAS**, the Virginia Tech Board of Visitors passed a resolution on November 8, 2010, which provided that "across-the-board base salary increases or bonuses authorized through the Appropriations Act do not require action of the Board of Visitors to take effect for the President (or any other salaried employee of the University)"; and

**WHEREAS**, the 2013 Appropriations Act does not provide explicitly for salary increases for the presidents of Virginia's public universities, but allows for actions to be taken by the universities' boards of visitors; and

**WHEREAS**, the university's efforts to receive clarification on the intent of the Appropriations Act have resulted in differing interpretations from government officials, and the Board consequently has determined that in this instance, it is advisable for the Board to pass a resolution proactively with respect to the President's compensation;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Virginia Polytechnic Institute and State University hereby approves a base salary increase for President Charles Steger consisting of two percent of his total current base salary and \$65 per year of service credit up to 30 years, effective July 25, 2013, and contingent upon the state attaining revenue levels specified in the 2013 Appropriations Act; and

**BE IT FURTHER RESOLVED** that all provisions of the resolution regarding the President's compensation passed by the Board of Visitors on November 8, 2010, will remain in effect.

### **RECOMMENDED:**

That the resolution pertaining to the President's compensation be approved.

June 3, 2013

***ATHLETIC DEPARTMENT***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ATHLETIC DEPARTMENT</u></b>				
Charles Adair	Lecturer		100,000	CY
Katherine Baer	Lecturer		42,000	CY
John Ballein	Lecturer		130,088	CY
Aaron Bell	Lecturer		47,320	CY
Alfred Brauns	Lecturer		55,232	CY
Michael Brizendine	Lecturer		67,600	CY
Megan Burkner	Lecturer		64,688	CY
David Cianelli	Lecturer		124,800	CY
Sean Collins	Lecturer		43,397	CY
David Dietter	Lecturer		42,000	CY
Keith Doolan	Lecturer		52,000	CY
Kevin Dresser	Lecturer		74,800	CY
Timothy East	Lecturer		107,138	CY
Megan Evans	Lecturer		40,310	CY
Jarrett Ferguson	Lecturer		79,615	CY
Charles Foster	Lecturer		58,018	CY
Thomas Gabbard	Lecturer		134,208	CY
Bruce Garnes	Lecturer		49,484	CY
Reyna Gilbert-Lowry	Lecturer		57,750	CY
Billi Godsey	Lecturer		96,900	CY
Michael Goforth	Lecturer		94,455	CY
Christopher Helms	Lecturer	Director	101,712	CY
Kevin Hicks	Lecturer		71,007	CY
Gregory Jack	Lecturer		113,300	CY
David Jackson	Lecturer		81,600	CY
Jon Jaudon	Lecturer		117,870	CY
Sarah Jonson	Lecturer		30,100	CY
Thomas Joyce	Lecturer		95,400	CY
Kurt Kanaskie	Lecturer		195,700	CY
Lester Karlin	Lecturer		70,470	CY
Jefferson Kinney	Lecturer		41,600	CY
Amy Kunigonis	Lecturer		45,410	CY
Michael Kunigonis	Lecturer		62,400	CY
Heather LaFon	Lecturer		52,130	CY
Jimmy Lawrence	Lecturer		51,708	CY
Lindsay Lewis	Lecturer		47,250	CY
Erin Lycan	Lecturer		42,800	CY
Jenna Malcom	Lecturer		40,560	CY
Patrick Mason	Lecturer		72,800	CY
Shelbylynn McBride	Lecturer		46,800	CY
Sharon McCloskey	Lecturer		150,563	CY
Patrick McSorley	Lecturer		46,800	CY
Terry Mitchell	Lecturer		60,027	CY
William Old	Lecturer		60,447	CY
Martha Panella	Lecturer		60,920	CY

***ATHLETIC DEPARTMENT***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Timothy Parker	Lecturer		84,857	CY
Ronald Piemonte	Lecturer		58,722	CY
Christopher Riley	Lecturer		83,684	CY
Reed Robelot	Lecturer		35,006	CY
Anthony Robie	Lecturer		59,280	CY
Lisa Rudd	Lecturer		97,568	CY
Jennifer Schafer	Lecturer		49,350	CY
Brian Sharp	Lecturer		43,156	CY
Barbara Sherwood	Lecturer		44,250	CY
Keith Short	Lecturer		48,542	CY
Ned Skinner	Lecturer		87,824	CY
Clarence Smith	Lecturer		83,686	CY
David Smith	Lecturer		80,312	CY
Sarah Stockwell	Lecturer		32,100	CY
Benjamin Thomas	Lecturer		61,526	CY
Nelson Thomas	Lecturer		90,457	CY
James Thompson	Lecturer		75,100	CY
Casey Underwood	Lecturer		65,172	CY
Stacey Vidt	Lecturer		42,640	CY
Jeremy Wells	Lecturer		70,887	CY
Daniel White	Lecturer		44,100	CY
Russell Whitenack	Lecturer		71,852	CY
David Williams	Lecturer		144,200	CY
Terry Zawacki-Woods	Lecturer		64,693	CY



***COLLEGE OF AGRICULTURE & LIFE SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ADMIN COOP EXTENSION</u></b>				
Edwin Jones	Professor		202,700	CY
Cathy Sutphin	Professional Associate Prof		119,106	CY
Sarah Baughman	Research Assistant Professor		84,500	CY
Robert Grisso	Lecturer		145,350	CY
Michael Lambur	Lecturer		116,800	CY
<b><u>ADMINISTRATION - AGRICULTURE</u></b>				
Alan Grant	Professor	Dean	261,000	CY
Christopher Barlow	Lecturer		65,100	CY
Mary Christian	Lecturer		103,535	CY
Dennis Gehrt	Lecturer		96,479	CY
Susan Gill	Lecturer		43,100	CY
Dorothy Glidden	Lecturer		88,000	CY
Stephen Kleiber	Lecturer		121,000	CY
April Lucas	Lecturer		53,000	CY
Roy Woods	Lecturer	Director	111,507	CY
<b><u>AGRICULTURAL &amp; EXTENSION EDUCATION</u></b>				
Rickie Rudd	Professor	Department Head	182,381	CY
Eric Kaufman	Associate Professor		85,925	AY
James Anderson	Assistant Professor		78,400	CY
Curtis Friedel	Assistant Professor		76,000	AY
Kimberly Niewolny	Assistant Professor		79,647	CY
Donna Westfall-Rudd	Assistant Professor		76,524	AY
Hannah Scherer	Research Assistant Professor		59,000	AY
George Seibel	Instructor		61,479	CY
Megan Seibel	Lecturer		63,600	CY
<b><u>AGRICULTURAL AND APPLIED ECONOMICS</u></b>				
Jeffrey Alwang	Professor		120,000	AY
Steven Blank	Professor	Department Head	182,500	CY
Darrell Bosch	Professor		109,819	CY
Kevin Boyle	Professor		210,000	CY
George Davis	Professor		134,018	AY
Michael Ellerbrock	Professor		109,090	AY
Leighton Geyer	Professor		128,188	CY
Ruth Lytton	Professor		91,896	AY
Mary Marchant	Professor		143,356	RE10
Bradford Mills	Professor		118,494	CY
George Norton	Professor		136,456	CY
James Pease	Professor		103,902	CY
Everett Peterson	Professor		101,060	RE11
Stephen Stephenson	Professor		111,332	CY
Daniel Taylor	Professor		100,775	CY
Jason Grant	Associate Professor		129,605	RE11

***COLLEGE OF AGRICULTURE & LIFE SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Gordon Groover	Associate Professor		102,178	CY
Klaus Moeltner	Associate Professor		119,646	AY
Wen You	Associate Professor		131,462	RE12
Kathryn Boys	Assistant Professor		92,000	AY
Hyrum Smith	Assistant Professor		87,232	AY
Gustavo Ferreira	Instructor		65,612	AY
Franklin Bruce	Senior Project Associate		47,659	CY
Catherine Larochelle	Research Associate		52,000	CY

**AGRICULTURE TECHNOLOGY**

Samuel Doak	Advanced Instructor		56,640	AY
Joseph Guthrie	Advanced Instructor		59,029	AY
Rachel Kohl	Advanced Instructor		55,385	AY
Thomas Martin	Advanced Instructor		60,605	AY
Pavli Mykerezzi	Advanced Instructor	Director	95,000	CY

**ANIMAL AND POULTRY SCIENCES**

Donald Denbow	Professor		124,914	AY
Elizabeth Dunnington	Professor		88,013	AY
David Gerrard	Professor	Department Head	187,500	CY
Scott Greiner	Professor		96,067	AY
Honglin Jiang	Professor		128,698	RE12
James Knight	Professor		112,133	CY
Ronald Lewis	Professor		140,401	RE12
Mark McCann	Professor		134,496	AY
Audrey McElroy	Professor		101,912	AY
Edward Smith	Professor		116,839	RE12
Eric Wong	Professor	Endowed Professor	130,045	RE10
Rami Dalloul	Associate Professor		110,297	RE12
Dan Eversole	Associate Professor		91,893	AY
Rebecca Splan	Associate Professor		83,737	CY
Cynthia Wood	Associate Professor		84,267	AY
Elizabeth Gilbert	Assistant Professor		80,000	AY
Michelle Rhoads	Assistant Professor		80,000	AY
Robert Rhoads	Assistant Professor		85,150	AY
Sungwon Kim	Postdoctoral Associate		41,920	CY
Julia McCann	Instructor		71,615	CY
Teresa McDonald	Instructor		47,320	AY
Paige Pratt	Instructor		63,523	CY
Virginia Crisman	Lecturer		72,636	CY
William Golden	Lecturer		37,368	CY
Joi Saville	Lecturer		36,000	CY
Jessica Tussing	Lecturer		35,000	CY

***COLLEGE OF AGRICULTURE & LIFE SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Leemar Thorpe	Project Associate		40,000	CY
<b><u>AREC-ALSON H SMITH JR</u></b>				
James Bergh	Professor		97,523	CY
Anthony Wolf	Professor	Director	129,323	CY
Keith Yoder	Professor		112,192	CY
Mizuho Nita	Assistant Professor		77,247	CY
Gregory Peck	Assistant Professor		78,575	CY
Tremain Hatch	Research Associate		49,570	CY
<b><u>AREC-EASTERN SHORE</u></b>				
Henry Wilson	Professor		135,826	CY
Steven Rideout	Associate Professor	Director	100,000	CY
Joshua Freeman	Assistant Professor		80,000	CY
Mark Reiter	Assistant Professor		84,915	CY
<b><u>AREC-EASTERN VIRGINIA</u></b>				
Robert Pitman	Research Associate	Superintendent	80,815	CY
<b><u>AREC-HAMPTON ROADS</u></b>				
Jeffrey Derr	Professor		92,544	CY
Chuanxue Hong	Professor		108,245	CY
Peter Schultz	Professor	Director	129,468	CY
Ping Kong	Research Scientist		59,439	CY
James Owen	Assistant Professor		82,500	AY
David Sample	Assistant Professor		93,535	AY
Giovanni Cafa'	Postdoctoral Associate		46,611	CY
Laurie Fox	Lecturer		52,130	CY
<b><u>AREC-SHENANDOAH VALLEY</u></b>				
David Fiske	Research Associate	Superintendent	89,484	CY
<b><u>AREC-SOUTHERN PIEDMONT</u></b>				
Charles Johnson	Professor		94,600	CY
Christopher Teutsch	Associate Professor		85,868	CY
Carol Wilkinson	Associate Professor	Director	107,500	CY
Thomas Reed	Research Scientist		72,891	CY
Brian Campbell	Lecturer		67,801	CY
<b><u>AREC-SOUTHWEST VIRGINIA</u></b>				
Richard Straw	Lecturer		77,517	CY
Donald Wright	Research Associate	Superintendent	64,502	CY
<b><u>AREC-TIDEWATER</u></b>				
Mark Estienne	Professor		99,000	CY

**COLLEGE OF AGRICULTURE & LIFE SCIENCES**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Allen Harper	Professor	Director	127,061	CY
David Herbert	Professor		111,229	CY
David Holshouser	Associate Professor		80,716	CY
Maria Balota	Assistant Professor		79,471	CY
William Frame	Assistant Professor		79,560	CY

**AREC-VIRGINIA SEAFOOD**

Michael Jahncke	Professor	Director	125,143	CY
Daniel Kauffman	Lecturer		82,773	CY
Robert Lane	Lecturer		56,111	CY
Michael Schwarz	Lecturer		73,772	CY
Abigail Villalba	Lecturer		68,867	CY

**BIOCHEMISTRY**

David Bevan	Professor		101,168	CY
Dennis Dean	Professor	University Distinguished Professor	260,000	CY
Glenda Gillaspay	Professor		102,942	CY
Peter Kennelly	Professor	Department Head	165,000	CY
Timothy Larson	Professor		98,512	CY
Jianyong Li	Professor		130,186	RE11
Zhijian Tu	Professor		132,237	RE12
Katherine Phillips	Senior Research Scientist		97,641	CY
Richard Helm	Associate Professor		98,806	CY
Michael Klemba	Associate Professor		102,020	RE12
Biswarup Mukhopadhyay	Associate Professor		116,528	RE12
Pablo Sobrado	Associate Professor		103,123	RE11
Robert White	Associate Professor		107,113	CY
Jinsong Zhu	Associate Professor		103,703	RE12
James Biedler	Research Scientist		49,792	CY
Seema Dalal	Research Scientist		38,190	CY
Qian Han	Research Scientist		55,907	CY
Emilio Merino	Research Scientist		28,560	CY
Yumin Qi	Research Scientist		48,796	CY
Ling Wu	Research Scientist		55,000	CY
Maria Cassera	Assistant Professor		78,840	AY
Marcy Hernick	Assistant Professor		76,428	AY
Zachary Mackey	Assistant Professor		77,400	AY
Bin Xu	Assistant Professor		77,400	AY
Mihir Mandal	Postdoctoral Associate		40,000	CY
Stephen Slaughter	Lecturer		84,341	CY
Ruth Irwin	Project Director		66,174	CY
William Ray	Senior Research Associate		42,675	CY
Amy Rasor	Research Associate		51,825	CY
David Ruggio	Research Associate		56,682	CY

***COLLEGE OF AGRICULTURE & LIFE SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>BIOLOGICAL SYSTEMS ENGINEERING</u></b>				
Theo Dillaha	Professor		124,974	AY
William Hession	Professor		101,252	AY
Mary Leigh Wolfe	Professor	Department Head	189,540	CY
Chenming Zhang	Professor		117,734	CY
Eugene Yagow	Senior Research Scientist		69,578	CY
Justin Barone	Associate Professor		124,315	CY
Brian Benham	Associate Professor		131,809	RE12
Conrad Heatwole	Associate Professor		108,983	CY
Parameswaran Mallikarjunan	Associate Professor		107,412	CY
Jactone Ogejo	Associate Professor		97,168	CY
Theresa Thompson	Associate Professor		99,908	CY
Yi Heng Zhang	Associate Professor		101,514	AY
Karen Kline	Research Scientist		59,584	CY
Xing Zhang	Research Scientist		50,000	CY
Zachary Easton	Assistant Professor		84,500	AY
Leigh Anne Krometis	Assistant Professor		84,330	AY
Durelle Scott	Assistant Professor		88,430	AY
Ryan Senger	Assistant Professor		87,780	AY
Stanley Mariger	Instructor		61,706	CY
Erin Ling	Senior Project Associate		58,360	CY
Chun You	Senior Research Associate		45,000	CY
Hong Zheng	Senior Research Associate		45,000	CY
<b><u>CALS RESEARCH</u></b>				
Jody Jellison	Professor		148,280	CY
Saied Mostaghimi	Professor	Associate Dean & Endowed Professor	228,436	CY
Nancy Dudek	Lecturer		55,000	CY
<b><u>COLLEGE FARM</u></b>				
Dwight Paulette	Senior Research Associate		89,722	CY
<b><u>CROP AND SOIL ENVIRONMENTAL SCIENCES</u></b>				
Azenegashe Abaye	Professor		103,591	CY
Walter Daniels	Professor	Endowed Professor	154,424	RE12
Matthew Eick	Professor		95,000	CY
Erik Ervin	Professor		96,442	CY
Gregory Evanylo	Professor		108,235	CY
James Goatley	Professor		100,889	CY
Carl Griffey	Professor	Endowed Professor	122,461	CY
Charles Hagedorn	Professor		129,412	CY
Steven Hodges	Professor		126,971	CY
Mohammad Saghai-Marooof	Professor		140,282	CY
Tommy Thompson	Professor	Department Head	184,400	CY
Carl Zipper	Professor		94,514	CY



***COLLEGE OF AGRICULTURE & LIFE SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Duane Berry	Associate Professor		83,096	CY
John Fike	Associate Professor		80,665	CY
John Galbraith	Associate Professor		85,248	CY
Rory Maguire	Associate Professor		88,335	CY
Naraine Persaud	Associate Professor		92,346	CY
Wade Thomason	Associate Professor		91,935	CY
Benjamin Tracy	Associate Professor		85,911	CY
Kang Xia	Associate Professor		90,300	AY
Subas Malla	Research Scientist		52,020	CY
Xunzhong Zhang	Research Assistant Professor		53,880	CY
Huiqin Guo	Postdoctoral Associate		40,000	CY
Juan Ruiz-Rojas	Postdoctoral Associate		42,024	CY
Thomas Hardiman	Lecturer		56,085	CY
Michel Beck	Senior Research Associate		37,954	CY
Wynse Brooks	Senior Research Associate		51,500	CY
Jay Conta	Senior Research Associate		72,536	CY
Zenah Orndorff	Senior Research Associate		43,644	CY
Erik Severson	Senior Research Associate		56,806	CY
Chao Shang	Senior Research Associate		64,949	CY
Julia Burger	Research Associate		36,200	CY
Daniel Evans	Research Associate		44,100	CY
Kathryn Haering	Research Associate		31,500	CY
Elizabeth Hokanson	Research Associate		45,665	CY
Maria Rosso	Research Associate		41,616	CY
Steven Thomas	Research Associate		66,300	CY

**DAIRY SCIENCE**

Robert Akers	Professor	Department Head & Endowed Professor	164,229	CY
Mark Hanigan	Professor	Endowed Professor	107,907	AY
Robert James	Professor		104,131	CY
Katharine Knowlton	Professor		102,864	CY
Benjamin Corl	Associate Professor		93,600	AY
Isis Kanevsky	Associate Professor		88,311	AY
Christina Petersson-Wolfe	Associate Professor		86,432	CY
David Winston	Lecturer		70,136	CY

**DIRECTOR, CALS RESIDENT INSTRUCTION**

Susan Sumner	Professor	Associate Dean	192,750	CY
Bobbie Potter	Lecturer		70,838	CY

**ENTOMOLOGY**

Carlyle Brewster	Professor		91,345	CY
Loke Kok	Professor	Department Head	195,425	CY
Thomas Kuhar	Professor		103,401	CY
Dini Miller	Professor		99,561	CY

***COLLEGE OF AGRICULTURE & LIFE SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Douglas Pfeiffer	Professor		100,727	CY
Scott Salom	Professor		109,225	CY
Joseph Voshell	Professor		112,819	CY
Michael Weaver	Professor		104,325	CY
Roger Youngman	Professor		95,043	CY
Zachary Adelman	Associate Professor		111,068	RE12
Kevin Myles	Associate Professor		110,368	RE12
Sally Paulson	Associate Professor		81,560	AY
Igor Sharakhov	Associate Professor		113,967	RE12
Ksenia Onufrieva	Research Scientist		46,469	CY
Maria Sharakhova	Research Scientist		51,847	CY
Troy Anderson	Assistant Professor		78,832	AY
Sanjay Basu	Postdoctoral Associate		41,212	CY
Patricia Hipkins	Senior Research Associate		57,817	CY
Everett Roberts	Senior Research Associate		70,161	CY
Howard Dodd	Research Associate		54,176	CY
Ian Firkin	Research Associate		49,174	CY
Curtis Laub	Research Associate		48,517	CY
Vladimir Timoshevskiy	Research Associate		44,125	CY

**FAMILY RESOURCES PROGRAM**

Meredith Ledlie	Project Associate		51,000	CY
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**FOOD SCIENCE AND TECHNOLOGY**

Susan Duncan	Professor		101,037	AY
Joseph Marcy	Professor	Department Head	165,000	CY
Sean O'Keefe	Professor		101,808	AY
Renee Boyer	Associate Professor		83,649	AY
Joseph Eifert	Associate Professor		87,859	AY
William Eigel	Associate Professor		96,900	AY
Robert Williams	Associate Professor		85,322	AY
Lori Marsh	Research Associate Professor		62,700	CY
David Kuhn	Assistant Professor		86,533	RE10
Andrew Neilson	Assistant Professor		75,000	AY
Monica Ponder	Assistant Professor		79,096	AY
Karleigh Bacon	Lecturer		51,900	CY
Melissa Chase	Lecturer		52,890	CY
Linda Granata	Lecturer		44,400	CY
Renee Dupell	Research Associate		62,000	CY
Virginia Fernandez-Plotka	Research Associate		30,476	AY
Laura Lawson	Research Associate		33,483	CY

**HORTICULTURE**

Eric Beers	Professor		114,434	CY
James Harris	Professor	Department Head	161,500	CY
Joyce Latimer	Professor		105,095	CY

***COLLEGE OF AGRICULTURE & LIFE SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Richard Veilleux	Professor	Endowed Professor	134,030	CY
Gregory Welbaum	Professor		102,384	CY
Susan Clark	Associate Professor		90,852	RE10
Robert McDuffie	Associate Professor		72,217	AY
Alexander Niemiera	Associate Professor		89,267	CY
Holly Scoggins	Associate Professor		95,399	CY
Bingyu Zhao	Associate Professor		88,600	AY
Chengsong Zhao	Research Scientist		49,711	CY
James Tokuhisa	Assistant Professor		73,561	CY
Mark Williams	Assistant Professor		83,000	AY
Barbara Kraft	Advanced Instructor		62,035	AY
David Close	Lecturer		67,000	CY
Stephanie Huckestein	Lecturer		43,913	CY
Changhe Zhou	Senior Research Associate		48,634	CY
Sarah Gugercin	Research Associate		40,260	CY

**HUMAN NUTRITION, FOODS AND EXERCISE**

Kevin Davy	Professor		141,144	RE11
Paul Estabrooks	Professor		147,796	RE12
Susan Hutson	Professor	Department Head	186,000	CY
Janet Rankin	Professor		109,778	AY
Jay Williams	Professor		98,265	AY
William Barbeau	Associate Professor		82,772	CY
Brenda Davy	Associate Professor		116,089	RE12
Deborah Good	Associate Professor		95,271	AY
Robert Grange	Associate Professor		100,380	AY
Matthew Hulver	Associate Professor		148,380	RE12
Young Ju	Associate Professor		83,724	AY
Dongmin Liu	Associate Professor		139,737	RE12
Eva Schmelz	Associate Professor		92,324	AY
Elena Serrano	Associate Professor		103,653	RE11
Jamie Zoellner	Associate Professor		119,999	RE12
Elitsa Ananieva-Stoyanova	Research Scientist		45,000	CY
Ryan McMillan	Research Scientist		57,240	CY
Fabio Almeida	Assistant Professor		105,000	RE12
Zhiyong Cheng	Assistant Professor		79,000	AY
Madlyn Frisard	Assistant Professor		78,480	AY
Jennie Hill	Assistant Professor		104,740	RE12
Jamshid Davoodi	Research Assistant Professor		56,100	CY
Marzieh Hagi Sharifia Taghavi	Postdoctoral Associate		38,760	CY
Valisa Hedrick	Postdoctoral Associate		47,000	CY
Yaru Wu	Postdoctoral Associate		40,000	CY
Carol Papillon	Senior Instructor		69,924	AY
Heather Cox	Advanced Instructor		66,900	AY
Nicolin Girmes-Grieco	Instructor		55,300	AY
Renee Selberg-Eaton	Instructor		60,421	CY

***COLLEGE OF AGRICULTURE & LIFE SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Elaina Marinik	Project Director		67,200	CY
Terri Corsi	Project Associate		44,500	CY
Sarah Wall	Project Associate		60,830	CY
Adele Addington	Research Associate		55,162	CY
John Pownall	Research Associate		61,200	CY
Aihua Wang	Research Associate		41,600	CY
Franco-Eric Wiedmer	Research Associate		59,832	CY
Dongxu Zheng	Research Associate		50,149	CY

**PLANT PATHOLOGY, PHYSIOLOGY AND WEED SCIENCE**

Jonathan Eisenback	Professor		84,166	CY
Elizabeth Grabau	Professor	Department Head	169,904	CY
Ruth Grene	Professor		99,001	RE11
John McDowell	Professor		110,332	AY
James Westwood	Professor		91,120	CY
Shawn Askew	Associate Professor		88,228	CY
Antonius Baudoin	Associate Professor		82,635	AY
John Jelesko	Associate Professor		79,238	CY
David Schmale	Associate Professor		106,137	RE11
Boris Vinatzer	Associate Professor		97,304	RE11
Jacob Barney	Assistant Professor		78,680	AY
Eva Colla'kova'	Assistant Professor		86,395	RE10
Sakiko Okumoto	Assistant Professor		77,838	AY
Guillaume Pilot	Assistant Professor		77,850	AY
Christopher Clarke	Postdoctoral Associate		42,000	CY
Cynthia Denbow	Advanced Instructor		56,675	AY
Mary Hansen	Instructor		65,629	CY
Joel Shuman	Senior Project Associate		68,952	CY
David Lally	Project Associate		55,120	CY
Elizabeth Bush	Senior Research Associate		46,085	CY
Perry Hipkins	Senior Research Associate		59,697	CY
David McCall	Research Associate		49,342	CY
Nicole McMaster	Research Associate		45,007	CY
Rejane Pratelli	Research Associate		39,814	CY

**COLLEGE OF ARCHITECTURE & URBAN STUDIES**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ADMINISTRATION - ARCHITECTURE</u></b>				
John Browder	Professor	Associate Dean	133,000	CY
Albert Davis	Professor	Dean & Endowed Professor	255,000	CY
Patrick Miller	Professor	Associate Dean	135,000	CY
Robert Schubert	Professor	Associate Dean	150,000	CY
Christine Marie Porterfield	Lecturer		67,000	CY
Jocelyn Sanders	Lecturer		95,803	CY
Maritza Simpson	Lecturer		95,000	CY
<b><u>BUILDING CONSTRUCTION</u></b>				
Yvan Beliveau	Professor	Department Head	178,600	AY
Walid Thabet	Professor	Endowed Professor	96,000	AY
Andrew McCoy	Associate Professor		87,000	AY
Thomas Mills	Associate Professor		87,000	AY
Annie Pearce	Associate Professor		87,000	AY
Georg Reichard	Associate Professor		87,000	AY
Muhsine Turkaslan Bulbul	Assistant Professor		79,000	AY
<b><u>COMMUNITY DESIGN ASSISTANCE CENTER</u></b>				
Elizabeth Gilboy	Assistant Professor	Director, CDAC	70,000	CY
<b><u>MYERS-LAWSON SCHOOL OF CONSTRUCTION</u></b>				
Michael Garvin	Associate Professor		98,000	AY
Christine Fiori	Associate Prof of Practice		93,560	CY
Deborah Young-Corbett	Assistant Professor		108,060	RE12
<b><u>SCHOOL OF ARCHITECTURE AND DESIGN</u></b>				
Salahuddin Choudhury	Professor		111,000	AY
Donna Dunay	Professor	Endowed Professor	121,380	AY
Robert Dunay	Professor	Endowed Professor	200,850	CY
Jaan Holt	Professor	Director, Washington-Alexandria Architecture Center	164,500	CY
James Jones	Professor		97,000	AY
Ronald Kemnitzer	Professor		81,650	AY
Susan Piedmont-Palladino	Professor		92,500	AY
Humberto Rodriguez-Camilloni	Professor		93,500	AY
Hans Rott	Professor		96,000	AY
Mehdi Setareh	Professor		106,000	AY
Mitzi Vernon	Professor		92,000	AY
Frank Weiner	Professor		94,000	AY
Kathryn Albright	Associate Professor	Chair, Foundation Program	92,000	AY
Dean Bork	Associate Professor		85,500	AY
Markus Breitschmid	Associate Professor	Chair, Core Program	95,000	AY
Terry Clements	Associate Professor		77,000	AY
Mario Cortes	Associate Professor		72,000	AY
Edward Dorsa	Associate Professor	Chair, Industrial Design Program	88,600	AY



***COLLEGE OF ARCHITECTURE & URBAN STUDIES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
David Dugas	Associate Professor		73,000	AY
Kay Edge	Associate Professor		76,000	AY
Paul Emmons	Associate Professor		84,575	AY
Michael Ermann	Associate Professor		89,300	AY
Marcia Feuerstein	Associate Professor		78,200	AY
William Galloway	Associate Professor	School Director	114,680	CY
Christian Ganshirt	Associate Professor		68,000	AY
Howard Gartner	Associate Professor		78,350	AY
William Green	Associate Professor		71,000	AY
Wendy Jacobson	Associate Professor		76,000	AY
Brian Katen	Associate Professor	Chair, Landscape Architecture Program	84,500	AY
Paul Kelsch	Associate Professor		85,500	AY
Mintai Kim	Associate Professor		72,000	AY
Shelley Martin	Associate Professor		76,210	AY
Margarita McGrath	Associate Professor		73,500	AY
Laurel McSherry	Associate Professor	Chair, Masters Landscape Architecture Program, Alexandria	104,000	AY
Vance Pittman	Associate Professor		82,000	AY
Helene Renard	Associate Professor		70,000	AY
Heinrich Schnoedt	Associate Professor	Chair, Advanced Program	84,550	AY
Akshay Sharma	Associate Professor		71,800	AY
Gregory Tew	Associate Professor	Director, Professional & Industry Relations	102,570	AY
Steven Thompson	Associate Professor	Chair, Graduate Program	87,000	AY
Lisa Tucker	Associate Professor	Chair, Interior Design Program	81,650	AY
Joseph Wheeler	Associate Professor		90,600	AY
Brad Whitney	Associate Professor		71,000	AY
Lawrence Fenske	Associate Prof of Practice		65,000	AY
James Bassett	Assistant Professor		71,000	AY
Hilary Bryon	Assistant Professor		70,000	AY
Patrick Doan	Assistant Professor		68,500	AY
Elizabeth Grant	Assistant Professor		71,000	AY
Aki Ishida	Assistant Professor		70,000	AY
Matthew Wagner	Assistant Professor		68,000	AY
Paola Zellner Bassett	Assistant Professor		70,000	AY
Keith Zawistowski	Assistant Prof of Practice		57,800	AY
Marie Zawistowski	Assistant Prof of Practice		57,800	AY
Mark Schneider	Advanced Instructor		63,035	AY
Andrew Balster	Instructor	Director, Chicago Program	87,000	CY
Rengin Holt	Instructor		60,550	AY
David Clark	Visiting Instructor		52,275	AY
Timothy Frank	Visiting Instructor		60,000	AY
Robert Holton	Visiting Instructor		60,000	AY
Christopher Pritchett	Visiting Instructor		61,800	AY
Erin Putalik	Visiting Instructor		60,000	AY
Martha Sullivan	Visiting Instructor		54,000	AY

**COLLEGE OF ARCHITECTURE & URBAN STUDIES**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Clive Vorster	Visiting Instructor		52,530	AY
Henry Hollander	Lecturer		61,000	CY

**SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS**

Brian Cook	Professor	Chair, Center Public Administration and Policy	110,770	AY
Wilma Dunaway	Professor		98,100	AY
Anne Khademian	Professor	School Director	144,110	CY
Paul Knox	Professor	University Distinguished Professor	274,111	CY
Charles Koebel	Professor		110,900	AY
Joel Peters	Professor		98,110	AY
Joyce Rothschild	Professor		109,470	AY
Thomas Sanchez	Professor		100,400	AY
Max Stephenson	Professor	Director, VT Institute for Policy and Governance	108,500	CY
Gerard Toal	Professor	Associate Chair, Government and International Affairs	117,000	AY
Ralph Buehler	Associate Professor		76,250	AY
Giselle Datz	Associate Professor		70,250	AY
Matthew Dull	Associate Professor		72,000	AY
Sonia Hirt	Associate Professor	Chair, Urban Affairs and Planning Program	107,540	AY
Derek Hyra	Associate Professor		95,000	AY
Laura Jensen	Associate Professor		85,000	AY
Joseph Rees	Associate Professor		91,700	AY
Jesse Richardson	Associate Professor		88,500	AY
Patrick Roberts	Associate Professor		76,500	AY
Kris Wernstedt	Associate Professor		88,500	AY
Diane Zahm	Associate Professor		82,000	AY
Margaret Cowell	Assistant Professor		71,250	AY
Ralph Hall	Assistant Professor		71,250	AY
Yang Zhang	Assistant Professor		69,750	AY
Beth Offenbacher	Lecturer		68,300	CY

**SCHOOL OF VISUAL ARTS**

Carol Burch-Brown	Professor	Director, MFA	110,475	AY
Kevin Concannon	Professor	School Director	141,750	CY
David Crane	Professor		91,755	AY
Leila Van Hook	Professor	Chair, Art History	94,370	AY
Marilyn Casto	Associate Professor		67,250	AY
Ann-Marie Knoblauch	Associate Professor	Assistant School Director	86,670	AY
Michelle Moseley Christian	Associate Professor		69,750	AY
Simone Paterson	Associate Professor	Chair, Studio Program	78,250	AY
Eric Standley	Associate Professor	Area Coordinator, Foundations Program	75,750	AY
Dane Webster	Associate Professor		76,450	AY
Troy Abel	Assistant Professor	Chair, Visual Communication Design Program	71,830	AY

***COLLEGE OF ARCHITECTURE & URBAN STUDIES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Benjamin Hannam	Assistant Professor		68,860	AY
Travis Head	Assistant Professor		62,500	AY
Meaghan Dee	Assistant Prof of Practice	Director, Fourdesign	59,000	AY
Janet Niewald	Senior Instructor		47,500	AY
Diane Bannan	Advanced Instructor		50,000	CY
Joy Rosenthal	Instructor		41,000	AY
Deborah Sim	Instructor		51,900	CY
Vincent Argentina	Visiting Instructor		48,000	AY
Jennifer Hand	Visiting Instructor		42,000	AY

**VIRGINIA HOUSING RESEARCH CENTER**

Marilyn Cavell	Research Scientist		84,000	CY
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**VT INST FOR METROPOLITAN RESEARCH**

Joseph Schilling	Research Assistant Professor	Director	104,000	CY
Jessica Hanff	Project Associate		61,000	CY

**COLLEGE OF BUSINESS**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ACCOUNTING AND INFORMATION SYSTEMS</u></b>				
Reza Barkhi	Professor	Department Head & Endowed Professor	182,018	CY
France Belanger	Professor	Endowed Professor	172,913	AY
Robert Brown	Professor	Endowed Professor	192,294	AY
C Cloyd	Professor	Endowed Professor	192,573	AY
Weiguo Fan	Professor	Endowed Professor	171,695	AY
James Jenkins	Professor	Endowed Professor	174,565	AY
Larry Killough	Professor	Endowed Professor	204,974	AY
John Maher	Professor	Endowed Professor	187,143	AY
Wilmer Seago	Professor	Endowed Professor	197,789	AY
Sudip Bhattacharjee	Associate Professor		160,483	AY
John Brozovsky	Associate Professor		133,673	AY
Samuel Hicks	Associate Professor		121,271	AY
Debra Salbador	Associate Professor		126,011	AY
Steven Sheetz	Associate Professor		127,887	AY
David Tegarden	Associate Professor		133,291	AY
Linda Wallace	Associate Professor		130,001	AY
Thomas Hansen	Assistant Professor		168,800	AY
Mitchell Oler	Assistant Professor		146,941	AY
Velina Popova	Assistant Professor		153,090	AY
Jean Lacoste	Senior Instructor		65,292	AY
Lynn Almond	Instructor		65,453	AY
Cintia Easterwood	Instructor		69,445	AY
Dianna Ross	Instructor		89,301	AY
<b><u>ADMINISTRATION - BUSINESS</u></b>				
Richard Sorensen	Professor	Dean	320,000	CY
Candice Clemenz	Administrative Assistant Prof	Associate Dean	162,193	CY
Robin Camputaro	Lecturer		67,725	CY
Jennifer Clevenger	Lecturer		64,708	CY
Richard Daugherty	Lecturer	Director	115,374	CY
James Dickhans	Lecturer		82,399	CY
Gina French	Lecturer		56,222	CY
Wanda Hunnings	Lecturer	Associate Dean	116,600	CY
Jessica Loving	Lecturer		58,000	CY
Letecia McKinney	Lecturer		46,800	CY
Stuart Mease	Lecturer		91,526	CY
Barry O'Donnell	Lecturer		80,439	CY
Yalana Orr	Lecturer		50,188	CY
Mary Osborne	Lecturer		75,424	CY
Cynthia Rubens	Lecturer		63,914	CY
Thomas Sheehan	Lecturer	Director	94,859	CY
Stephen Skripak	Lecturer	Associate Dean	134,217	CY
Lonnie Weddle	Lecturer		71,604	CY

**COLLEGE OF BUSINESS**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>BUSINESS INFORMATION TECHNOLOGY</u></b>				
Ralph Badinelli	Professor		123,053	AY
Deborah Cook	Professor		124,450	AY
Parviz Ghandforoush	Professor	Director, NOVA MBA PGM	199,074	CY
Cliff Ragsdale	Professor	Endowed Professor	160,018	AY
Terry Rakes	Professor	Endowed Professor	162,017	AY
Loren Rees	Professor	Endowed Professor	180,751	AY
Roberta Russell	Professor		124,593	AY
Bernard Taylor	Professor	Department Head & Endowed Professor	274,991	CY
Christopher Zobel	Professor		135,125	AY
Jason Deane	Associate Professor		132,565	AY
Barbara Hoopes	Associate Professor		107,998	AY
Tabitha James	Associate Professor		133,996	AY
Lara Khansa	Associate Professor		143,569	AY
Raymond Major	Associate Professor		105,702	AY
Lance Matheson	Associate Professor		110,018	AY
Quinton Nottingham	Associate Professor		110,838	AY
Gang Wang	Associate Professor		134,809	AY
Alan Abrahams	Assistant Professor		130,356	AY
Onur Seref	Assistant Professor		138,293	AY
Laura Clark	Advanced Instructor		79,977	AY
Richard Jones	Instructor		92,843	AY
<b><u>FINANCE, INSURANCE, AND BUSINESS LAW</u></b>				
Janine Hiller	Professor		120,859	AY
Gregory Kadlec	Professor	Endowed Professor	260,000	AY
Arthur Keown	Professor	Department Head & Endowed Professor	272,644	CY
Raman Kumar	Professor	Endowed Professor	244,780	CY
Sattar Mansi	Professor	Endowed Professor	208,130	AY
George Morgan	Professor	Endowed Professor	162,133	AY
Douglas Patterson	Professor		133,074	AY
John Pinkerton	Professor	Endowed Professor	156,845	AY
Dilip Shome	Professor		142,964	AY
Vijay Singal	Professor	Endowed Professor	232,316	AY
G Thompson	Professor		123,920	AY
Michael Kender	Professor of Practice		101,261	AY
Randall Billingsley	Associate Professor		119,562	AY
Vittorio Bonomo	Associate Professor		86,257	AY
John Easterwood	Associate Professor		131,465	AY
Ozgur Ince	Assistant Professor		149,441	AY
Ambrus Kecskes	Assistant Professor		172,003	AY
Ugur Lel	Assistant Professor		181,125	AY
Carl Ullrich	Assistant Professor		166,005	AY
Derek Klock	Assistant Prof of Practice		72,981	AY
Charles Sebuharara	Visiting Assistant Professor		91,800	AY



**COLLEGE OF BUSINESS**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Brian Hart	Instructor		53,926	AY
Jason Malone	Instructor		55,692	AY

**HOSPITALITY AND TOURISM MANAGEMENT**

Mahmood Khan	Professor		134,325	AY
Nancy McGehee	Professor		121,364	AY
Suzanne Murrmann	Professor		107,465	AY
Richard Perdue	Professor	Department Head & Endowed Professor	221,714	CY
Muzaffer Uysal	Professor		131,473	AY
Vincent Magnini	Associate Professor		115,436	AY
Zvi Schwartz	Associate Professor		140,170	AY
Manisha Singal	Assistant Professor		103,740	AY
Pierre Couture	Instructor		56,254	AY
Richard Parsons	Instructor		69,615	AY
Howard Feiertag	Lecturer		35,395	AY
James Sexton	Lecturer		89,837	CY

**MANAGEMENT**

Kevin Carlson	Professor		141,334	AY
Devi Gnyawali	Professor		152,885	AY
Steven Markham	Professor	Endowed Professor	150,790	AY
Anju Seth	Professor	Department Head & Endowed Professor	237,533	CY
Richard Wokutch	Professor	Endowed Professor	177,185	AY
Jeffrey Arthur	Associate Professor		130,160	AY
Anthony Cobb	Associate Professor		118,259	AY
John French	Associate Professor		116,207	AY
Donald Hatfield	Associate Professor		119,516	AY
Wanda Smith	Associate Professor		106,027	AY
Linda Tegarden	Associate Professor		114,977	AY
Christopher Barnes	Assistant Professor		134,000	AY
Olga Bruyaka	Assistant Professor		135,527	AY
Steven Gove	Assistant Professor		138,410	AY
Pooja Thakur	Assistant Professor		138,006	AY
Lorraine Borny	Advanced Instructor		48,591	AY
Margaret Deck	Instructor		33,094	AY
Reed Kennedy	Lecturer		90,821	CY

**MARKETING**

David Brinberg	Professor	Endowed Professor	193,514	AY
Paul Herr	Professor	Endowed Professor	200,022	AY
Kent Nakamoto	Professor	Department Head, Endowed Professor, & Associate Dean	249,620	CY
Julie Ozanne	Professor	Endowed Professor	191,001	AY
Mack Sirgy	Professor		121,750	AY
Richard Buehrer	Visiting Professor		106,590	AY

***COLLEGE OF BUSINESS***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Rajesh Bagchi	Associate Professor		159,716	AY
Eloise Coupey	Associate Professor		139,637	AY
Elise Ince	Assistant Professor		130,107	AY
Yael Rugar	Assistant Professor		130,107	AY
Kimberlee Weaver	Assistant Professor		130,107	AY
Thomas Reilly	Instructor		48,773	AY
Donna Wertalik	Instructor		53,406	AY

**COLLEGE OF ENGINEERING**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ADMINISTRATION - ENGINEERING</u></b>				
Richard Benson	Professor	Dean	400,000	CY
John Lesko	Professor	Associate Dean	171,774	CY
Bevlee Watford	Professor	Associate Dean	203,491	CY
Catherine Amelink	Lecturer		70,000	CY
Susan Arnold-Christian	Lecturer		49,498	CY
Christi Boone	Lecturer		62,588	CY
James Grove	Lecturer		66,150	CY
Bradley Martens	Lecturer		90,628	CY
Carl Mitchell	Lecturer		66,435	CY
Edward Nelson	Lecturer	Associate Dean	171,200	CY
Lynn Nystrom	Lecturer		101,419	CY
Jeffrey Phillips	Lecturer		60,663	CY
Dale Pokorski	Lecturer		84,000	CY
Nicole Sanderlin	Lecturer		62,667	CY
Glenda Scales	Lecturer	Associate Dean	142,393	CY
Dewey Spangler	Lecturer		62,424	CY
Christopher Hull	Project Associate		52,700	CY
Igor Cvetkovic	Senior Research Associate		72,996	CY
Teresa Shaw	Senior Research Associate		101,850	CY
David Gilham	Research Associate		64,998	CY
<b><u>ADVANCED RESEARCH INSTITUTE</u></b>				
Saifur Rahman	Professor	Director & Endowed Professor	225,417	CY
Frederick Krimgold	Research Associate Professor		132,537	CY
Manisa Pipattanasomporn	Research Assistant Professor		99,840	AY
Yonael Teklu	Lecturer		76,505	AY
George Hagerman	Senior Research Associate		72,097	CY
<b><u>AEROSPACE AND OCEAN ENGINEERING</u></b>				
Alan Brown	Professor		119,417	AY
Robert Canfield	Professor		145,765	AY
William Devenport	Professor		211,575	RE12
Rakesh Kapania	Professor	Endowed Professor	195,310	RE12
Christopher Roy	Professor		146,992	RE12
Joseph Schetz	Professor	Endowed Professor	206,695	AY
Lin Ma	Associate Professor		90,650	AY
Leigh McCue-Weil	Associate Professor		98,164	AY
Wayne Neu	Associate Professor		136,136	RE12
Mayuresh Patil	Associate Professor		87,906	AY
Michael Philen	Associate Professor		96,628	AY
Craig Woolsey	Associate Professor		119,390	AY
William Alexander	Research Scientist		63,000	CY
Aurelien Borgoltz	Research Scientist		73,259	CY
Sameer Mulani	Research Scientist		66,133	CY
Mazen Farhood	Assistant Professor		83,580	AY

**COLLEGE OF ENGINEERING**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Troy Henderson	Assistant Professor		79,560	AY
Kevin Lowe	Assistant Professor		87,620	AY
Gary Seidel	Assistant Professor		82,220	AY
Cornel Sultan	Assistant Professor		86,920	AY
Eric Freeman	Postdoctoral Associate		54,250	CY
Amy Burchett	Lecturer		75,000	CY

**BIOMEDICAL ENGINEERING**

Stefan Duma	Professor	Department Head & Endowed Professor	240,411	CY
Hampton Gabler	Professor		171,337	RE12
Rafael Davalos	Associate Professor		123,504	RE12
Yong Lee	Associate Professor		85,640	AY
Pamela VandeVord	Associate Professor		115,500	AY
Guohua Cao	Assistant Professor		85,680	AY
Scott Verbridge	Assistant Professor		85,680	AY
Andrew Kemper	Research Assistant Professor		93,636	CY
Steven Rowson	Research Assistant Professor		88,128	CY
Paulo Garcia	Postdoctoral Associate		42,024	CY
Carolyn Hampton	Postdoctoral Associate		42,840	CY
Craig McNally	Research Associate		53,043	CY

**CHEMICAL ENGINEERING**

Luke Achenie	Professor		133,101	AY
Donald Baird	Professor	Endowed Professor	236,950	RE12
David Cox	Professor	Department Head	205,000	CY
Richey Davis	Professor		112,826	AY
William Ducker	Professor		148,200	AY
Erdogan Kiran	Professor		149,637	AY
Yih-An Liu	Professor	Alumni Distinguished Professor & Endowed Professor	165,000	AY
Eva Marand	Professor		105,890	AY
Peter Rim	Visiting Professor	Endowed Professor	76,727	AY
Aaron Goldstein	Associate Professor		103,239	AY
Chang Lu	Associate Professor		96,690	AY
Stephen Martin	Associate Professor		88,778	AY
Padmavathy Rajagopalan	Associate Professor		104,528	AY
Jianhua Huang	Research Scientist		51,270	CY
Era Jain	Postdoctoral Associate		41,820	CY
Sheima Jatib Khatib	Research Associate		47,500	CY

**CIVIL & ENVIRONMENTAL ENGINEERING**

Gregory Boardman	Professor		113,990	AY
Finley Charney	Professor		119,856	AY
Thomas Cousins	Professor		115,775	AY
Andrea Dietrich	Professor		58,500	AY
Panayiotis Diplas	Professor		116,564	AY

**COLLEGE OF ENGINEERING**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
William Easterling	Professor	Department Head & Endowed Professor	221,093	CY
Marc Edwards	Professor	Endowed Professor	239,367	CY
George Filz	Professor	Endowed Professor	182,452	RE12
Gerardo Flintsch	Professor		151,052	RE12
Russell Green	Professor		112,000	AY
Thomas Grizzard	Professor		177,007	RE12
Antoine Hobeika	Professor		139,159	AY
Roberto Leon	Professor	Endowed Professor	197,042	RE11
John Little	Professor	Endowed Professor	121,957	AY
Linsey Marr	Professor		107,000	AY
James Martin	Professor		116,800	AY
Glenn Moglen	Professor		115,855	AY
Amy Pruden-Bagchi	Professor		112,000	AY
Hesham Rakha	Professor		161,845	RE12
Carin Roberts-Wollmann	Professor		112,671	AY
Antonio Trani	Professor		113,811	AY
Peter Vikesland	Professor		107,000	AY
Linbing Wang	Professor		75,526	RE12
Mark Widdowson	Professor		142,719	RE11
Jesus de la Garza	Professor	Endowed Professor	182,497	RE12
Montasir Abbas	Associate Professor		93,218	AY
Thomas Brandon	Associate Professor		51,837	AY
Randel Dymond	Associate Professor	Director	104,550	AY
Daniel Gallagher	Associate Professor		47,655	AY
Kathleen Hancock	Associate Professor	Director	100,920	AY
Jennifer Irish	Associate Professor		126,133	RE12
Matthew Mauldon	Associate Professor		92,300	AY
Cristopher Moen	Associate Professor		91,000	AY
Pamela Murray-Tuite	Associate Professor		91,000	AY
Adrian Rodriguez-Marek	Associate Professor		100,045	AY
Kamal Rojiani	Associate Professor		112,933	CY
Sunil Sinha	Associate Professor		103,978	AY
John Taylor	Associate Professor		126,666	RE12
William Wright	Associate Professor		110,065	AY
Joseph Dove	Associate Prof of Practice		82,000	AY
Adil Godrej	Research Associate Professor		113,474	CY
Weinan Leng	Research Scientist		51,236	CY
Jeffrey Parks	Research Scientist		63,022	CY
Matthew Eatherton	Assistant Professor		85,600	AY
Erich Hester	Assistant Professor		84,600	AY
Victoria Mouras	Assistant Prof of Practice		88,000	CY
Robert Scardina	Assistant Prof of Practice		66,640	CY
Kevin Young	Assistant Prof of Practice		72,342	CY
Celal Olgun	Research Assistant Professor		72,930	CY
Francisco Cubas Suazo	Postdoctoral Associate		46,126	CY
Josh Iorio	Postdoctoral Associate		52,000	CY



**COLLEGE OF ENGINEERING**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Saurav Kumar	Postdoctoral Associate		46,126	CY
Eric Vejerano	Postdoctoral Associate		41,605	CY
Kara Lattimer	Instructor		56,500	CY
Allison Rubio	Lecturer		51,500	CY
Ning Zhou	Senior Project Associate		85,938	CY
Nicolas Hinze	Senior Research Associate		69,328	CY
Marcus Maguire	Research Associate		53,500	CY
David Mokarem	Research Associate		82,000	CY
Harold Post	Research Associate		74,050	CY
Dongmei Wang	Research Associate		66,821	CY

**COMPUTER SCIENCE**

Osman Balci	Professor		112,837	AY
Douglas Bowman	Professor		109,411	AY
Kirk Cameron	Professor		124,882	AY
Ing Ray Chen	Professor		114,316	AY
Wu-Chun Feng	Professor		124,601	AY
Edward Fox	Professor		163,921	RE11
Lenwood Heath	Professor		121,368	AY
Dennis Kafura	Professor		142,311	AY
Francis Quek	Professor	Director	121,215	AY
Narendran Ramakrishnan	Professor	Endowed Professor	190,000	AY
Calvin Ribbens	Professor		129,367	CY
Barbara Ryder	Professor	Department Head & Endowed Professor	218,547	CY
Adrian Sandu	Professor		109,795	AY
Clifford Shaffer	Professor		108,914	AY
Layne Watson	Professor		145,860	AY
Andrea Kavanaugh	Senior Research Scientist		50,064	CY
Godmar Back	Associate Professor		91,588	AY
Ali Butt	Associate Professor		107,037	AY
Yang Cao	Associate Professor		92,187	AY
Stephen Edwards	Associate Professor		102,390	AY
Csaba Egyhazy	Associate Professor		94,305	AY
Denis Gracanin	Associate Professor		92,567	AY
Wenjing Lou	Associate Professor		115,500	AY
Chang Tien Lu	Associate Professor		99,807	AY
Donald McCrickard	Associate Professor		93,963	AY
T Murali	Associate Professor		101,281	AY
Christopher North	Associate Professor		51,244	AY
Alexey Onufriev	Associate Professor		97,484	AY
Manuel Perez-Quinonez	Associate Professor		106,297	AY
Deborah Tatar	Associate Professor		99,384	AY
Eli Tilevich	Associate Professor		92,199	AY
Liqing Zhang	Associate Professor		91,588	AY
Steven Harrison	Associate Prof of Practice		97,190	AY

**COLLEGE OF ENGINEERING**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Heshan Lin	Research Scientist		72,000	CY
Alida Palmisano	Research Scientist		53,550	CY
Yong Cao	Assistant Professor		87,181	AY
Danfeng Yao	Assistant Professor		97,985	AY
Anthony Allevato	Assistant Prof of Practice		46,913	AY
Ramamoorthi Anandakrishnan	Postdoctoral Associate		37,125	CY
Noah Barnette	Senior Instructor		72,318	AY
William McQuain	Senior Instructor		60,207	AY
Terry Arthur	Lecturer		41,736	CY
Libby Bradford	Lecturer		51,504	CY
Igor Tolokh	Senior Research Associate		47,000	CY

**ELECTRICAL AND COMPUTER ENGINEERING**

Peter Athanas	Professor		121,520	AY
Aloysius Beex	Professor		101,219	AY
Dushan Boroyevich	Professor	Endowed Professor	229,634	RE12
Robert Broadwater	Professor		104,105	AY
Richard Buehrer	Professor		110,696	AY
C Clauer	Professor		191,163	RE12
Gregory Earle	Professor		133,513	AY
Dong Ha	Professor		101,772	AY
Yiwei Hou	Professor		131,966	AY
Michael Hsiao	Professor		116,660	AY
Mark Jones	Professor		116,155	AY
Jih Lai	Professor	Endowed Professor	141,022	AY
Fred Lee	Professor	University Distinguished Professor	352,474	RE12
Thomas Martin	Professor		115,001	AY
Lamine Mili	Professor		99,126	AY
Khai Ngo	Professor		130,718	AY
Mariusz Orlowski	Professor	Endowed Professor	174,858	AY
Paul Plassmann	Professor	Department Head	168,809	CY
Ting Chung Poon	Professor		95,675	AY
Sanjay Raman	Professor		174,974	CY
Binoy Ravindran	Professor		104,165	AY
Jeffrey Reed	Professor	Endowed Professor	145,500	AY
Sedki Riad	Professor		157,754	RE12
Ahmad Safaai-Jazi	Professor		98,629	AY
Wayne Scales	Professor		114,821	AY
Sandeep Shukla	Professor		117,709	AY
Luiz Silva	Professor		104,338	AY
Daniel Stilwell	Professor		148,631	RE12
William Tranter	Professor	Endowed Professor	87,226	AY
Joseph Tront	Professor	Endowed Professor	145,316	RE12
Anbo Wang	Professor	Endowed Professor	234,085	RE12
Yue Wang	Professor	Endowed Professor	183,294	RE12

**COLLEGE OF ENGINEERING**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Dennis Sweeney	Professor of Practice		111,385	CY
Robert McGwier	Research Professor		191,678	CY
Daniel Weimer	Research Professor		140,362	CY
Amos Abbott	Associate Professor		92,818	AY
Masoud Agah	Associate Professor		99,338	AY
Scott Bailey	Associate Professor		100,799	AY
William Baumann	Associate Professor		96,066	AY
Virgilio Centeno	Associate Professor		100,668	AY
Thomas Clancy	Associate Professor		152,203	RE12
Jaime De La Reelopez	Associate Professor		135,043	CY
Steven Ellingson	Associate Professor		100,412	AY
Louis Guido	Associate Professor		105,844	AY
Mantu Hudait	Associate Professor		99,518	AY
Douglas Lindner	Associate Professor		91,336	AY
Allen MacKenzie	Associate Professor		49,240	AY
Majid Manteghi	Associate Professor		96,813	AY
Kathleen Meehan	Associate Professor		111,000	AY
Leyla Nazhandali	Associate Professor		94,309	AY
Willem Odendaal	Associate Professor		95,676	AY
Jung-Min Park	Associate Professor		128,809	RE12
Cameron Patterson	Associate Professor		97,267	AY
JoAnn Paul	Associate Professor		96,344	AY
John Ruohoniemi	Associate Professor		145,265	RE12
Patrick Schaumont	Associate Professor		100,332	AY
Kwa Sur Tam	Associate Professor		85,312	AY
Chris Wyatt	Associate Professor		96,788	AY
Yong Xu	Associate Professor		95,932	AY
Jianhua Xuan	Associate Professor		106,075	AY
Yaling Yang	Associate Professor		96,739	AY
Kristie Cooper	Research Associate Professor		78,300	AY
Carl Dietrich	Research Associate Professor		87,764	CY
Xia Cai	Research Scientist		60,466	CY
Yi Deng	Research Scientist		42,828	CY
Brentha Thurairajah	Research Scientist		58,522	CY
Joseph Baker	Assistant Professor		124,558	RE12
Cansin Evrenosoglu	Assistant Professor		88,087	AY
Kwang-Jin Koh	Assistant Professor		88,311	AY
Qiang Li	Assistant Professor		86,000	AY
Chao Wang	Assistant Professor		89,642	AY
Shabnam Sodagari	Research Assistant Professor		112,860	CY
Wensong Yu	Research Assistant Professor		74,970	CY
Wenli Zhang	Research Assistant Professor		74,997	CY
Antonio Barbalace	Postdoctoral Associate		46,453	CY
Ryan Davidson	Postdoctoral Associate		53,792	CY
Joseph Gaeddert	Postdoctoral Associate		57,228	CY
Hyomin Kim	Postdoctoral Associate		53,040	CY

**COLLEGE OF ENGINEERING**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Julien Ouy	Postdoctoral Associate		52,530	CY
David McPherson	Instructor		59,527	AY
Leslie Pendleton	Instructor		63,544	AY
Jason Thweatt	Instructor		57,084	AY
Kathy Atkins	Lecturer		133,081	CY
Donald Leber	Lecturer		77,188	CY
J Nealy	Lecturer		56,316	CY
Kevin Sterne	Project Associate		41,250	CY
Michael Fowler	Senior Research Associate		96,300	CY
Aditya Gadre	Research Associate		45,766	CY
James Pokorski	Research Associate		83,280	CY

**ENGINEERING EDUCATION**

Stephanie Adams	Professor	Department Head	204,590	CY
Vinod Lohani	Professor		99,041	AY
Maura Borrego	Associate Professor		126,125	RE12
Jeffrey Connor	Associate Professor		36,008	AY
Richard Goff	Associate Professor		108,616	CY
Michael Gregg	Associate Professor		77,270	AY
Aditya Johri	Associate Professor		94,459	AY
Tamara Knott	Associate Professor		88,440	AY
Elizabeth McNair	Associate Professor		100,014	AY
Marie Parette	Associate Professor		100,864	AY
Holly Matusovich	Assistant Professor		85,145	AY
Jenny Lo	Advanced Instructor		62,424	AY
Kimberly Hodges	Instructor		48,195	AY
Marlena McGlothlin Lester	Lecturer		56,792	CY
Natasha Smith	Lecturer		56,792	CY
Wende Morgaine	Senior Research Associate		55,000	CY

**ENGINEERING SCIENCE AND MECHANICS**

Romesh Batra	Professor	Endowed Professor	256,888	RE12
Scott Case	Professor		164,201	CY
Mark Cramer	Professor		94,789	AY
David Dillard	Professor	Endowed Professor	161,916	RE10
Norman Dowling	Professor	Endowed Professor	146,321	AY
John Duke	Professor		120,398	AY
Muhammad Hajj	Professor		157,843	CY
Michael Madigan	Professor		114,105	AY
Ishwar Puri	Professor	Department Head & Endowed Professor	239,506	CY
Saad Ragab	Professor		115,420	AY
Mahendra Singh	Professor	Endowed Professor	144,103	AY
Marwan Al-Haik	Associate Professor		100,648	AY
Raffaella De Vita	Associate Professor		98,822	AY
Scott Hendricks	Associate Professor		89,000	AY

**COLLEGE OF ENGINEERING**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Ronald Kriz	Associate Professor		98,718	AY
Shane Ross	Associate Professor		100,677	AY
Mark Stremler	Associate Professor		130,313	RE10
Surot Thangjitham	Associate Professor		82,485	AY
Daniel Dudek	Assistant Professor		83,893	AY
Douglas Holmes	Assistant Professor		81,542	AY
Sunghwan Jung	Assistant Professor		87,189	AY
John Socha	Assistant Professor		100,974	AY
Anne Staples	Assistant Professor		80,104	AY
Tsu-Sheng Chang	Instructor		65,065	AY
Paul Siburt	Lecturer		85,957	CY
Amanda Stanley	Lecturer		49,091	CY
Timothy Tomlin	Lecturer		77,359	CY

**INDUSTRIAL AND SYSTEMS ENGINEERING**

John Casali	Professor	Endowed Professor	221,806	RE12
Brian Kleiner	Professor	Director & Endowed Professor	192,780	CY
Thurmon Lockhart	Professor		148,466	RE12
Maury Nussbaum	Professor	Endowed Professor	180,782	RE12
Subhash Sarin	Professor	Endowed Professor	170,835	RE11
Robert Sturges	Professor		114,073	AY
Gaylon Taylor	Professor	Department Head & Endowed Professor	243,813	CY
Konstantinos Triantis	Professor	Endowed Professor	164,840	RE12
Eileen Van Aken	Professor		143,060	CY
Douglas Bish	Associate Professor		91,510	AY
Ebru Bish	Associate Professor		89,189	AY
Jaime Camelio	Associate Professor		128,700	CY
Kimberly Ellis	Associate Professor		97,974	AY
Lawrence Harmon	Associate Professor		112,026	AY
Charles Koelling	Associate Professor		109,127	AY
Joel Nachlas	Associate Professor		106,306	AY
Raghu Pasupathy	Associate Professor		44,018	AY
Hazhir Rahmandad	Associate Professor		87,902	AY
John Shewchuk	Associate Professor		91,074	AY
Michael Taaffe	Associate Professor		105,631	AY
Michael Agnew	Assistant Professor		86,394	AY
Ran Jin	Assistant Professor		81,401	AY
Christian Wernz	Assistant Professor		76,801	AY
Paula Van Curen	Lecturer		45,938	CY
Susan Volkmar	Lecturer		74,321	CY
Kenneth Edmison	Senior Research Associate		69,480	CY
Bethany Elmore	Senior Research Associate		74,400	CY
Michael Emero	Senior Research Associate		67,520	CY
Mark Howard	Senior Research Associate		117,517	CY
Elbert Hubbard	Senior Research Associate		45,920	CY



**COLLEGE OF ENGINEERING**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Robert Jaeger	Senior Research Associate		82,800	CY
Elijah Bailey	Research Associate		38,798	CY
Sheldon Fuller	Research Associate		88,300	CY
Gregory Kelley	Research Associate		90,000	CY

**MATERIALS SCIENCE AND ENGINEERING**

David Clark	Professor	Department Head	223,079	CY
Diana Farkas	Professor		161,803	RE12
Robert Hendricks	Professor		158,214	CY
Guo Quan Lu	Professor		123,004	RE10
Gary Pickrell	Professor		155,465	RE12
William Reynolds	Professor		106,069	AY
Dwight Viehland	Professor		157,858	AY
Mark Shuart	Research Professor		153,830	CY
Alexander Aning	Associate Professor		93,010	AY
Levon Asryan	Associate Professor		93,975	AY
Sean Corcoran	Associate Professor		90,000	AY
Alan Druschitz	Associate Professor		95,636	AY
Peizhen Lu	Associate Professor		49,460	AY
Mitsuhiro Murayama	Associate Professor		94,556	AY
Jie-Fang Li	Research Associate Professor		74,634	CY
Sean McGinnis	Research Associate Professor		78,795	AY
Carlos Suchital	Research Associate Professor		88,221	CY
Jesus Calata	Research Scientist		61,200	CY
Abby Whittington	Assistant Professor		87,000	AY
Wenwei Ge	Postdoctoral Associate		44,025	CY
Yaojin Wang	Postdoctoral Associate		40,480	CY
Christine Burgoyne	Instructor		39,053	AY
Diane Folz	Senior Research Associate		82,126	CY
Niven Monsegue	Research Associate		54,870	CY
Brian Scott	Research Associate		57,698	CY
Ravindranath Viswan	Research Associate		41,518	CY

**MECHANICAL ENGINEERING**

Mehdi Ahmadian	Professor		180,900	RE12
Francine Battaglia	Professor		110,240	AY
Eugene Brown	Professor		123,473	AY
Ricardo Burdisso	Professor		119,095	AY
Thomas Diller	Professor		132,107	AY
Srinath Ekkad	Professor		149,800	AY
Christopher Fuller	Professor	Endowed Professor	229,762	RE12
Tomonari Furukawa	Professor		111,079	AY
Alireza Haghighat	Professor		178,683	AY
John Kennedy	Professor		168,190	AY
Gordon Kirk	Professor		164,765	RE12
Andrew Kurdila	Professor	Endowed Professor	162,083	AY

**COLLEGE OF ENGINEERING**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Douglas Nelson	Professor		113,792	AY
Wing Fai Ng	Professor	Endowed Professor	217,575	RE12
Walter O'Brien	Professor	Endowed Professor	253,806	RE12
Ranga Pitchumani	Professor	Endowed Professor	245,146	RE12
Shashank Priya	Professor	Endowed Professor	186,970	RE12
Corina Sandu	Professor		104,245	AY
Danesh Tafti	Professor		214,186	RE12
Uri Vandsburger	Professor		104,120	AY
Pavlos Vlachos	Professor		203,642	RE12
Michael von Spakovsky	Professor		132,194	AY
Michael Craft	Senior Research Scientist		66,630	CY
Javid Bayandor	Associate Professor		92,718	AY
Jan Helge Bohn	Associate Professor		96,423	AY
Clinton Dancey	Associate Professor		105,622	AY
Michael Ellis	Associate Professor	Endowed Professor	96,508	AY
John Ferris	Associate Professor		135,835	RE12
Warren Hardy	Associate Professor		104,987	AY
Dennis Hong	Associate Professor		158,886	RE12
Scott Huxtable	Associate Professor		93,603	AY
Mary Kasarda	Associate Professor		97,322	AY
Kevin Kochersberger	Associate Professor		105,221	AY
Alan Kornhauser	Associate Professor		87,103	AY
Brian Lattimer	Associate Professor		155,459	RE12
Alexander Leonessa	Associate Professor		95,686	AY
Rolf Mueller	Associate Professor		101,208	AY
Mark Paul	Associate Professor		118,714	RE11
Mark Pierson	Associate Professor		100,677	AY
Michael Roan	Associate Professor		115,482	AY
Christopher Rylander	Associate Professor		89,371	AY
M Rylander	Associate Professor		150,065	RE12
Steve Southward	Associate Professor		105,460	AY
Saied Taheri	Associate Professor		111,859	AY
Brian Vick	Associate Professor		84,906	AY
Robert West	Associate Professor		90,383	AY
Alfred Wicks	Associate Professor		99,325	AY
Linda Vick	Associate Prof of Practice		73,836	CY
John Bird	Research Scientist		59,280	CY
Cory Papenfuss	Research Scientist		66,340	CY
Bahareh Behkam	Assistant Professor		87,782	AY
Celine Hin	Assistant Professor		87,000	AY
Amrinder Nain	Assistant Professor		87,782	AY
Pablo Tarazaga	Assistant Professor		86,320	AY
Christopher Williams	Assistant Professor		90,171	AY
Leigh Winfrey	Assistant Professor		86,320	AY
John Charonko	Research Assistant Professor		68,950	CY
Tahereh Hall	Research Assistant Professor		68,952	CY

***COLLEGE OF ENGINEERING***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Handan Liu	Postdoctoral Associate		45,000	CY
Ross Verbrugge	Lecturer		76,300	CY
Margaret Howell	Research Associate		65,426	CY
YongKe Yan	Research Associate		46,682	CY

**MINING AND MINERALS ENGINEERING**

Gregory Adel	Professor	Department Head	206,683	CY
Michael Karmis	Professor	Endowed Professor	213,717	RE12
Gerald Luttrell	Professor	Endowed Professor	192,606	CY
Roe Yoon	Professor	University Distinguished Professor & Endowed Professor	263,645	RE12
Mario Karfakis	Associate Professor		88,074	AY
Kramer Luxbacher	Associate Professor		124,701	RE12
Erik Westman	Associate Professor		136,097	RE12
Nino Ripepi	Assistant Professor		112,000	RE12
Emily Sarver	Assistant Professor		86,050	AY
Cigdem Keles	Postdoctoral Associate		49,608	CY
Angelo Biviano	Instructor		41,700	AY
Margaret Radcliffe	Lecturer		69,457	CY
John Craynon	Project Director		131,456	CY
Robert Bratton	Senior Research Associate		100,521	CY
Steven Schafrik	Senior Research Associate		78,401	CY

# *COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES*

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2013 - 2014</u>	<u>Appt</u>
<b><u>ADMINISTRATION - LIBERAL ARTS AND HUMAN SCIENCES</u></b>				
Edward Ewing	Professor	Associate Dean	122,182	CY
Sue Ott Rowlands	Professor	Dean	271,000	CY
Debra Stoudt	Professor	Associate Dean	136,888	CY
Rachel Holloway	Administrative Associate Prof	Associate Dean	135,768	CY
Karen Watson	Professional Instructor		62,414	CY
Brian Shabanowitz	Lecturer	Associate Dean	145,396	CY
<b><u>ADULT DAY CARE</u></b>				
Ila Schepisi	Advanced Instructor		52,404	CY
<b><u>APPAREL, HOUSING AND RESOURCE MANAGEMENT</u></b>				
Julia Beamish	Professor	Department Head	134,644	CY
LuAnn Gaskill	Professor		98,131	AY
Rosemary Goss	Professor	Endowed Professor	108,375	AY
Doris Kincade	Professor		94,927	AY
Marjorie Norton	Professor		113,517	CY
Kathleen Parrott	Professor		95,383	AY
Hsiu Chen-Yu	Associate Professor		74,106	AY
Patricia Fisher	Associate Professor		67,296	AY
Irene Leech	Associate Professor		72,841	AY
<b><u>CENTER FOR GERONTOLOGY</u></b>				
Karen Roberto	Professor	Director	192,615	CY
Nancy Brossoie	Senior Research Associate		66,546	CY
<b><u>COMMUNICATION</u></b>				
Robert Denton	Professor	Department Head & Endowed Professor	171,397	CY
William Hopkins	Professor		86,964	AY
Samuel Riley	Professor		101,846	AY
John Tedesco	Professor		79,117	AY
James Ivory	Associate Professor		71,872	AY
Jim Kuypers	Associate Professor		72,965	AY
Marlene Preston	Associate Professor		68,543	AY
Beth Waggenpack	Associate Professor		80,328	AY
Douglas Cannon	Assistant Professor		61,300	AY
Adrienne Ivory	Assistant Professor		59,700	AY
Jennifer Mackay	Assistant Professor		65,512	AY
Robert Magee	Assistant Professor		60,093	AY
Damion Waymer	Assistant Professor		70,000	AY
Buddy Howell	Visiting Assistant Professor		51,131	AY
Dale Jenkins	Advanced Instructor		49,545	AY
Brandi Quesenberry	Advanced Instructor		43,789	AY
Emily Stallings	Advanced Instructor		49,523	AY
Derley Aguilar Booth	Instructor		42,567	AY

***COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Erik Kanter	Instructor		39,147	AY
Emma Mulvaney	Instructor		37,470	AY
Hannah Shinault	Instructor		37,720	AY
Emilie Tydings	Instructor		35,660	AY
Denise Young	Instructor		39,985	AY

**CTR FOR INFO TECH IMPACTS ON C,Y,&F**

Peggy Meszaros	Professor	Endowed Professor	202,910	RE11
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**DEPARTMENT OF RELIGION AND CULTURE**

Brian Britt	Professor	Director	96,598	AY
Elizabeth Fine	Professor		95,849	AY
Elizabeth Mailbon	Professor		99,437	AY
Michael Saffle	Professor		93,261	AY
Ananda Abeysekara	Associate Professor	Director	87,822	AY
Matthew Gabriele	Associate Professor		67,655	AY
Anita Puckett	Associate Professor	Director	69,908	AY
Emily Satterwhite	Associate Professor		63,892	AY
Peter Schmitthenner	Associate Professor	Department Head	100,516	CY
Rachel Scott	Associate Professor		71,619	AY
Zhang Ni	Assistant Professor		56,709	AY
Benjamin Sax	Assistant Professor		66,595	AY
Constance Roberts	Senior Instructor		50,730	AY

**DEPARTMENT OF THEATRE AND CINEMA**

Ann Kilkelly	Professor		102,012	AY
Robert Leonard	Professor		84,519	AY
Billie Lepczyk	Professor		86,793	AY
Stephen Prince	Professor		94,666	AY
Patricia Raun	Professor	Director	140,000	CY
Randolph Ward	Professor		104,043	AY
John Ambrosone	Associate Professor		64,491	AY
William Barksdale	Associate Professor		62,643	AY
David Johnson	Associate Professor		71,775	AY
Gregory Justice	Associate Professor		80,239	AY
Patricia Lavender	Associate Professor		88,034	CY
Robert McGrath	Associate Professor		63,731	AY
Susanna Rinehart	Associate Professor		69,223	AY
Cara Rawlings	Assistant Professor		55,695	AY
Natasha Staley	Assistant Professor		53,440	AY
Jane Stein	Assistant Professor		58,466	AY
Karl Precoda	Advanced Instructor		41,990	AY
Kathryn Nesbit	Instructor		36,050	AY

**ENGLISH**

Linda Anderson	Professor		84,189	AY
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***COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Frederick D'Aguiar	Professor		139,513	AY
Joseph Eska	Professor	Department Head	125,961	CY
Edward Falco	Professor		97,504	AY
Virginia Fowler	Professor		95,604	AY
Thomas Gardner	Professor	Alumni Distinguished Professor & Endowed Professor	120,000	AY
Diana George	Professor		110,362	AY
Nikki Giovanni	Professor	University Distinguished Professor	161,299	AY
Peter Graham	Professor		132,995	AY
Bernice Hausman	Professor		85,996	AY
Nancy Metz	Professor		90,476	AY
Daniel Mosser	Professor		81,673	AY
Fritz Oehlschlaeger	Professor		96,074	AY
David Radcliffe	Professor		77,490	AY
Lucinda Roy	Professor	Alumni Distinguished Professor	87,535	AY
Robert Siegle	Professor		118,653	CY
Paul Sorrentino	Professor	Endowed Professor	116,133	AY
Kelly Belanger	Associate Professor		90,010	AY
Sheila Carter-Tod	Associate Professor		79,465	AY
Gena Chandler	Associate Professor		74,151	AY
Anthony Colaianne	Associate Professor		101,219	CY
James Dubinsky	Associate Professor		77,561	AY
Carlos Evia Puerto	Associate Professor		68,524	AY
Paul Heilker	Associate Professor		85,450	AY
Robert Hicok	Associate Professor		89,437	AY
Shoshana Knapp	Associate Professor		69,394	AY
Jeffrey Mann	Associate Professor		73,543	AY
Erika Meitner	Associate Professor		69,630	AY
Kelly Pender	Associate Professor		72,716	AY
Katrina Powell	Associate Professor	Director, WGS	88,025	AY
Steven Salaita	Associate Professor		73,640	AY
Karen Swenson	Associate Professor		60,491	AY
Charlene Eska	Assistant Professor		59,562	AY
Elizabeth Mazzolini	Assistant Professor		54,000	AY
James Vollmer	Assistant Professor		59,562	AY
Mark Armstrong	Senior Instructor		47,980	AY
Michael Bliss	Senior Instructor		45,060	AY
Elisabeth Bloomer	Senior Instructor		48,347	AY
Robert Canter	Senior Instructor		47,866	AY
Kathryn Graham	Senior Instructor		60,156	AY
Joann Harvill	Senior Instructor		49,510	AY
Steven Kark	Senior Instructor		49,500	AY
Alice Kinder	Senior Instructor		52,928	AY
Jennifer Mooney	Senior Instructor		51,484	AY
Stephen Mooney	Senior Instructor		47,906	AY
Mary Moore	Senior Instructor		52,108	AY

***COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Aileen Murphy	Senior Instructor		53,658	AY
Leslie Neilan	Senior Instructor		52,664	AY
Herbert Patton	Senior Instructor		49,622	AY
Suzanne Reisinger	Senior Instructor		68,038	CY
Geraldine Saffle	Senior Instructor		48,780	AY
Linda Skinner	Senior Instructor		45,534	AY
Michael Smith	Senior Instructor		50,878	AY
Gyorgyi Voros	Senior Instructor		46,274	AY
Jane Wemhoener	Senior Instructor		49,213	AY
Robin Allnutt	Advanced Instructor		40,645	AY
Zana Combiths	Advanced Instructor		37,400	AY
Serena Frost	Advanced Instructor		39,462	AY
Jennifer Lawrence	Advanced Instructor		43,265	AY
Julie Mengert	Advanced Instructor		41,390	AY
Steve Oakey	Advanced Instructor		40,161	AY
Vanessa Ruccolo	Advanced Instructor		38,418	AY
Joseph Scallorns	Advanced Instructor		38,260	AY
Carl Bean	Instructor		39,654	AY
Jared Gibbs	Instructor		35,176	AY
Edward Lautenschlager	Instructor		36,225	AY
Victoria Le Corre-Cochran	Instructor		36,829	AY
Stephanie Martin	Instructor		38,867	AY
Michelle Maycock	Instructor		34,335	AY
Scott Sanders	Instructor		38,075	AY
Eve Trager	Instructor		47,386	CY

**FOREIGN LANGUAGES AND LITERATURES**

Jacqueline Bixler	Professor	Alumni Distinguished Professor & Department Head	150,500	CY
Ronda Watson	Professor		76,493	AY
Andrew Becker	Associate Professor		80,830	AY
Jessica Folkart	Associate Professor		71,706	AY
Medoune Gueye	Associate Professor		64,068	AY
Sharon Johnson	Associate Professor		65,463	AY
Nyusya Milman-Miller	Associate Professor		69,602	AY
Corinne Noirot	Associate Professor		59,427	AY
Moses Panford	Associate Professor		66,354	AY
Richard Shryock	Associate Professor		75,401	AY
Fabrice Teulon	Associate Professor		66,129	AY
Liesl Allingham	Assistant Professor		55,896	AY
Catalina Andrango-Walker	Assistant Professor		54,560	AY
Elisabeth Austin	Assistant Professor		58,198	AY
Esther Bauer	Assistant Professor		55,896	AY
Maria Cana Jimenez	Assistant Professor		52,000	AY
Melissa Coburn	Assistant Professor		55,896	AY
Alexander Dickow	Assistant Professor		53,300	AY

## ***COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES***

<u><b>Name</b></u>	<u><b>Rank</b></u>	<u><b>Title</b></u>	<u><b>Recommended Salary For 2013 - 2014</b></u>	<u><b>Appt</b></u>
Robert Efird	Assistant Professor		55,896	AY
Aarnes Gudmestad	Assistant Professor		57,427	AY
Yuliya Minkova	Assistant Professor		54,560	AY
Sarah Sierra	Assistant Professor		56,427	AY
Vinodh Venkatesh	Assistant Professor		55,820	AY
Zac Zimmer	Assistant Professor		55,820	AY
Stefanie Hofer	Research Assistant Professor		58,635	AY
Addison Dalton	Instructor		36,757	AY
Shun Guo	Instructor		37,441	AY
Andrea Hesp	Instructor		50,882	AY
Yasuko Kumazawa	Instructor		35,511	AY
Nancy Lopez-Romero	Instructor		37,436	AY
Tatiana McKagen	Instructor		35,287	AY
Richard Phillips	Instructor		47,507	AY
Elizabeth Shooltz	Instructor		47,048	AY
June Stubbs	Instructor		38,065	AY

### **HISTORY**

Mark Barrow	Professor	Department Head	109,568	CY
Frederic Baumgartner	Professor		98,009	AY
Arthur Ekirch	Professor		104,461	AY
Richard Hirsh	Professor		87,159	AY
Peter Wallenstein	Professor		92,556	AY
Glenn Bugh	Associate Professor		82,114	AY
Beverly Bunch-Lyons	Associate Professor		71,204	AY
Hayward Farrar	Associate Professor	Endowed Professor	73,734	AY
Kathleen Jones	Associate Professor		77,618	AY
Marian Mollin	Associate Professor		70,229	AY
Amy Nelson	Associate Professor		77,890	AY
Helen Schneider	Associate Professor		64,346	AY
Brett Shadle	Associate Professor		64,710	AY
Neil Shumsky	Associate Professor		77,577	AY
Daniel Thorp	Associate Professor		113,726	CY
David Cline	Assistant Professor		60,518	AY
Heather Gumbert	Assistant Professor		61,204	AY
Matthew Heaton	Assistant Professor		62,208	AY
Dennis Hidalgo	Assistant Professor		66,400	AY
LaDale Winling	Assistant Professor		58,973	AY
Gertrude Becker	Senior Instructor		50,201	AY

### **HUMAN DEVELOPMENT**

Katherine Allen	Professor		112,090	AY
Joyce Arditti	Professor		89,396	AY
Rosemary Blieszner	Professor	Alumni Distinguished Professor	135,200	AY
Marcie Boucouvalas	Professor		98,055	AY
Victoria Fu	Professor		101,819	AY

***COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Eric McCollum	Professor		112,788	CY
Fred Piercy	Professor		112,964	AY
Anisa Zvonkovic	Professor	Department Head	151,800	CY
Mark Benson	Associate Professor		91,988	AY
Megan Dolbin-MacNab	Associate Professor		72,348	AY
April Few-Demo	Associate Professor		75,053	AY
Angela Huebner	Associate Professor		81,825	AY
Shannon Jarrott	Associate Professor		86,366	RE10
Scott Johnson	Associate Professor		96,094	CY
Christine Kaestle	Associate Professor		72,595	AY
Kee Kim	Associate Professor		67,709	AY
Jyoti Savla	Associate Professor		72,979	AY
Cynthia Smith	Associate Professor		70,836	AY
Isabel Bradburn	Research Scientist		62,830	AY
Lydia Marek	Research Scientist		77,056	CY
Mariana Falconier	Assistant Professor		71,420	AY
Andrea Wittenborn	Assistant Professor		74,206	AY
Mary Verdu	Senior Instructor		72,467	CY
Karen Gallagher	Instructor		52,000	CY
Alexa Gardner	Instructor		36,700	CY
Valerie Glass	Instructor		40,800	AY
Matthew Komelski	Instructor		37,740	AY
Robert Greenberg	Project Associate		103,087	CY

**INNOVATIVE PROGRAMS**

Francois Debrix	Professor	Director, ASPECT	146,600	CY
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**MUSIC**

Charles Burnsed	Professor		103,221	CY
William Crone	Professor	Department Head	103,043	CY
Kent Holliday	Professor		80,923	AY
James Sochinski	Professor		108,792	CY
Ivica Bukvic	Associate Professor		82,620	AY
Richard Cole	Associate Professor		75,600	AY
Tracy Cowden	Associate Professor		70,986	AY
Wallace Easter	Associate Professor		73,669	AY
William Glazebrook	Associate Professor		85,418	AY
John Husser	Associate Professor		92,646	AY
David Jacobsen	Associate Professor		70,765	AY
Dwight Bigler	Assistant Professor		59,625	AY
Jason Crafton	Assistant Professor		55,340	AY
Alan Weinstein	Assistant Professor		63,101	AY
Ariana Wyatt	Assistant Professor		55,340	AY
Polly Middleton	Visiting Assistant Professor		41,000	AY
John Walker	Visiting Assistant Professor		48,300	AY
Elizabeth Crone	Senior Instructor		51,000	AY

***COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Michael Dunston	Senior Instructor		57,513	AY
David McKee	Senior Instructor		100,271	CY
George McNeill	Instructor		45,452	AY

**OFFICE OF ED RESEARCH & OUTREACH**

Kenneth Potter	Instructor		62,368	AY
Patricia Bickley	Project Director		80,352	CY
Michele Seibert	Senior Project Associate		70,928	CY
Helen Barrier	Project Associate		65,211	CY
Lora Beeken	Project Associate		64,220	CY
Beverly Crouse	Project Associate		63,746	CY
Katharine Daby	Project Associate		60,672	CY
Tiffany Drape	Project Associate		51,581	CY
Diann Eaton	Project Associate		65,064	CY
Emily Fielder	Project Associate		47,500	CY
Selina Flores	Project Associate		62,454	CY
Royce Jacomen	Project Associate		60,672	CY
Whitney Miller	Project Associate		60,169	CY
Holly Nester	Project Associate		60,672	CY
Susan Schulz	Project Associate		59,360	CY
Kathaleen Shelor	Project Associate		60,032	CY
Benjamin Tickle	Project Associate		66,689	CY
Margaret Vaughan	Project Associate		58,953	CY

**PHILOSOPHY**

James Klagge	Professor	Department Head	124,508	CY
Deborah Mayo	Professor		116,780	AY
Joseph Pitt	Professor		126,813	AY
Walter Ott	Associate Professor		77,553	AY
Lydia Patton	Associate Professor		73,620	AY
Benjamin Jantzen	Assistant Professor		62,000	AY
Tristram McPherson	Assistant Professor		64,000	AY
Michael Moehler	Assistant Professor		65,000	AY
Kevin Coffey	Visiting Assistant Professor		48,000	AY
Marc Lucht	Visiting Assistant Professor		52,000	AY
Ted Parent	Visiting Assistant Professor		48,960	AY

**POLITICAL SCIENCE**

Karen Hult	Professor		106,000	AY
Ilja Luciak	Professor		124,000	AY
Timothy Luke	Professor	University Distinguished Professor & Department Head	251,311	CY
Charles Taylor	Professor		121,500	AY
Edward Weisband	Professor	Endowed Professor	172,500	AY
Craig Brians	Associate Professor		70,500	AY
Bettina Koch	Associate Professor		64,128	AY



***COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Chad Lavin	Associate Professor		64,100	AY
Deborah Milly	Associate Professor		67,020	AY
Wayne Moore	Associate Professor		69,078	AY
Scott Nelson	Associate Professor		65,008	AY
Ioannis Stivachtis	Associate Professor	Director	97,750	CY
Laura Zanotti	Associate Professor		39,133	AY
Priya Dixit	Assistant Professor		60,727	AY
Parakh Hoon	Assistant Professor		57,108	AY
Brandy Faulkner	Visiting Assistant Professor		50,350	AY
Luke Plotica	Visiting Assistant Professor		50,000	AY
Courtney Thomas	Visiting Assistant Professor		59,978	AY
Jason Weidner	Visiting Assistant Professor		50,000	AY
Georgeta Pourchot	Instructor		30,000	CY
Josette Torres	Instructor		35,500	CY

**RACE AND SOCIAL POLICY RESEARCH CENTER**

Wornie Reed	Professor	Director, RSPRC	152,633	AY
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**SCHOOL OF EDUCATION**

Michael Alexander	Professor		135,540	AY
Susan Asselin	Professor	Department Unit chair	97,822	AY
Bonnie Billingsley	Professor		94,614	AY
Penny Burge	Professor		95,130	AY
John Burton	Professor		122,214	AY
Katherine Cennamo	Professor		92,273	AY
Elizabeth Creamer	Professor		128,561	RE11
James Garrison	Professor		104,757	AY
George Glasson	Professor		87,464	AY
Joan Hirt	Professor	Department Head	137,117	CY
Barbara Lockee	Professor		122,580	CY
Susan Magliaro	Professor		113,558	AY
Kusum Singh	Professor		104,869	AY
H Sutphin	Professor		160,209	CY
Jesse Wilkins	Professor		88,482	RE10
Mary Barksdale	Associate Professor		79,032	AY
Nancy Bodenhorn	Associate Professor		92,571	CY
Brenda Brand	Associate Professor		78,221	AY
Jennifer Brill	Associate Professor		64,307	AY
Pamelia Brott	Associate Professor		78,640	AY
Michael Evans	Associate Professor		81,734	RE12
William Glenn	Associate Professor		75,900	AY
Serge Hein	Associate Professor		82,800	RE11
David Hicks	Associate Professor		79,571	AY
Steven Janosik	Associate Professor	Unit Director	98,872	AY
Brett Jones	Associate Professor		84,183	RE10
Gerard Lawson	Associate Professor		76,912	AY

***COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Heidi Mesmer	Associate Professor		69,349	AY
Yasuo Miyazaki	Associate Professor		66,046	AY
Kelly Parkes	Associate Professor		69,279	AY
William Price	Associate Professor		74,387	AY
Gary Skaggs	Associate Professor		86,873	RE11
Gresilda Tilley-Lubbs	Associate Professor		65,873	AY
Laura Welfare	Associate Professor		67,400	AY
John Wells	Associate Professor		89,937	RE11
Thomas Williams	Associate Professor		66,701	AY
Jennifer Bondy	Assistant Professor		60,000	AY
Jeremy Ernst	Assistant Professor		80,325	RE11
Simone Lambert	Assistant Professor		64,429	AY
Kami Patrizio	Assistant Professor		71,500	AY
Ted Price	Assistant Professor		62,000	AY
Min Sun	Assistant Professor		60,300	AY
Deborah Wells	Visiting Assistant Professor		51,000	AY

**SCIENCE AND TECHNOLOGY IN SOCIETY**

Barbara Allen	Professor		102,061	AY
Gary Downey	Professor	Alumni Distinguished Professor	123,500	AY
Ellsworth Fuhrman	Professor	Department Head	133,921	CY
Doris Zallen	Professor		97,167	AY
Janet Abbate	Associate Professor		73,065	AY
Daniel Breslau	Associate Professor		76,375	AY
James Collier	Associate Professor		63,052	AY
Saul Halfon	Associate Professor		69,642	AY
Ann Laberge	Associate Professor		70,379	AY
Eileen Patzig	Associate Professor		75,894	AY
Matthew Wisnioski	Associate Professor		66,173	AY
Ashley Heflin	Assistant Professor		28,900	AY
Philip Olson	Assistant Professor		59,000	AY
Sonja Schmid	Assistant Professor		68,815	AY

**SOCIOLOGY**

Onwubiko Agozino	Professor		94,953	AY
David Brunsmas	Professor		142,736	AY
Toni Calasanti	Professor		91,684	AY
Theodore Fuller	Professor		81,527	AY
Laura Gillman	Professor		78,318	AY
James Hawdon	Professor	Director, CPSVP	120,942	CY
Michael Hughes	Professor		100,367	AY
John Ryan	Professor	Department Head	175,939	CY
Donald Shoemaker	Professor		94,730	AY
Barbara Smith	Professor		103,470	AY
Carol Bailey	Associate Professor		71,764	AY
Samuel Cook	Associate Professor	Director, AIS	72,838	AY

***COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Anthony Harrison	Associate Professor		77,485	AY
K Kiecolt	Associate Professor		74,601	AY
Neal King	Associate Professor		73,741	AY
Paulo Polanah	Associate Professor		68,331	AY
Anastasia Vogt Yuan	Associate Professor		71,004	AY
Dale Wimberley	Associate Professor		66,458	AY
Minjeong Kim	Assistant Professor		66,033	AY
Sarah Ovink	Assistant Professor		63,100	AY
Anthony Peguero	Assistant Professor		69,742	AY
Suchitra Samanta	Assistant Professor		63,100	AY
Paula Seniors	Assistant Professor		64,168	AY
Haiyan Zhu	Assistant Professor		61,935	AY
Manisha Sharma	Visiting Assistant Professor		23,770	AY
Ellington Graves	Advanced Instructor	Director, AFST	65,411	AY

**COLLEGE OF NATURAL RESOURCES**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ADMINISTRATION - NATURAL RESOURCES</u></b>				
Robert Smith	Professor	Associate Dean & Department Head	188,150	CY
Dean Stauffer	Professor	Associate Dean	129,948	CY
Paul Winistorfer	Professor	Dean	236,000	CY
Courtney Kimmel	Lecturer		78,750	CY
Michael Mortimer	Lecturer		137,997	CY
Thomas Olson	Lecturer		116,000	CY
David Robertson	Lecturer		120,375	CY
Lon Weber	Lecturer		89,536	CY
Kieran Lindsey	Senior Project Associate		68,952	CY
Leslie Fuller	Senior Research Associate		73,009	CY
<b><u>CONSERVATION MANAGEMENT INSTITUTE</u></b>				
David Bryan	Project Associate		44,023	CY
Robert Glennon	Project Associate		45,084	CY
David Kramar	Project Associate		46,273	CY
Kevin McGuckin	Project Associate		60,637	CY
Andrew Rosenberger	Project Associate		49,327	CY
Rebecca Schneider	Project Associate		59,704	CY
Eric Wolf	Project Associate		47,766	CY
Scott Klopfer	Senior Research Associate	Director	74,256	CY
Verl Emrick	Research Associate		63,828	CY
Laura Roghair	Research Associate		55,230	CY
Michael St Germain	Research Associate		50,689	CY
<b><u>FISH AND WILDLIFE CONSERVATION</u></b>				
James Fraser	Professor		129,823	CY
Carola Haas	Professor		106,214	CY
Eric Hallerman	Professor		129,244	CY
Brian Murphy	Professor		145,444	CY
Donald Orth	Professor	Endowed Professor	135,330	AY
Kathleen Alexander	Associate Professor		106,080	AY
Emmanuel Frimpong	Associate Professor		82,620	AY
William Hopkins	Associate Professor		153,003	CY
Yan Jiao	Associate Professor		85,214	CY
Sarah Karpanty	Associate Professor		80,492	AY
Marcella Kelly	Associate Professor		88,014	CY
Steve McMullin	Associate Professor		114,522	CY
James Parkhurst	Associate Professor		92,569	CY
Thomas Gorman	Research Scientist		53,550	CY
David Hata	Research Scientist		56,463	CY
William Henley	Research Scientist		55,692	CY
Daniel Catlin	Research Assistant Professor		76,577	CY
Michelle Beck	Postdoctoral Associate		45,736	CY
James Roberts	Postdoctoral Associate		40,000	CY

**COLLEGE OF NATURAL RESOURCES**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
David Steen	Postdoctoral Associate		41,820	CY
Amy Carrozzino-Lyon	Research Associate		36,000	CY

**FOREST RESOURCES AND ENVIRONMENT CONSERVATION**

Janaki Alavalapati	Professor	Department Head	162,589	CY
Gregory Amacher	Professor	Endowed Professor	115,001	CY
Wallace Aust	Professor		114,614	CY
Harold Burkhardt	Professor	University Distinguished Professor & Endowed Professor	235,076	CY
Thomas Fox	Professor		126,780	CY
Robert Hull	Professor		116,444	CY
John Seiler	Professor	Alumni Distinguished Professor & Endowed Professor	146,435	CY
Bradley Sullivan	Professor		104,177	CY
Randolph Wynne	Professor		113,040	CY
Shepard Zedaker	Professor		123,381	CY
Michael Bolding	Associate Professor		105,936	RE12
Amy Brunner	Associate Professor		100,872	CY
Carolyn Copenheaver	Associate Professor		88,426	CY
John McGee	Associate Professor		79,792	AY
John Munsell	Associate Professor		81,510	CY
Stephen Prisley	Associate Professor		91,751	AY
Philip Radtke	Associate Professor		86,114	CY
Marc Stern	Associate Professor		80,730	AY
Phillip Wiseman	Associate Professor		78,016	CY
Frank Merry	Research Associate Professor		116,200	CY
Christine Blinn	Research Scientist		58,204	CY
Raj Shrestha	Research Scientist		52,020	CY
Susan Day	Assistant Professor		72,761	AY
Jason Holliday	Assistant Professor		76,817	AY
Michael Sorice	Assistant Professor		67,275	AY
Brian Strahm	Assistant Professor		77,741	AY
Valerie Thomas	Assistant Professor		74,046	AY
Jennifer Gagnon	Project Associate		55,989	CY
John Kidd	Project Associate		41,081	CY
Ralph Amateis	Senior Research Associate		81,199	CY
Lecong Zhou	Senior Research Associate	57,783	57,783	CY
Scott Barrett	Research Associate		59,969	CY
Colleen Carlson	Research Associate		67,438	CY
Marshall Laviner	Research Associate		55,029	CY
Kyle Peer	Research Associate		62,244	CY
Xiaoyan Sheng	Research Associate		40,973	CY

**GEOGRAPHY**

James Campbell	Professor		111,362	AY
Laurence Carstensen	Professor	Department Head	156,330	CY
Andrew Ellis	Associate Professor		82,983	AY



***COLLEGE OF NATURAL RESOURCES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Lisa Kennedy	Associate Professor		77,328	AY
Korine Kolivras	Associate Professor		77,754	AY
Lynn Resler	Associate Professor		77,868	AY
Robert Oliver	Assistant Professor		65,866	AY
Yang Shao	Assistant Professor		66,295	AY
John Boyer	Senior Instructor		62,727	AY
David Carroll	Instructor		54,432	AY
Maureen Deisinger	Lecturer		32,850	CY

**SUSTAINABLE BIOMATERIALS**

Robert Bush	Professor	Associate Dean	109,770	CY
Kevin Edgar	Professor		158,104	AY
Charles Frazier	Professor	Endowed Professor	133,396	CY
Barry Goodell	Professor		153,000	CY
A Hammett	Professor		107,812	CY
David Kline	Professor		110,560	CY
Joseph Loferski	Professor		110,323	CY
Audrey Zink-Sharp	Professor		116,750	CY
Brian Bond	Associate Professor		94,998	CY
Urs Buehlmann	Associate Professor		97,429	CY
Daniel Hindman	Associate Professor		82,003	CY
Scott Renneckar	Associate Professor		86,389	CY
Maren Roman	Associate Professor		85,988	CY
Zhangjing Chen	Research Scientist		46,350	CY
Henry Quesada Pineda	Assistant Professor		78,120	CY
Laszlo Horvath	Assistant Prof of Practice		68,700	AY
Young Teck Kim	Assistant Prof of Practice		68,800	AY
Linda Caudill	Senior Research Associate		63,630	AY
Zhiyuan Lin	Research Associate		43,260	CY

**WATER RESOURCES RESEARCH CENTER**

Stephen Schoenholtz	Professor	Director	129,874	AY
Kevin McGuire	Assistant Professor		77,438	AY
Alan Rafo	Research Associate		50,241	CY
Anthony Timpano	Research Associate		37,765	CY
Jane Walker	Research Associate		50,024	CY

**COLLEGE OF SCIENCE**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ADMINISTRATION - SCIENCE</u></b>				
Lay Chang	Professor	Dean	291,200	CY
Timothy Long	Professor	Associate Dean	200,000	CY
Janet Sanders	Lecturer		125,000	CY
Melissa Simpkins	Lecturer		60,000	CY
Deborah Wilson	Lecturer		59,983	CY
Gary Long	Administrative Lecturer	Associate Dean	110,000	CY
Jennifer LeFurgy	Project Associate		69,615	CY
<b><u>BIOLOGICAL SCIENCES</u></b>				
Ernest Benfield	Professor		133,000	CY
Arthur Buikema	Professor	Alumni Distinguished Professor	129,045	AY
Klaus Elgert	Professor		85,000	AY
Joseph Falkinham	Professor		92,000	AY
Khidir Hilu	Professor		98,000	AY
Roderick Jensen	Professor		117,000	AY
Liwu Li	Professor		141,334	RE12
Erik Nilsen	Professor		99,000	AY
Brent Opell	Professor		99,000	AY
John Phillips	Professor		95,000	AY
David Popham	Professor		111,096	AY
Jill Sible	Professor	Assistant Vice President	150,900	CY
Ann Stevens	Professor		95,000	AY
John Tyson	Professor	University Distinguished Professor	239,587	CY
Jeffrey Walters	Professor	Endowed Professor	184,011	RE11
Jackson Webster	Professor		110,000	AY
Brenda Winkel	Professor	Department Head	156,000	CY
John Barrett	Associate Professor		79,000	AY
Lisa Belden	Associate Professor		79,000	AY
Daniel Capelluto	Associate Professor		82,222	RE10
Daniela Cimini	Associate Professor		79,000	AY
Carla Finkelstein	Associate Professor		105,333	RE12
Dana Hawley	Associate Professor		77,000	AY
Maria Lazar	Associate Professor		74,530	AY
Stephen Melville	Associate Professor		77,000	AY
Ignacio Moore	Associate Professor		82,000	AY
Florian Schubot	Associate Professor		73,500	AY
Dorothea Tholl	Associate Professor		79,000	AY
Richard Walker	Associate Professor		103,288	AY
Jianhua Xing	Associate Professor		75,000	AY
Zhaomin Yang	Associate Professor		80,000	AY
Lori Blanc	Research Scientist		55,157	CY
Katherine Chen	Research Scientist		44,763	CY
Pavel Kraykivskiy	Research Scientist		50,400	CY
Cihan Oguz	Research Scientist		48,960	CY

**COLLEGE OF SCIENCE**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Bryan Brown	Assistant Professor		73,000	AY
Adi Livnat	Assistant Professor		68,000	AY
Birgit Scharf	Assistant Professor		73,000	AY
James Adelman	Postdoctoral Associate		43,050	CY
Sherry Hildreth	Postdoctoral Associate		41,208	CY
Myra Hughey	Postdoctoral Associate		41,200	CY
Jigneshkumar Parmar	Postdoctoral Associate		46,350	CY
Emanuele Roscioli	Postdoctoral Associate		39,713	CY
Eric Sokol	Postdoctoral Associate		41,200	CY
Sara Zeigler	Postdoctoral Associate		44,125	CY
Mary Lipscomb	Senior Instructor		57,387	AY
Jackson Evans	Advanced Instructor		58,818	AY
Michael Rosenzweig	Advanced Instructor		53,988	AY
Richard Seyler	Advanced Instructor		50,695	AY
Jerry Via	Instructor	Assistant Dean	93,221	CY
Katherine Rodgers	Lecturer		45,683	CY
Catherine Sarmadi	Lecturer		43,531	CY

**CHEMISTRY**

Karen Brewer	Professor		106,500	AY
Paul Carlier	Professor		140,000	AY
Daniel Crawford	Professor		110,000	AY
Harry Dorn	Professor		146,020	AY
Alan Esker	Professor		94,500	AY
Felicia Etzkorn	Professor		86,000	AY
Richard Gandour	Professor		127,500	AY
Harry Gibson	Professor		138,500	AY
Brian Hanson	Professor		94,000	AY
David Kingston	Professor	University Distinguished Professor	214,623	RE11
Herve Marand	Professor		110,000	AY
James McGrath	Professor	University Distinguished Professor & Endowed Professor	322,066	CY
Joseph Merola	Professor		162,000	AY
Robert Moore	Professor		143,577	AY
John Morris	Professor		102,000	AY
Judy Riffle	Professor		151,000	AY
James Tanko	Professor	Department Head	154,000	CY
Sam Turner	Research Professor	Director	91,351	AY
Patricia Amateis	Associate Professor		65,000	AY
Paul Deck	Associate Professor		79,081	AY
Louis Madsen	Associate Professor		85,000	AY
Webster Santos	Associate Professor		90,650	AY
Brian Tissue	Associate Professor		76,375	AY
Diego Troya	Associate Professor		77,000	AY
Eduard Valeyev	Associate Professor		108,000	AY
Gordon Yee	Associate Professor		83,500	AY

**COLLEGE OF SCIENCE**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Mehdi Ashraf-Khorassani	Research Scientist		71,870	CY
Beverly Mecham	Research Scientist		50,918	CY
Edward Orler	Research Scientist		51,000	AY
Harinantenaina Rakotondraibe	Research Scientist		47,895	CY
Tijana Grove	Assistant Professor		75,000	AY
Amanda Morris	Assistant Professor		75,000	AY
Gerald Manbeck	Postdoctoral Associate		41,600	CY
Arunachalam Murugan	Postdoctoral Associate		40,560	CY
Michael Berg	Advanced Instructor		48,000	AY
Maggie Bump	Advanced Instructor		46,000	AY
Jeannine Eddleton	Advanced Instructor		50,500	AY
Shamindri Arachchige	Instructor		42,100	AY
Thomas Bell	Instructor	Asst Chair for Research & Special Projects	90,500	CY
Victoria Long	Instructor		46,000	AY
Carla Slebodnick	Instructor		53,500	AY
Michelle Dalton	Lecturer		46,000	CY
Dawn Wong	Senior Research Associate		45,998	CY

**ECONOMICS**

Richard Ashley	Professor		106,000	AY
Hans Haller	Professor		141,000	AY
Djavad Salehi-Isfahani	Professor		118,000	AY
Aris Spanos	Professor	Endowed Professor	144,500	AY
Thorwald Tideman	Professor	Interim Department Head	132,000	AY
Sheryl Ball	Associate Professor		104,000	AY
Richard Cothren	Associate Professor		90,000	AY
Suqin Ge	Associate Professor		91,500	AY
Guo Li	Research Scientist		61,200	CY
Eric Bahel	Assistant Professor		91,000	AY
Adam Dominiak	Assistant Professor		96,000	AY
Joao Macieira	Assistant Professor		86,000	AY
Kwok Tsang	Assistant Professor		90,500	AY
Zhou Yang	Assistant Professor		88,000	AY
Steven Trost	Advanced Instructor		88,000	AY

**GEOSCIENCES**

Robert Bodnar	Professor	University Distinguished Professor & Endowed Professor	202,040	AY
Patricia Dove	Professor	Endowed Professor	225,000	AY
Kenneth Eriksson	Professor		106,000	AY
Michael Hochella	Professor	University Distinguished Professor	175,759	AY
John Hole	Professor		102,000	AY
Scott King	Professor		110,000	AY
Richard Law	Professor		103,000	AY
Nancy Ross	Professor	Department Head	154,000	CY

**COLLEGE OF SCIENCE**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
James Spotila	Professor		99,000	AY
Robert Tracy	Professor	Director, Museum of Geosciences	109,500	AY
Shuhai Xiao	Professor		170,000	AY
Thomas Burbey	Associate Professor		84,050	AY
Madeline Schreiber	Associate Professor		98,500	AY
Chester Weiss	Associate Professor		76,500	AY
Ying Zhou	Associate Professor		80,000	AY
John Chermak	Associate Prof of Practice	Associate Professor of Practice	61,500	AY
Martin Chapman	Research Associate Professor		77,967	AY
Harish Veeramani	Research Scientist		48,222	CY
Barbara Bekken	Assistant Professor		45,000	AY
Mark Caddick	Assistant Professor		75,000	AY
Esteban Gazel	Assistant Professor		76,000	AY
Benjamin Gill	Assistant Professor		75,000	AY
Brian Romans	Assistant Professor		76,000	AY
Robert Weiss	Assistant Professor		92,889	RE11
Esther Schwarzenbach	Postdoctoral Associate		45,699	CY
Neil Johnson	Advanced Instructor		48,858	AY
Luca Fedele	Senior Research Associate		54,621	CY
Jacob Beale	Research Associate		51,000	CY
Nizhou Han	Research Associate		39,164	CY

**MATHEMATICS**

Slimane Adjerid	Professor		99,000	AY
Joseph Ball	Professor		147,500	AY
Christopher Beattie	Professor		95,000	AY
Jeffrey Borggaard	Professor		110,000	AY
Ezra Brown	Professor	Alumni Distinguished Professor	114,870	AY
John Burns	Professor	Endowed Professor	284,667	RE12
Martin Day	Professor		99,000	AY
Eric De Sturler	Professor		110,000	AY
William Floyd	Professor		104,000	AY
Serkan Gugercin	Professor		91,000	AY
George Hagedorn	Professor		125,500	AY
Peter Haskell	Professor	Department Head	144,000	CY
Traian Iliescu	Professor		91,000	AY
Jong Kim	Professor		94,500	AY
Martin Klaus	Professor		97,250	AY
Werner Kohler	Professor		122,060	AY
Tao Lin	Professor		96,500	AY
Peter Linnell	Professor		94,500	AY
Carl Prather	Professor		79,500	AY
Frank Quinn	Professor		70,750	AY
Michael Renardy	Professor	Endowed Professor	153,000	AY
Yuriko Renardy	Professor	Endowed Professor	121,500	AY



**COLLEGE OF SCIENCE**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Robert Rogers	Professor		116,500	AY
John Rossi	Professor		118,000	AY
David Russell	Professor		163,500	AY
Mark Shimozone	Professor		107,500	AY
Shu Ming Sun	Professor		99,000	AY
James Turner	Professor		114,100	AY
Alexander Elgart	Associate Professor		77,500	AY
Nicholas Loehr	Associate Professor		85,500	AY
Anderson Norton	Associate Professor		85,000	AY
Peter Wapperom	Associate Professor		73,500	AY
Lizette Zietsman	Associate Professor		84,500	AY
Mihaela Ciupe	Assistant Professor		80,000	AY
Constantin Mihalcea	Assistant Professor		78,500	AY
Megan Wawro	Assistant Professor		75,000	AY
Pengtao Yue	Assistant Professor		75,000	AY
Diane Agud	Senior Instructor		46,251	AY
Susan Anderson	Senior Instructor		55,010	AY
Terri Bourdon	Senior Instructor		74,000	AY
Susan Hagen	Senior Instructor		49,394	AY
Abigail Kohler	Senior Instructor		41,646	AY
Eileen Shugart	Senior Instructor		59,873	AY
Catherine Stephens	Senior Instructor		45,450	AY
Heath Hart	Advanced Instructor		41,594	AY
Margaret McQuain	Advanced Instructor		45,667	AY
Jessica Schmale	Advanced Instructor		44,457	AY
Deborah Smith	Advanced Instructor		44,729	AY
Marlene Cothren	Instructor		40,481	AY
Lucy Hanks	Instructor		42,564	AY
Jessica Hurdus	Instructor		40,540	AY
Leroy Peters	Instructor		40,107	AY
Kelly Robinson	Instructor		40,675	AY
Evgeny Savel'ev	Instructor		41,567	AY
William Reilly	Lecturer		81,500	CY

**PHYSICS**

James Heflin	Professor		105,000	AY
Jean Heremans	Professor		85,000	AY
Seong Mun	Professor		231,000	AY
Leo Piilonen	Professor	Department Head & Endowed Professor	161,000	CY
Mark Pitt	Professor		95,300	AY
John Simonetti	Professor		115,300	CY
Uwe Tauber	Professor		98,000	AY
Robert Vogelaar	Professor		95,300	AY
Nahum Arav	Associate Professor		87,000	AY
Patrick Huber	Associate Professor		87,000	AY

**COLLEGE OF SCIENCE**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Giti Khodaparast	Associate Professor		75,530	AY
Jonathan Link	Associate Professor		80,000	AY
Djordje Minic	Associate Professor		85,100	AY
Kyungwha Park	Associate Professor		37,500	AY
Michel Pleimling	Associate Professor		80,000	AY
Hans Robinson	Associate Professor		69,230	AY
Eric Sharpe	Associate Professor		77,000	AY
Victoria Soghomonian	Associate Professor		68,650	AY
Tatsu Takeuchi	Associate Professor		42,325	AY
Fei Lin	Research Scientist		53,040	CY
Laszlo Papp	Research Scientist		64,505	CY
Steven Rountree	Research Scientist		60,320	CY
Vito Scarola	Assistant Professor		75,000	AY
Chenggang Tao	Assistant Professor		72,000	AY
Almas Khan	Instructor		48,000	AY
Kriton Papavasiliou	Instructor		47,162	AY
Maria del Pilar Coloma Escribano	Research Associate		44,663	CY

**PSYCHOLOGY**

Martha Ann Bell	Professor		117,000	AY
George Clum	Professor		118,000	AY
Kirby Deater-Deckard	Professor		144,000	AY
E Geller	Professor	Alumni Distinguished Professor	155,731	AY
Russell Jones	Professor		103,800	AY
Thomas Ollendick	Professor	University Distinguished Professor	241,382	RE10
Robert Stephens	Professor	Department Head	177,333	RE12
Richard Winett	Professor	Endowed Professor	206,666	RE12
Danny Axsom	Associate Professor		70,000	AY
Julie Dunsmore	Associate Professor		80,000	AY
Roseanne Foti	Associate Professor		84,000	AY
Joseph Germana	Associate Professor		54,820	AY
David Harrison	Associate Professor		81,000	AY
Robert Harvey	Associate Professor		65,460	AY
Neil Hauenstein	Associate Professor		75,000	AY
Jungmeen Kim-Spoon	Associate Professor		85,000	AY
Angela Scarpa-Friedman	Associate Professor		83,000	AY
Bruce Scarpa-Friedman	Associate Professor		70,000	AY
Susan White	Associate Professor		81,000	AY
Lee Cooper	Clinical Associate Professor	Director	95,134	CY
Bradley White	Research Scientist		65,310	AY
Anthony Cate	Assistant Professor		75,000	AY
Rachel Diana	Assistant Professor		91,666	RE11
Matthew Fritz	Assistant Professor		74,000	AY
John Richey	Assistant Professor		75,000	AY
Eileen Bill	Research Assistant Professor		71,703	AY

***COLLEGE OF SCIENCE***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Kurt Hoffman	Senior Instructor	Director of Undergraduate Studies	64,000	AY
Patti Harrison	Instructor		50,000	AY

**STATISTICS**

Jeffrey Birch	Professor		95,000	AY
Eric Smith	Professor	Department Head	184,000	CY
Gordon Vining	Professor		123,000	AY
William Woodall	Professor		144,500	AY
Pang Du	Associate Professor		90,000	AY
Feng Guo	Associate Professor		91,000	AY
Golde Holtzman	Associate Professor		94,870	CY
Inyoung Kim	Associate Professor		92,600	AY
Scott Leman	Associate Professor		93,500	AY
George Terrell	Associate Professor		79,000	CY
Xinwei Deng	Assistant Professor		86,000	AY
Yili Hong	Assistant Professor		81,500	AY
Leanna House	Assistant Professor		90,000	AY
Dong-Yun Kim	Assistant Professor		80,325	AY
Christopher Franck	Research Assistant Professor		88,658	CY
Jie Li	Research Assistant Professor		82,400	CY
Eric Vance	Research Assistant Professor	Director	89,301	AY
Marlow Lemons	Advanced Instructor		57,050	AY
John Morgan	Administrative Lecturer	Assistant Dean	170,000	CY

**COLLEGE OF VETERINARY MEDICINE**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ADMINISTRATION - VETERINARY MEDICINE</u></b>				
Roger Avery	Professor	Senior Associate Dean	208,500	CY
Gerhardt Schurig	Professor	Dean	265,200	CY
Douglas Graham	Lecturer		99,225	CY
James Harness	Lecturer	Associate Dean	136,874	CY
April Hylton	Lecturer		80,250	CY
Paul Schmidt	Lecturer		79,000	CY
<b><u>BIOMEDICAL SCIENCE</u></b>				
S Ahmed	Professor	Department Head	181,400	CY
Marion Ehrich	Professor		180,180	CY
David Lindsay	Professor		116,028	CY
Xiang-Jin Meng	Professor		161,864	CY
Stephen Smith	Professor		109,396	CY
Dan Sponenberg	Professor		144,040	CY
Nammalwar Sriranganathan	Professor		122,130	CY
Jeffrey Wilcke	Professor	Endowed Professor	134,634	CY
John Robertson	Research Professor		84,000	AY
Thomas Caceci	Associate Professor		117,548	CY
Ludeman Eng	Associate Professor	Assistant Dean	177,012	CY
Larry Freeman	Associate Professor		116,864	CY
William Huckle	Associate Professor		98,722	CY
Bradley Klein	Associate Professor		97,031	CY
Paul Roberts	Associate Professor		102,764	RE12
Geoffrey Saunders	Associate Professor		116,694	CY
Bonnie Smith	Associate Professor		97,924	CY
Elankumaran Subbiah	Associate Professor		110,698	RE12
Lijuan Yuan	Associate Professor		111,821	RE12
Anne Zajac	Associate Professor		103,286	CY
Kurt Zimmerman	Associate Professor		112,859	CY
Jennifer Hodgson	Administrative Associate Prof	Associate Dean	168,513	CY
Tanya LeRoith	Clinical Associate Professor		110,327	CY
Wen Li	Research Scientist		61,005	CY
Jia-Qiang He	Assistant Professor		86,800	AY
Xin Luo	Assistant Professor		86,800	AY
Michelle Theus	Assistant Professor		86,800	AY
Katie Boes	Clinical Assistant Professor		95,800	CY
Nicole Weinstein	Clinical Assistant Professor		102,310	CY
Julie Green	Research Assistant Professor		67,253	CY
Yaowei Huang	Research Assistant Professor		68,773	CY
<b><u>EQUINE MEDICAL ANCILLARY</u></b>				
Martin Furr	Professor	Endowed Professor	120,891	CY
Kenneth Sullins	Professor		171,770	CY
Harold McKenzie	Associate Professor		143,117	CY
Morton Adams	Clinical Assistant Professor		168,100	CY

**COLLEGE OF VETERINARY MEDICINE**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
James Brown	Clinical Assistant Professor		157,600	CY

**EQUINE MEDICAL CENTER**

Anne Desrochers	Clinical Assistant Professor		103,037	CY
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**LARGE ANIMAL CLINIC SCIENCE**

Virginia Buechner-Maxwell	Professor		108,002	CY
David Hodgson	Professor	Department Head	190,640	CY
Kevin Pelzer	Professor		120,013	CY
William Swecker	Professor		130,027	CY
Nathaniel White	Professor	Director of EMC & Endowed Professor	164,543	CY
William Whittier	Professor		141,388	CY
Earl Gaughan	Clinical Professor		138,000	CY
Jennifer Barrett	Associate Professor		127,720	CY
Sherrie Clark-Deener	Associate Professor		118,700	CY
Linda Dahlgren	Associate Professor		109,844	CY
Robert Pleasant	Associate Professor		130,658	CY
William Scarratt	Associate Professor		110,252	CY
Sharon Witonsky	Associate Professor		107,116	CY
John Currin	Clinical Associate Professor		110,068	CY
Willard Eyestone	Research Associate Professor		103,026	CY
James Cissell	Clinical Assistant Professor		91,500	CY
Dana Cook	Clinical Assistant Professor		107,000	CY
Rebecca Funk	Clinical Assistant Professor		95,000	CY
Sierra Guynn	Clinical Assistant Professor		100,500	CY
Julie Settlege	Clinical Assistant Professor		106,840	CY
Katherine Wilson	Clinical Assistant Professor		100,500	CY
Hollie Schramm	Clinical Instructor		90,112	CY

**POPULATION HEALTH SCIENCES**

Francois Elvinger	Professor	Department Head	154,462	CY
Kerry Redican	Professor		155,073	CY
Kathryn Hosig	Associate Professor		102,520	AY
Susan Marmagas	Associate Prof of Practice		87,980	CY
Kaja Abbas	Assistant Professor		90,300	CY
Ann Forburger	Senior Project Associate		37,800	CY

**SMALL ANIMAL CLINIC SCIENCES**

Gregory Daniel	Professor	Department Head	182,095	CY
Karen Inzana	Professor		135,567	CY
Martha Larson	Professor		130,000	CY
Michael Leib	Professor	Endowed Professor	123,613	AY
Edward Monroe	Professor		130,000	CY
David Panciera	Professor		130,000	CY
James Pickett	Professor		130,000	CY



***COLLEGE OF VETERINARY MEDICINE***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Gregory Troy	Professor	Endowed Professor	170,062	CY
Jonathan Abbott	Associate Professor		115,004	CY
David Grant	Associate Professor		109,426	CY
Ian Herring	Associate Professor		125,000	CY
Otto Lanz	Associate Professor		129,160	CY
John Rossmeisl	Associate Professor		121,356	CY
Bess Pierce	Clinical Associate Professor		130,000	CY
Mark Freeman	Assistant Professor		101,500	CY
Piedad Henao Guerrero	Assistant Professor		101,708	CY
Maria Killos	Assistant Professor		101,000	CY
Emily Miller	Assistant Professor		102,200	CY
Dana Neelis	Assistant Professor		101,700	CY
Theresa Pancotto	Assistant Professor		101,000	CY
Carolina Ricco Pereira	Assistant Professor		103,150	CY
Sandra Diaz	Clinical Assistant Professor		101,000	CY

**VET MEDICINE ACADEMIC AFFAIRS**

Melanie Kegley	Lecturer		60,000	CY
Jacquelyn Pelzer	Lecturer		83,700	CY
Jill Wells	Lecturer		46,000	AY

**VET MEDICINE CLINICAL SERVICES**

Frank Pierson	Professor	Director, VTH	152,360	CY
Travis Burns	Lecturer		69,259	CY

**VET MEDICINE EXPERIMENT STATION**

Dianjun Cao	Research Scientist		49,595	CY
Sandeep Kumar	Research Scientist		46,139	CY
Guohua Li	Research Scientist		47,300	CY
Geraldine Magnin-Bissel	Research Scientist		66,354	CY
Aloka Bandara	Research Assistant Professor		63,233	CY
Rujuan Dai	Research Assistant Professor		62,960	CY
Suzanne Santamaria	Research Assistant Professor		59,080	CY
Stephen Werre	Research Assistant Professor		73,194	CY
Sakthivel Subramaniam	Postdoctoral Associate		42,000	CY
Ke Wen	Postdoctoral Associate		41,200	CY
Lei Zhou	Postdoctoral Associate		42,000	CY
Jessica Adkins	Lecturer		46,400	CY
Peter Jobst	Lecturer		78,816	CY
Scott Kenney	Senior Research Associate		47,623	CY

**VET MEDICINE TEACHING HOSPITAL**

Richard Hiller	Lecturer		102,473	CY
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***DIVERSITY AND INCLUSION***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>DIVERSITY AND INCLUSION</u></b>				
Alicia Cohen	Lecturer		55,433	AY
Adrien DeLoach	Lecturer		54,590	CY
William Lewis	Lecturer	Vice President	169,728	CY
Perry Martin	Lecturer		60,100	CY

**GRADUATE SCHOOL**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ADMINISTRATION - GRADUATE SCHOOL</u></b>				
Karen DePauw	Professor	Vice President & Dean	236,000	CY
Dannette Beane	Lecturer		64,155	CY
Nicole Boyle	Lecturer		79,310	CY
Ennis McCrery	Lecturer		59,893	CY
Jeremy Sippel	Lecturer		63,735	CY
Marija Telbis-Forster	Lecturer	Senior Advisor	65,535	CY
<b><u>GRADUATE SCHOOL STUDENT SERVICES</u></b>				
Monika Gibson	Lecturer	Director, GSSO	75,600	CY
<b><u>INTERDISCIPLINARY GRADUATE EDUCATION</u></b>				
Annelisse Aigster	Lecturer		63,950	CY
<b><u>NORTHERN VIRGINIA CENTER</u></b>				
Kenneth Wong	Research Assistant Professor	Associate Dean Graduate School & NVC Director	145,125	CY

***LIBRARIES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>LIBRARY</u></b>				
Lesley Moyo	Professor	Director	116,992	CY
Tyler Walters	Professor	Dean	210,000	CY
Victoria Kok	Professional Professor		92,117	CY
Gail McMillan	Professional Professor	Director	97,788	CY
Aaron Purcell	Professional Professor	Director	87,200	CY
Carolyn Meier	Associate Professor		67,026	CY
Brian Mathews	Administrative Associate Prof	Associate Dean	118,720	CY
Tamara Kennelly	Professional Associate Prof		60,577	CY
Ellen Krupar	Professional Associate Prof		70,058	CY
Edward Lener	Professional Associate Prof		84,000	CY
Bruce Pencek	Professional Associate Prof		57,926	CY
Larry Thompson	Professional Associate Prof		68,542	CY
Zhiwu Xie	Professional Associate Prof		82,500	CY
Kira Dietz	Assistant Professor		50,498	CY
Jennifer Nardine	Assistant Professor		53,113	CY
Keith Gilbertson	Administrative Assistant Prof		70,880	CY
Julie Speer	Administrative Assistant Prof	Associate Dean	115,566	CY
Ryan Speer	Administrative Assistant Prof		52,320	CY
Annette Bailey	Professional Assistant Prof		66,575	CY
Sherrie Bowser	Professional Assistant Prof		46,920	CY
Marc Brodsky	Professional Assistant Prof		51,738	CY
Byron Brown	Professional Assistant Prof		74,219	CY
Mary Finn	Professional Assistant Prof		63,194	CY
Kyrille Goldbeck DeBose	Professional Assistant Prof		51,468	CY
Monena Hall	Professional Assistant Prof		47,940	CY
Nathan Hall	Professional Assistant Prof		64,300	CY
Paul Hover	Professional Assistant Prof		54,148	CY
Julie Lindblad	Professional Assistant Prof		50,290	CY
Margaret Merrill	Professional Assistant Prof		51,168	CY
Rebecca Miller	Professional Assistant Prof		57,187	CY
Heather Moorefield-Lang	Professional Assistant Prof		59,549	CY
Leslie O'Brien	Professional Assistant Prof	Director	106,832	CY
Bruce Obenhaus	Professional Assistant Prof		70,741	CY
Connie Stovall	Professional Assistant Prof		62,916	CY
Patrick Tomlin	Professional Assistant Prof		62,060	CY
Philip Young	Professional Assistant Prof		50,880	CY
Allison Scripa	Professional Instructor		52,854	CY
Curtis Carr	Lecturer	Director	94,419	CY
Charla Lancaster	Lecturer		87,067	CY

***PRESIDENT***

<u><b>Name</b></u>	<u><b>Rank</b></u>	<u><b>Title</b></u>	<u><b>Recommended Salary For 2013 - 2014</b></u>	<u><b>Appt</b></u>
<u><b>BUSINESS AND MANAGEMENT SYSTEMS</b></u>				
George Cooper	Lecturer	Director	93,363	CY
Corey Earles	Lecturer		70,757	CY
Christopher Rahmes	Lecturer		84,614	CY
<u><b>LEGAL COUNSEL</b></u>				
Kay Heidbreder	Administrative Instructor	University Legal Counsel	171,205	CY
Stephen Capaldo	Lecturer		86,005	CY
Mark Gess	Lecturer		81,600	CY
<u><b>PRESIDENT'S STAFF</b></u>				
Ralph Byers	Lecturer	Director of Government Relations	170,544	CY
Natalie Hart	Lecturer		85,000	CY
Elizabeth Hooper	Lecturer		74,000	CY
Kim O'Rourke	Lecturer	Chief of Staff	166,097	CY
Charles Stott	Lecturer		77,970	CY
Christopher Yianilos	Lecturer		189,592	CY



**SENIOR VICE PRESIDENT AND PROVOST**

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ADMINISTRATION - PROVOST</u></b>				
Jack Finney	Professor	Vice Provost	230,000	CY
Mark McNamee	Professor	Provost	375,673	CY
Jeffrey Earley	Lecturer		116,000	CY
Amy Hogan	Lecturer		100,000	CY
Margaret Layne	Lecturer		93,000	CY
Ellen Plummer	Lecturer	Assistant Provost	115,000	CY
Kenneth Smith	Lecturer	Vice Provost	160,000	CY

**CENTER FOR SURVEY RESEARCH**

Susan Willis-Walton	Senior Research Scientist	Director	83,460	CY
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**CENTER FOR THE ARTS AT VIRGINIA TECH**

Richard Knapp	Professor		212,000	CY
Liesl Baum	Research Assistant Professor		64,603	CY
Susan Bland	Lecturer		60,600	CY
Margaret Crutchfield	Lecturer		82,400	CY
Heather Ducote	Lecturer		82,400	CY
David Ehrlich	Lecturer		60,427	CY
Elizabeth Scharman	Lecturer		93,000	CY
Ruth Waalkes	Lecturer		182,500	CY
Douglas Witney	Lecturer		73,500	CY

**INSTITUTIONAL RESEARCH**

Kristen Bush	Lecturer	Director	111,000	CY
Dennis Catley	Lecturer		88,948	CY
Roxanne Gile	Lecturer		81,751	CY
Chang Yu Hung	Lecturer		70,610	CY
Ying Liu	Lecturer		62,603	CY
Janice McBee	Lecturer		61,159	CY
Rebecca Perez	Lecturer		57,490	CY
Paul Voigt	Lecturer		78,913	CY

**VTC HEALTH AND MEDICAL EDUCATION**

Susan Ely	Professor		127,000	CY
Helena Carvalho	Assistant Professor		90,000	CY
Leslie E LaConte	Assistant Professor		95,040	CY

**WOMENS CENTER**

Anna LoMascolo	Lecturer		68,850	CY
Christine Smith	Lecturer		64,700	CY
Jennifer Underwood	Lecturer		47,203	CY
Sarah Valatka	Lecturer		46,656	CY

## ***VICE PRESIDENT AND DEAN FOR UNDERGRAD EDUCATION***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>CIDER - CTR FOR INSTRUCTIONAL DEV. &amp; ED. RES.</u></b>				
Peter Doolittle	Professor		115,408	CY
<b><u>FIRST YEAR EXPERIENCE</u></b>				
Mary Lewis	Administrative Associate Prof	Director	141,908	CY
<b><u>INSTITUTE FOR DISTANCE &amp; DISTRIBUTED LEARNING</u></b>				
Tracey Allen	Lecturer		49,533	CY
Lujean Baab	Lecturer		70,538	CY
Mark Bond	Lecturer		51,832	CY
Eric Gilmore	Lecturer		66,033	CY
Oddbjørn Hestnes	Lecturer		51,793	CY
Deyu Hu	Lecturer		56,953	CY
Jenise Jacques	Lecturer		50,683	CY
Peter Macedo	Lecturer		89,964	CY
Jack Meese	Lecturer		67,633	CY
Jeffrey Ogle	Lecturer		78,141	CY
Dawn Stoneking	Lecturer		62,700	CY
<b><u>MULTICULTURAL ACADEMIC OPPORTUNITIES PROGRAM</u></b>				
Lauren Harris	Lecturer		43,680	CY
Jody Thompson	Lecturer		61,955	CY
<b><u>OFFICE OF ASSESSMENT AND EVALUATION</u></b>				
Steven Culver	Lecturer		89,962	CY
David Kniola	Lecturer		65,484	CY
Anne Laughlin	Lecturer		53,978	CY
Kathryne McConnell	Lecturer		72,748	CY
Ray Van Dyke	Lecturer	Director	112,391	CY
<b><u>OFFICE OF SUMMER SESSIONS</u></b>				
Michael Herndon	Lecturer	Director	79,952	CY
<b><u>REGISTRAR</u></b>				
Clyde Cridlin	Professional Instructor		68,526	CY
Lynda Bailey	Lecturer		50,674	CY
Gary Costello	Lecturer		51,840	CY
Lefter Daku	Lecturer		93,234	CY
Wanda Dean	Lecturer	Vice Provost	170,000	CY
<b><u>STUDENT - ATHLETE ACADEMIC SUPPORT SERVICES</u></b>				
Sarah Armstrong	Lecturer		55,162	CY
Gregory Beatty	Lecturer		41,229	CY
Cory Byrd	Lecturer		38,369	CY
Katie Cross	Lecturer		57,288	CY

## ***VICE PRESIDENT AND DEAN FOR UNDERGRAD EDUCATION***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Jermaine Holmes	Lecturer		86,751	CY
Florissa Noteware	Lecturer		42,432	CY
Michael Swanhart	Lecturer		39,665	CY

### **THE OFFICE OF DEGREE MANAGEMENT**

Robin Panneton	Associate Professor		108,522	CY
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### **THE STUDENT SUCCESS**

Mary Grace Campos	Lecturer		52,250	CY
Jessica Grimes	Lecturer		55,691	CY
Karen Sanders	Lecturer	Assistant Vice President	130,739	CY
Barbara Weimerskirch	Lecturer		42,756	CY

### **UNDERGRADUATE ADMISSIONS**

Mildred Johnson	Administrative Instructor	Director	111,056	CY
Haley Cripps	Lecturer		35,700	CY
Juan Espinoza	Lecturer		51,576	CY
Sunnie Hughes	Lecturer		42,840	CY
Gary Jackson	Lecturer	Assistant Director	48,445	AY
Rebekah LaPlante	Lecturer		64,289	CY
Kelly Rawlings	Lecturer		68,478	CY
Jane Todd	Lecturer		36,210	CY

### **UNDERGRADUATE RESEARCH**

Tomalei Vess	Lecturer		89,010	CY
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### **UNIVERSITY ACADEMIC ADVISING CENTER**

Jennie Brogan	Lecturer		40,030	CY
Janice Chatham	Lecturer		46,235	CY
Amber Fizzano	Lecturer		41,383	CY
Keith Gay	Lecturer		40,291	CY
Helene Goetz	Lecturer		58,491	CY
Jason Johnson	Lecturer		38,483	CY
Christopher King	Lecturer		38,483	CY
Elaine Matuszek	Lecturer		65,807	CY
Keri McGee	Lecturer		38,189	CY
Kimberly Smith	Lecturer	Director	96,390	CY

### **UNIVERSITY HONORS PROGRAM**

Terry Papillon	Professor		109,967	CY
Christina McIntyre	Lecturer		72,440	CY
Russell Shrader	Lecturer		47,700	CY

### **UNIVERSITY SCHOLARSHIPS AND FINANCIAL AID**

Stephanie Breeding	Lecturer		49,120	CY
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***VICE PRESIDENT AND DEAN FOR UNDERGRAD EDUCATION***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Stephanie Clements	Lecturer		60,410	CY
Michael Flora	Lecturer		53,040	CY
Carrie Miller	Lecturer		68,116	CY
Barry Simmons	Lecturer	Director	106,527	CY

**VICE PRESIDENT AND DEAN FOR UNDERGRADUATE EDU**

Feride Daku	Lecturer		94,368	CY
Alison Matthiessen	Lecturer		51,205	CY
Keri Swaby	Lecturer		40,504	CY

## ***VICE PRESIDENT FOR ADMINISTRATIVE SERVICES***

<u><b>Name</b></u>	<u><b>Rank</b></u>	<u><b>Title</b></u>	<u><b>Recommended Salary For 2013 - 2014</b></u>	<u><b>Appt</b></u>
<b><u>ADA PROGRAM</u></b>				
Pamela Vickers	Lecturer		62,722	CY
<b><u>AIR TRANSPORTATION SERVICES</u></b>				
Winfred Garst	Lecturer		99,105	CY
<b><u>ASSISTANT VP FOR FACILITIES</u></b>				
Dennis Cochrane	Lecturer		76,859	CY
Michael Coleman	Lecturer		218,243	CY
Leigh LaClair	Lecturer	Director of University Design and Construction	175,844	CY
Deborah Nelson Williams	Lecturer		104,500	CY
Henry Rice	Lecturer		47,025	CY
James Selby	Lecturer		95,132	CY
<b><u>AVP - BUSINESS SERVICES</u></b>				
Lisa Wilkes	Lecturer	Assistant Vice President	182,652	CY
<b><u>CAMPUS MAIL CENTER</u></b>				
Virginia McCoy	Lecturer		62,967	CY
<b><u>EMERGENCY MANAGEMENT</u></b>				
Michael Mulhare	Lecturer		141,579	CY
<b><u>ENVIRONMENTAL HEALTH AND SAFETY</u></b>				
Michael Cannon	Lecturer		62,700	CY
Lance Franklin	Lecturer		152,658	CY
Anna Kroner	Lecturer		59,565	CY
Valerie Pegues	Lecturer		53,721	CY
Charlotte Waggoner	Lecturer		80,582	CY
Jeremy Williams	Lecturer		53,295	CY
<b><u>EQUITY AND ACCESS</u></b>				
Rodney Irvin	Lecturer		83,600	CY
Karisa Moore	Lecturer		76,316	CY
Dale Robinson	Lecturer		61,556	CY
<b><u>FACILITIES OPERATIONS</u></b>				
Jason Shelton	Lecturer		67,096	CY
<b><u>HUMAN RESOURCES</u></b>				
Robin Ball	Lecturer		76,665	CY
Richard Charles	Lecturer		106,305	CY
David Ferraro	Lecturer		52,020	CY
Andrew Irvin	Lecturer	Associate Vice President	195,859	CY



## ***VICE PRESIDENT FOR ADMINISTRATIVE SERVICES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Angela King	Lecturer		106,362	CY
Sara Leftwich	Lecturer		62,700	CY
Christine Luketic	Lecturer		77,194	CY
Curtis Mabry	Lecturer		89,536	CY
Ann Mason	Lecturer		58,646	CY
Michael McCoy	Lecturer		59,565	CY
Cynthia Rutherford	Lecturer		78,793	CY
Kirk Wehner	Lecturer		122,579	CY

### **INFORMATION TECHNOLOGY FOR ADMIN SERVICES**

Tracy McElroy	Lecturer		86,320	CY
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### **OFFICE OF TRANSPORTATION**

Robin McCoy	Lecturer		61,596	CY
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### **OFFICE OF UNIVERSITY PLANNING**

Michael Dunn	Lecturer		67,910	CY
Steven Mouras	Lecturer		123,934	CY

### **ORGANIZATIONAL DEVELOPMENT**

James MacQueen	Lecturer		63,954	CY
John Massey	Lecturer		89,536	CY
Mekeisha Williams	Lecturer		128,707	CY

### **POLICE**

Eugene Deisinger	Lecturer		122,664	CY
Wendell Flinchum	Lecturer		149,899	CY
Kevin Foust	Lecturer		120,577	CY
Chassidy Tuell	Lecturer		37,620	CY

### **PRINTING SERVICES**

Catherine Chambers	Lecturer	Director, Printing & Mail	79,125	CY
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### **UNIVERSITY BUILDING OFFICIAL**

James Hagedorn	Lecturer		79,943	CY
William Hinson	Lecturer		95,931	CY
Steven Smith	Lecturer		78,375	CY
Joseph Zokaite	Lecturer		78,375	CY

### **UNIVERSITY DESIGN AND CONSTRUCTION**

David Chinn	Lecturer		78,545	CY
Zebulon Coble	Lecturer		75,761	CY
Bruce Ferguson	Lecturer		95,275	CY
Monte Hager	Lecturer		92,555	CY
Joseph Hoefflein	Lecturer		80,582	CY

***VICE PRESIDENT FOR ADMINISTRATIVE SERVICES***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
James McCoy	Lecturer		89,536	CY

**VICE PRESIDENT FOR ADMINISTRATIVE SERVICES**

Heidi McCoy	Lecturer		114,731	CY
Sherwood Wilson	Lecturer	Vice President	290,519	CY

**VIRGINIA TECH ELECTRIC AUXILIARY**

Carl Hagy	Lecturer		74,986	CY
Lynn Short	Lecturer		77,224	CY

***VICE PRESIDENT FOR ALUMNI RELATIONS***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ALUMNI ASSOCIATION</u></b>				
Carolyn Bain	Lecturer		51,625	CY
Joshua Burnheimer	Lecturer		46,500	CY
Jamie Cowell-Lucero	Lecturer		60,400	CY
Deborah Day	Lecturer	Associate Vice President	112,500	CY
Gregory Fansler	Lecturer		67,000	CY
Bonnie Gilbert	Lecturer		64,688	CY
Gwen Harrington	Lecturer		42,500	CY
John Hutcheson	Lecturer		70,000	CY
Thomas Tillar	Lecturer	Vice President	190,036	CY
Latanya Walker	Lecturer		51,000	CY
Jan Wilson	Lecturer		61,000	CY
Anne Young	Lecturer		62,129	CY
<b><u>ALUMNI RELATIONS</u></b>				
Kelly Griffin	Lecturer		45,500	CY

***VICE PRESIDENT FOR DEVELOPMENT & UNIV RELATIONS***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>UNIVERSITY DEVELOPMENT</u></b>				
Wallace Allen	Lecturer		87,473	CY
Rhonda Arsenault	Lecturer	Associate Vice President	164,806	CY
Kimberly Avis	Lecturer		60,000	CY
Robert Bailey	Lecturer		97,524	CY
Terry Bolt	Lecturer		103,580	CY
Kim Christopoulos	Lecturer		78,607	CY
Steven Clark	Lecturer	Assistant Vice President	137,798	CY
Charles Cornelison	Lecturer		95,902	CY
Timothy Corvin	Lecturer	Associate Vice President	263,718	CY
A Scott Davis	Lecturer		73,934	CY
Erin Edwards	Lecturer		129,515	CY
David Everett	Lecturer		108,622	CY
Alex Fritz	Lecturer		101,092	CY
Richard Gargagliano	Lecturer		103,129	CY
Hunter Gresham	Lecturer		79,769	CY
Benjamin Grove	Lecturer		74,363	CY
Deborah Hamilton	Lecturer		97,482	CY
Randy Holden	Lecturer		85,701	CY
Timothy Howland	Lecturer		85,471	CY
John King	Lecturer		94,013	CY
Emily Lane	Lecturer		68,952	CY
Gerald Lillard	Lecturer		86,546	CY
Karina Martin	Lecturer		67,709	CY
Elizabeth McBride	Lecturer		100,700	CY
Brian McGuire	Lecturer		87,550	CY
Vernon Meacham	Lecturer		105,093	CY
Lucius Merritt	Lecturer		147,218	CY
Jerrad Miers	Lecturer		79,500	CY
Robert Mollenhauer	Lecturer		99,308	CY
Irene Motley	Lecturer		90,168	CY
Sherri Mylott	Lecturer	Assistant Vice President	147,215	CY
Jennifer Orzolek	Lecturer		107,039	CY
Edward Pearsall	Lecturer		100,647	CY
Albert Raboteau	Lecturer		67,600	CY
Robert Smythers	Lecturer		96,941	CY
David Spracher	Lecturer		76,018	CY
Nancy Strosnider	Lecturer		86,546	CY
Brian Thornburg	Lecturer		71,446	CY
Nicole Wagner	Lecturer		87,550	CY
Sarah Woods	Lecturer		50,100	CY

**UNIVERSITY RELATIONS**

Lawrence Hincker	Administrative Instructor	Associate Vice President	200,025	CY
Andrea Brunais	Lecturer		64,018	CY
Paula Byron	Lecturer		93,600	CY

***VICE PRESIDENT FOR DEVELOPMENT & UNIV RELATIONS***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Juliet Crichton	Lecturer		50,185	CY
Cecelia Crow	Lecturer		68,147	CY
Glen Duncan	Lecturer		58,370	CY
Joseph Durham	Lecturer		95,743	CY
Glenn Gleixner	Lecturer		107,189	CY
Cynthia Gray	Lecturer		71,286	CY
John Jackson	Lecturer		90,392	CY
Barbara Micale	Lecturer		72,314	CY
Laura Neff-Henderson	Lecturer		51,500	CY
Bobbie Norris	Lecturer		74,256	CY
Mark Owczarski	Lecturer		104,101	CY
Mitchell Powers	Lecturer		43,988	CY
Melissa Richards	Lecturer		116,278	CY
Susan Steeves	Lecturer		55,141	CY
Randall Stith	Lecturer		97,767	CY
Jesse Tuel	Lecturer		60,756	CY
Steven White	Lecturer		60,049	CY

**VICE PRESIDENT FOR DEVELOPMENT & UNIV RELATIO**

Elizabeth Flanagan	Lecturer	Vice President	313,641	CY
Angela Hayes	Lecturer		101,650	CY



***VICE PRESIDENT FOR FINANCE AND CFO***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>BUDGET AND FINANCIAL PLANNING</u></b>				
Cortney Hagerman	Lecturer		72,800	CY
Harvey Heath	Lecturer		55,250	CY
Karen Hill	Lecturer		70,545	CY
James Hillman	Lecturer		60,265	CY
Timothy Hodge	Lecturer	Assistant Vice President	184,689	CY
Travis Hundley	Lecturer		99,198	CY
Brennan Shepard	Lecturer		88,576	CY
<b><u>OFFICE OF UNIVERSITY BURSAR</u></b>				
Melinda West	Lecturer		108,900	CY
<b><u>PURCHASING</u></b>				
William Kaloupek	Lecturer	Director	140,174	CY
<b><u>STRATEGIC INITIATIVE &amp; BUSINESS ANALYSIS</u></b>				
Michael Alexander	Lecturer		91,800	CY
<b><u>UNIVERSITY CONTROLLER</u></b>				
David McGarry	Lecturer		106,225	CY
Kenneth Miller	Lecturer	Controller	201,739	CY
Wendell Vest	Lecturer		117,900	CY
<b><u>UNIVERSITY INTERNAL AUDIT</u></b>				
Lisa Brown	Lecturer		60,192	CY
David Crotts	Lecturer		68,000	CY
Brian Daniels	Lecturer		120,327	CY
Gannon Davis	Lecturer		60,192	CY
Sharon Kurek	Lecturer		165,000	CY
<b><u>UNIVERSITY TREASURER</u></b>				
John Cusimano	Lecturer	University Treasurer & Associate Vice President	223,060	CY
<b><u>VICE PRESIDENT FOR FINANCE AND CFO</u></b>				
William Belcher	Lecturer		79,750	CY
Robert Broyden	Lecturer	Assistant Vice President	155,188	CY
Allen Campbell	Lecturer		114,450	CY
Deborah Greer	Lecturer		61,800	CY
Jennifer Hundley	Lecturer		67,850	CY
Robert Mann	Lecturer		76,210	CY
Savita Sharma	Lecturer		101,032	CY
Millard Shelton	Lecturer	Vice President	310,000	CY
Christopher Sherman	Lecturer		62,500	CY
Jerry Sumpter	Lecturer		84,000	CY

***VICE PRESIDENT FOR FINANCE AND CFO***

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2013 - 2014</u>	<u>Appt</u>
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## ***VICE PRESIDENT FOR INFORMATION TECHNOLOGY***

<u><b>Name</b></u>	<u><b>Rank</b></u>	<u><b>Title</b></u>	<u><b>Recommended Salary For 2013 - 2014</b></u>	<u><b>Appt</b></u>
<b><u>ADVANCED RESEARCH COMPUTING</u></b>				
Nicholas Polys	Lecturer		106,000	CY
<b><u>CENTER FOR GEOSPATIAL INFORMATION TECH</u></b>				
Peter Sforza	Research Scientist		68,730	CY
Erica Adams	Project Associate		42,000	CY
<b><u>COMMUNICATION NETWORK SERVICES</u></b>				
Eric Brown	Lecturer		92,667	CY
Jeffrey Crowder	Lecturer		153,812	CY
William Dougherty	Lecturer		133,387	CY
Richard Hach	Lecturer		105,661	CY
Carl Harris	Lecturer		161,729	CY
Patricia Rodgers	Lecturer		118,242	CY
Roy Smith	Lecturer		86,795	CY
<b><u>INFORMATION SYSTEMS AND COMPUTING</u></b>				
Terry Herdman	Professor	Associate Vice President	202,062	CY
Scott Midkiff	Professor	Vice President	292,600	CY
Susan Brooker-Gross	Professional Associate Prof		124,606	CY
John Wingo	Research Scientist		204,357	CY
Randal Crockett	Administrative Instructor		104,785	CY
Daniel Boynton	Lecturer		44,520	CY
Patricia Branscome	Lecturer		76,208	CY
Jeffrey Brewster	Lecturer		80,000	CY
Michael Carpenter	Lecturer		64,380	CY
Steven Castle	Lecturer		81,000	CY
Wesley Conley	Lecturer		56,650	CY
Lucas Covey	Lecturer		84,200	CY
Jason Cowden	Lecturer		72,800	CY
Marcus DeBonis	Lecturer		107,254	CY
Hashim Durrani	Lecturer		73,700	CY
Ryan Ellison	Lecturer		66,300	CY
Michelle Ervine	Lecturer		64,661	CY
Deborah Fulton	Lecturer	Associate Vice President	156,754	CY
James Hassall	Lecturer		65,583	CY
Christian Herr	Lecturer		62,400	CY
Debra Johnson	Lecturer		99,000	CY
Byoung-Do Kim	Lecturer		118,000	CY
Philip Kobezak	Lecturer		61,400	CY
John Krallman	Lecturer		121,922	CY
Gregory Kroll	Lecturer		87,851	CY
Justin Krometis	Lecturer		80,434	CY
Jeffry Lang	Lecturer		56,000	CY
Vijayalakshmi Mallikarjunan	Lecturer		57,400	CY
Randolph Marchany	Lecturer		118,958	CY

## ***VICE PRESIDENT FOR INFORMATION TECHNOLOGY***

<u><b>Name</b></u>	<u><b>Rank</b></u>	<u><b>Title</b></u>	<u><b>Recommended Salary For 2013 - 2014</b></u>	<u><b>Appt</b></u>
Gabriel Mateescu	Lecturer		92,000	CY
James McClure	Lecturer		92,500	CY
Kenneth McCrery	Lecturer		113,100	CY
Timothy Moore	Lecturer		68,331	CY
Nicolas Pachis	Lecturer		50,044	CY
Ernest Penland	Lecturer		84,675	CY
Richard Quintin	Lecturer		95,000	CY
Andrew Ratliff	Lecturer		60,400	CY
Kevin Rooney	Lecturer		93,600	CY
Jennifer Rush	Lecturer		60,000	CY
Jitendra Shrestha	Lecturer		64,202	CY
Kimberly Smith	Lecturer		79,583	CY
Richard Sparrow	Lecturer		48,500	CY
Jeb Stewart	Lecturer		140,026	CY
Richard Tilley	Lecturer		90,100	CY
Smitha Vamanan Nampoothiri	Lecturer		62,400	CY
Jonavon Wilcox	Lecturer		55,000	CY
Brenda van Gelder	Lecturer		102,950	CY
Stephen Peery	Research Associate		93,698	CY

### **LEARNING TECHNOLOGIES**

John Moore	Professional Associate Prof	Director	126,000	CY
William Sanders	Administrative Assistant Prof		104,064	CY
David Adams	Lecturer		67,040	CY
Brian Broniak	Lecturer		76,150	CY
Walter Campbell	Lecturer		98,748	CY
Robert Dickert	Lecturer		76,328	CY
Shelli Fowler	Lecturer		90,384	CY
Nathan Francis	Lecturer		47,414	CY
Donald Inman	Lecturer		50,302	CY
Jonathan Kensler	Lecturer		57,000	CY
Jeffery Mitchell	Lecturer		68,300	CY
Anne Moore	Lecturer	Associate Vice President	169,106	CY
Jihane Najdi	Lecturer		65,000	CY
Jennifer Sparrow	Lecturer		88,681	CY
Teggin Summers	Lecturer		61,284	CY
April Thacker	Lecturer		50,695	CY
Jacques Walker	Lecturer		46,580	CY
Gary Worley	Lecturer	Director	93,743	CY
Marc Zaldivar	Lecturer		65,818	CY
William deWindt	Lecturer		56,950	CY

### **SECURE ENTERPRISE TECH INITIATIVES**

Mary Dunker	Lecturer		120,305	CY
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### **TELECOMMUNICATIONS AUXILIARY**

***VICE PRESIDENT FOR INFORMATION TECHNOLOGY***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Kristin Copenhaver	Lecturer		65,121	CY
Mark Gardner	Lecturer		116,990	CY
Cynthia Kelley	Lecturer		66,324	CY

**VIRGINIA TECH OPERATIONS CENTER**

Joyce Landreth	Lecturer		79,456	CY
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## ***VICE PRESIDENT FOR OUTREACH & INTERNATIONAL AFFAIR***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ADMINISTRATION - OUTREACH</u></b>				
Scott Farmer	Lecturer		85,470	CY
Jane Swan	Lecturer	Director	103,515	CY
<b><u>CE PROGRAM DEVELOPMENT</u></b>				
Donna Augustine	Lecturer		83,340	CY
Jennifer Carter	Lecturer		83,543	CY
Dana Cruikshank	Lecturer		65,187	CY
Shelly Jobst	Lecturer		63,346	CY
Scott Weimer	Lecturer		100,364	CY
Holly Williams	Lecturer		61,144	CY
Tanner Bateman	Senior Project Associate		61,760	CY
<b><u>CENTER FOR EUROPEAN STUDIES AND ARCHITECTURE</u></b>				
Kimberly Carlson	Instructor		48,441	AY
<b><u>ECONOMIC DEVELOPMENT</u></b>				
David Nutter	Professional Instructor		77,931	CY
Whitney Bonham	Lecturer		45,621	CY
Afroze Mohammed	Lecturer		93,870	CY
Patrick O'Brien	Lecturer		44,704	CY
John Provo	Lecturer		123,466	CY
<b><u>ENGAGEMENT ADMINISTRATION</u></b>				
Nancy Gruber	Lecturer		82,468	CY
Lisa Mahaney	Lecturer		49,676	CY
<b><u>INST FOR ADVANCED LEARNING &amp; RESEARCH</u></b>				
Liam Leightley	Lecturer		214,200	CY
<b><u>INSTITUTE FOR POLICY AND GOVERNANCE</u></b>				
Aaron Schroeder	Research Scientist		114,706	CY
Mary Dunkenberger	Senior Project Associate		81,666	CY
John Moore	Senior Project Associate		74,639	CY
Melony Price-Rhodes	Senior Project Associate		83,703	CY
Jeremy Adams	Project Associate		63,250	CY
Johnathan Howard	Project Associate		79,767	CY
Austin Mills	Project Associate		56,955	CY
Erin Mooney	Research Associate		58,442	CY
<b><u>INTERNATIONAL RESEARCH, EDUCATION AND DEVELOP</u></b>				
Michael Bertelsen	Research Scientist	Associate Dean	143,709	CY
Maria Elisa Christie	Research Scientist		81,012	CY
Keith Moore	Research Scientist		81,596	CY
Larry Vaughan	Research Scientist		74,540	CY

## ***VICE PRESIDENT FOR OUTREACH & INTERNATIONAL AFFAIR***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Gene Ball	Lecturer		83,763	CY
Guruprasad Ghosh	Lecturer	Vice President	200,000	CY
Adrian Ares	Project Director		85,353	CY
Rangaswamy Muniappan	Project Director		99,933	CY
Miriam Rich	Senior Project Associate		62,006	CY
Amer Fayad	Senior Research Associate		55,998	CY
Patrick Guilbaud	Senior Research Associate		93,870	CY

### **INTERNATIONAL SUPPORT SERVICES**

Ian Leuschner	Lecturer		73,090	CY
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### **LANGUAGE AND CULTURE INSTITUTE**

Caitlin Capone	Instructor		34,812	AY
Ada Chrisman	Instructor		34,812	AY
Aniseh Ghaderi	Instructor		40,032	AY
Pinar Gurdal	Instructor		39,652	AY
Albert Hayes	Instructor		40,169	AY
Susan Hill	Instructor		42,120	AY
Donita Moore	Instructor		37,764	AY
Kama Wagner	Instructor		34,812	AY
Donald Back	Lecturer	Director	91,900	CY
Elizabeth Bowles	Lecturer		55,730	CY
Diana Housein-Salaita	Lecturer		42,751	CY
Mary Johnson	Lecturer		51,360	CY
Elsie Paredes	Lecturer		60,559	CY
Linda Sanford	Lecturer		53,516	CY
Andrea Todd	Lecturer		62,951	CY

### **OFFICE OF ENGAGEMENT ADMIN**

Susan Short	Lecturer	Director	160,000	CY
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### **OIRED - INTERNATIONAL EDUCATION**

Jennifer Sax	Lecturer		73,090	CY
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### **REYNOLDS HOMESTEAD**

Julie Steele	Lecturer	Director	72,740	CY
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### **RICHMOND CENTER**

Melissa Lubin	Lecturer	Director	104,799	CY
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### **UPWARD BOUND / TALENT SEARCH**

Joseph Lyle	Project Associate		42,328	CY
Sarah Umbarger-Wells	Project Associate		43,047	CY

### **VT ENGAGE: CLC**

***VICE PRESIDENT FOR OUTREACH & INTERNATIONAL AFFAIR***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Michele Deramo	Lecturer	Director	74,000	CY
Jacob Grohs	Lecturer		48,588	CY
Whitney Johnson	Lecturer		40,415	CY
Gary Kirk	Lecturer		84,320	CY

***VICE PRESIDENT FOR RESEARCH***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ACDIL - ADVANCED COMPUTING DECISION INFO LAB</u></b>				
Henning Mortveit	Associate Professor		137,527	CY
Samarth Swarup	Research Scientist		100,100	CY
Raquel Hontecillas-Magarzo	Research Assistant Professor		95,800	CY
Kristian Lum	Research Assistant Professor		112,500	CY
Abhijin Adiga	Postdoctoral Associate		62,000	CY
Barbara Kronsteiner-Dobramysl	Postdoctoral Associate		50,862	CY
Xiaoying Zhang	Postdoctoral Associate		40,000	CY
Jody Williams	Lecturer		103,000	CY
David Bisaillon	Senior Project Associate		103,000	CY
James Walke	Senior Project Associate		75,552	CY
William Marmagas	Senior Research Associate		83,540	CY
Young Yun Chung Baek	Research Associate		73,800	CY
Kevin Hall	Research Associate		89,300	CY
Yongguo Mei	Research Associate		85,798	CY
Dawen Xie	Research Associate		80,200	CY

**ADMINISTRATION - RESEARCH**

Thomas Inzana	Professor	Endowed Professor	190,534	CY
William Knocke	Professor	Associate Vice President	241,716	CY
Robert Walters	Professor	Vice President	286,000	CY
Linda Bucy	Lecturer	Assistant Vice President	145,635	CY
Amel Cuskovic	Lecturer		63,860	CY
Martin Daniel	Lecturer		166,400	CY
Christopher Dunavant	Lecturer		90,812	CY
Satish Kulkarni	Lecturer		208,080	CY
Sandra Muse	Lecturer		98,325	CY
Victoria Ratcliffe	Lecturer		70,026	CY
Neil Sedlak	Lecturer		101,704	CY
Cynthia Spangler	Lecturer		79,200	CY
Matthew Swift	Lecturer		133,661	CY
Elizabeth Tranter	Lecturer		109,200	CY
Roger Burnett	Senior Project Associate		57,918	CY

**ANIMAL CARE**

Mary Ann McCrackin	Lecturer		140,400	CY
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**FRALIN LIFE SCIENCE INSTITUTE**

Weiya Xu	Postdoctoral Associate		41,616	CY
Oliver Hirt	Lecturer		70,977	CY
Lindsay Key	Lecturer		52,142	CY
Janet Webster	Lecturer		87,500	CY
Donald Ball	Senior Research Associate		79,029	CY
Kristi DeCourcy	Senior Research Associate		69,454	CY

## ***VICE PRESIDENT FOR RESEARCH***

<u><b>Name</b></u>	<u><b>Rank</b></u>	<u><b>Title</b></u>	<u><b>Recommended Salary For 2013 - 2014</b></u>	<u><b>Appt</b></u>
<u><b>ICTAS</b></u>				
Roop Mahajan	Professor	Director & Endowed Professor	365,249	CY
Eugene Joseph	Research Professor		44,588	CY
Thomas Campbell	Research Associate Professor		117,555	CY
Jerry Hunter	Research Assistant Professor		85,264	CY
Olga Ivanova	Postdoctoral Associate		47,966	CY
Jon Greene	Lecturer		157,135	CY
Christie Thompson	Lecturer		103,959	CY
Jeffrey Beeby	Senior Project Associate		93,077	CY
Dennis Grove	Senior Project Associate		86,899	CY
Matthew Hull	Senior Project Associate		94,230	CY
Christine Tysor	Senior Project Associate	Program Manager	75,774	CY
Melissa Wade	Project Associate		56,759	CY
Stephen McCartney	Senior Research Associate		70,000	CY
Gang Liu	Research Associate		52,021	CY
<u><b>INSTITUTE FOR SOCIETY/CULTURE/ENVIR.</b></u>				
David Orden	Professional Professor		162,676	CY
<u><b>MACROMOLECULES AND INTERFACES</b></u>				
Yin Lin	Research Scientist		41,961	CY
<u><b>RESEARCH COMPLIANCE/IRB</b></u>				
David Moore	Professional Associate Prof	Associate Vice President	180,750	CY
David Brady	Lecturer		112,278	CY
Carmen Green	Lecturer		70,121	CY
Warren Lucero	Lecturer		61,372	CY
John Talerico	Lecturer		75,635	CY
Jewel Trent	Lecturer		49,682	CY
Stephanie Trout	Lecturer		59,850	CY
<u><b>SPONSORED PROGRAMS</b></u>				
Divyabala Amin	Lecturer		74,520	CY
Michael Cutlip	Lecturer		50,769	CY
Shannell Farmer	Lecturer		60,413	CY
Cecil Fitzgerald	Lecturer		76,707	CY
Machelle Hall	Lecturer		72,052	CY
Michael King	Lecturer		75,913	CY
Kimberly Linkous	Lecturer		80,858	CY
Britton Lovell	Lecturer		57,660	CY
Lauren Magruder	Lecturer		85,905	CY
Carla McGuire	Lecturer		68,040	CY
Kristen Mittelman	Lecturer		93,150	CY
Angela Page	Lecturer		56,465	CY
John Rudd	Lecturer	Assistant Vice President	150,368	CY



## ***VICE PRESIDENT FOR RESEARCH***

<u><b>Name</b></u>	<u><b>Rank</b></u>	<u><b>Title</b></u>	<u><b>Recommended Salary For 2013 - 2014</b></u>	<u><b>Appt</b></u>
Anna Steen	Lecturer		57,095	CY
Cory Thompson	Lecturer		56,465	CY
Emmett Wright	Lecturer		52,755	CY

### **UNIV - TECH TRANSFER**

John Geikler	Lecturer		105,500	CY
Gregory Hess	Lecturer		105,500	CY

### **VBI - BIO SYSTEMS BIO**

Endang Purwantini	Senior Project Associate		68,401	CY
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### **VBI - CYBERINFRASTRUCTURE GROUP CIG**

Joseph Gabbard	Research Assistant Professor		103,221	CY
Julie Schulman	Project Associate		67,519	CY
Roger Gough	Senior Research Associate		115,566	CY
Dustin Machi	Senior Research Associate		113,300	CY
David Abraham	Research Associate		72,100	CY
Oral Dalay	Research Associate		66,036	CY
Timothy Driscoll	Research Associate		63,036	CY
Andrew Warren	Research Associate		66,036	CY
Meredith Wilson	Research Associate		54,000	CY

### **VBI - MEDICAL INFORMATICS SYSTEMS MIS**

Pawel Michalak	Research Associate Professor		104,550	CY
David Mittelman	Research Associate Professor		106,080	CY
Enusha Karunasena	Research Scientist		61,200	CY
Natalie Fonville	Postdoctoral Associate		47,277	CY
Krzysztof Kepa	Postdoctoral Associate		55,000	CY
Christopher Overend	Postdoctoral Associate		45,800	CY
Amanda Wilson	Senior Project Associate		98,160	CY
Neil Adames	Senior Research Associate		62,500	CY
Lauren McIver	Senior Research Associate		67,600	CY
Jasminkumar Bavarva	Research Associate		46,703	CY
Katarzyna Michalak	Research Associate		40,700	CY
Hongseok Tae	Research Associate		58,149	CY

### **VBI - OPERATIONS**

Robert Settlage	Research Scientist		108,250	CY
Kimberly Byrd	Lecturer		70,687	CY
Linda Correll	Lecturer		81,000	CY
Aleta Delaplane	Lecturer		90,000	CY
William Gibbs	Lecturer		81,984	CY
Sharon Lawson	Lecturer		94,847	CY
Kevin Shinpaugh	Lecturer		120,000	CY
Laurie Spotswood	Lecturer		67,238	CY

***VICE PRESIDENT FOR RESEARCH***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Jonathan Dixon	Project Associate		65,940	CY
William Gentry	Research Associate		60,955	CY
Douglas McMaster	Research Associate		67,958	CY
Michael Snow	Research Associate		61,220	CY
<b><u>VBI - OTHER OT</u></b>				
Christopher Barrett	Professor		264,122	CY
Harold Garner	Professor		342,645	CY
Ina Hoeschele	Professor		140,407	CY
Madhav Marathe	Professor		206,394	CY
Josep Bassaganya-Riera	Research Professor		190,000	CY
Stanley Hefta	Research Professor		168,765	CY
Keith Bisset	Senior Research Scientist		180,883	CY
Christopher Lawrence	Associate Professor		127,101	CY
Achla Marathe	Associate Professor		160,010	CY
Anil Vullikanti	Associate Professor		147,000	CY
Jean Peccoud	Research Associate Professor		142,261	CY
Jiangzhuo Chen	Research Scientist		119,689	CY
Md-Abdul Khan	Research Scientist		99,880	CY
Bryan Lewis	Research Scientist		114,000	CY
Maulik Shukla	Research Scientist		103,000	CY
Daniel Sullivan	Research Scientist		128,833	CY
Allan Dickerman	Research Assistant Professor		126,116	CY
Shiv Kale	Postdoctoral Associate		68,300	CY
Lauren Coble	Lecturer		165,392	CY
Stephen Eubank	Project Director		200,000	CY
Ronald Kenyon	Project Director		116,053	CY
Bruce Lawlor	Project Director	Director	206,000	CY
Alice Wattam	Project Director		109,500	CY
Rebecca Will	Project Director		121,890	CY
Kristy Collins	Senior Project Associate		69,812	CY
Stefan Hoops	Senior Project Associate		102,309	CY
Kathleen Laskowski	Senior Project Associate		81,825	CY
Chunhong Mao	Senior Project Associate		98,594	CY
Eric Nordberg	Senior Project Associate		79,308	CY
Kathleen O'Hara	Senior Project Associate		81,813	CY
James Stoll	Senior Project Associate		102,752	CY
Dan Liu	Project Associate		62,530	CY
David Ball	Senior Research Associate		53,500	CY
Sang-Wook Park	Senior Research Associate		52,530	CY
Paula Stretz	Senior Research Associate		164,330	CY
Gertrude Torto-Alalibo	Senior Research Associate		66,300	CY
Chengdong Zhang	Senior Research Associate		75,727	CY
Yan Zhang	Senior Research Associate		69,886	CY
Dominik Borkowski	Research Associate		75,440	CY
Jeremy Johnson	Research Associate		76,540	CY

***VICE PRESIDENT FOR RESEARCH***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Kristin Lee	Research Associate		54,631	CY
Jian Lu	Research Associate		75,440	CY
Hyun Seung Yoo	Research Associate		79,720	CY

**VIRGINIA TECH TRANSPORTATION INSTITUTE**

Thomas Dingus	Professor	Director, VTTI & Endowed Professor	346,418	RE12
Jonathan Hankey	Senior Research Scientist		225,007	CY
Richard Hanowski	Senior Research Scientist		184,004	CY
Costin Untaroiu	Research Associate Professor		124,085	CY
Kyounggho Ahn	Research Scientist		78,275	CY
Jonathan Antin	Research Scientist		133,120	CY
Myra Blanco	Research Scientist		135,200	CY
Zachary Doerzaph	Research Scientist		130,149	CY
Ihab Elshawarby	Research Scientist		78,261	CY
Ronald Gibbons	Research Scientist		134,010	CY
Sheila Klauer	Research Scientist		113,010	CY
Robert Llaneras	Research Scientist		130,006	CY
Shane McLaughlin	Research Scientist		136,210	CY
Michael Mollenhauer	Research Scientist		136,269	CY
Miguel Perez	Research Scientist		123,050	CY
Ann Craig	Lecturer		115,500	CY
Clark Gaylord	Lecturer		133,010	CY
Pascha Gerni	Lecturer		94,400	CY
Roderick Hall	Lecturer	Associate Vice President	187,000	CY
Suzanne Lee	Project Director		82,110	CY
Leonore Nadler	Senior Project Associate		63,216	CY
Stephanie Baker	Project Associate		32,445	CY
Kathryn Boone	Project Associate		49,002	CY
Elizabeth Eichelberger	Project Associate		56,021	CY
Susan Furst	Project Associate		57,920	CY
Fang Huang	Project Associate		67,953	CY
Spencer Joslin	Project Associate		48,027	CY
Gabrielle Laskey	Project Associate		48,590	CY
Andrew Marinik	Project Associate		49,400	CY
Julie McClafferty	Project Associate		62,403	CY
Devi Mishra	Project Associate		49,200	CY
Tammy Russell	Project Associate		55,045	CY
Kimberly Shelton	Project Associate		53,530	CY
Tammy Trimble	Project Associate		57,363	CY
Shih-Ching Wu	Project Associate		49,010	CY
Andrew Alden	Senior Research Associate		112,320	CY
Stephen Bears	Senior Research Associate		98,318	CY
Darrell Bowman	Senior Research Associate		119,732	CY
Brian Daily	Senior Research Associate		90,393	CY
Cristian Druta	Senior Research Associate		63,788	CY

***VICE PRESIDENT FOR RESEARCH***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Gregory Fitch	Senior Research Associate		81,394	CY
Jeffrey Hickman	Senior Research Associate		119,080	CY
Dean Iverson	Senior Research Associate		98,325	CY
Sondra Iverson	Senior Research Associate		98,325	CY
Vasily Kaliniouk	Senior Research Associate		100,035	CY
Samer Katicha	Senior Research Associate		56,648	CY
Thomas McGraw	Senior Research Associate		99,764	CY
Alejandra Medina-Flintsch	Senior Research Associate		61,082	CY
Justin Morgan	Senior Research Associate		72,845	CY
Michael Neurauder	Senior Research Associate		84,162	CY
Justin Owens	Senior Research Associate		71,713	CY
Andrew Petersen	Senior Research Associate		190,008	CY
William Schaudt	Senior Research Associate		73,744	CY
Loren Stowe	Senior Research Associate		126,880	CY
Edgar de Leon Izeppi	Senior Research Associate		75,530	CY
Zachary Bowden	Research Associate		97,274	CY
Michael Bryson	Research Associate		106,252	CY
Craig Bucher	Research Associate		94,640	CY
Matthew Camden	Research Associate		55,012	CY
Brad Cannon	Research Associate		54,269	CY
Carl Cospel	Research Associate		110,707	CY
Jianhe Du	Research Associate		50,605	CY
Michael Ellery	Research Associate		64,720	CY
LaTanya Holmes	Research Associate		60,547	CY
Julie Jermeland	Research Associate		75,573	CY
Brian Leeson	Research Associate		105,040	CY
Jessica Mabry	Research Associate		60,705	CY
Trijntje Marburg	Research Associate		51,792	CY
Jason Meyer	Research Associate		56,497	CY
Rebecca Olson	Research Associate		63,489	CY
Joshua Quesenberry	Research Associate		55,120	CY
Scott Stone	Research Associate		93,893	CY
Jeremy Sudweeks	Research Associate		73,574	CY
Frank Talbot	Research Associate		63,037	CY
Jean Talledo Vilela	Research Associate		86,006	CY
Travis Terry	Research Associate		50,400	CY
Reginald Viray	Research Associate		57,500	CY
Elizabeth White	Research Associate		60,320	CY
Brian Williams	Research Associate		48,241	CY
Brian Wotring	Research Associate		53,935	CY

**VT CARILION RESEARCH INSTITUTE**

Warren Bickel	Professor	371,280	CY
Michael Friedlander	Professor	465,000	CY
Pendleton Montague	Professor	440,504	CY
Craig Ramey	Research Professor	344,760	CY

***VICE PRESIDENT FOR RESEARCH***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Sharon Ramey	Research Professor		344,760	CY
Ann Harvey	Research Scientist		84,864	CY
Kenneth Kishida	Research Scientist		80,038	CY
Pearl Chiu	Assistant Professor		143,208	CY
Deborah Kelly	Assistant Professor		121,176	CY
Brooks King-Casas	Assistant Professor		125,308	CY
Stephen LaConte	Assistant Professor		155,295	CY
Sarah McDonald	Assistant Professor		116,241	CY
Konark Mukherjee	Assistant Professor		116,241	CY
Zhi Sheng	Assistant Professor		113,953	CY
William Tyler	Assistant Professor		135,150	CY
Quentin Fischer	Research Assistant Professor		72,900	CY
Djanenkhodja Kalikulov	Research Assistant Professor		74,256	CY
Mohammad Kayali	Research Assistant Professor		90,000	CY
Mikhail Koffarnus	Research Assistant Professor		73,439	CY
Terry Lohrenz	Research Assistant Professor		127,129	CY
Jianping Wu	Research Assistant Professor		74,880	CY
Jason Aimone	Postdoctoral Associate		46,726	CY
Crystal Boudreaux	Postdoctoral Associate		41,600	CY
Dongil Chung	Postdoctoral Associate		48,599	CY
Kevin Hill	Postdoctoral Associate		42,740	CY
Wynn Legon	Postdoctoral Associate		53,045	CY
Kimberlee McClure	Postdoctoral Associate		66,300	CY
Justin Tanner	Postdoctoral Associate		52,000	CY
Michael Wesley	Postdoctoral Associate		49,400	CY
Lusha Zhu	Postdoctoral Associate		48,599	CY
Sarah Castle	Lecturer		61,204	CY
Sherri Cook	Lecturer		158,000	CY
Gary Mason	Lecturer		113,100	CY
Dana Nichols	Lecturer		61,560	CY
Robert McNamara	Project Director		73,500	CY
Duy Phan	Project Associate		65,140	CY
Nathan Apple	Senior Research Associate		153,000	CY
Justin King	Senior Research Associate		167,076	CY
Jae Shin	Senior Research Associate		125,000	CY
Jason White	Senior Research Associate		127,500	CY
Brian Brindle	Research Associate		104,800	CY
Anne Carter	Research Associate		48,599	CY
Vrushali Chavan	Research Associate		41,454	CY
Kirstin Gatchalian	Research Associate		72,923	CY
Brian Gilmore	Research Associate		54,080	CY
Sujuan Guo	Research Associate		40,000	CY
Susanna Kiss	Research Associate		69,840	CY
Jonathan Lisinski	Research Associate		82,619	CY
Susan Murphy	Research Associate		49,000	CY



***VICE PRESIDENT FOR RESEARCH***

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2013 - 2014</u>	<u>Appt</u>
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***VICE PRESIDENT FOR STUDENT AFFAIRS***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>ADMINISTRATION - STUDENT AFFAIRS</u></b>				
Kathleen Barbour	Lecturer		86,409	CY
Cynthia Bonner	Lecturer	Director	135,200	CY
<b><u>CAREER SERVICES AUXILIARY</u></b>				
Mary Childress	Lecturer	Senior Assistant Director	56,336	CY
Catherine Copeland	Lecturer	Senior Assistant Director	57,575	CY
James Henderson	Lecturer	Associate Director	70,411	CY
Leigh Leist	Lecturer	Senior Assistant Director	57,393	CY
Amy McPherson	Lecturer	Associate Director	68,170	CY
Carolyn Rader	Lecturer	Senior Assistant Director	49,866	CY
Donna Ratcliffe	Lecturer	Director	104,452	CY
Carol Robinson	Lecturer	Assistant Director	49,612	CY
Rebecca Scott	Lecturer	Assistant Director	50,018	CY
Johanna Smith	Lecturer	Assistant Director	46,961	CY
Kaitlin Steuer	Lecturer		40,658	CY
<b><u>DEAN OF STUDENTS</u></b>				
James Brown	Lecturer	Dean of Students	125,000	CY
Sharrika Davis	Lecturer	Associate Dean	61,684	CY
Sherry Hazelwood	Lecturer	Assistant Dean	49,951	CY
Meghan Weyrens Kuhn	Lecturer		43,764	CY
<b><u>DINING SERVICES - ADMIN</u></b>				
Theodore Faulkner	Lecturer	Director	121,325	CY
Craig Gelbert	Lecturer	Associate Director	73,867	CY
William Hess	Lecturer	Associate Director	77,250	CY
<b><u>DSA - STUDENT AFFAIRS CENTRAL AUXILIARY</u></b>				
Ronald Angert	Lecturer	Associate Director	75,960	CY
Kimberle Badinelli	Lecturer	Associate Director	74,460	CY
Greg Beecher	Lecturer	Assistant Director	61,594	CY
Martha Glass	Lecturer	Associate Director	64,153	CY
Leslie Hubble	Lecturer		64,005	CY
<b><u>MILITARY AFFAIRS</u></b>				
Carrie Cox	Lecturer		49,594	AY
Randal Fullhart	Lecturer	Commandant	125,925	CY
Rewa Mariger	Lecturer		55,852	CY
William Miller	Lecturer	Deputy Commandant	69,837	CY
Charles Payne	Lecturer	Deputy Commandant	55,541	AY
James Snyder	Lecturer	Deputy Commandant	67,506	CY
Michael Weaver	Lecturer	Deputy Commandant	49,872	AY
<b><u>MULTICULTURAL PROGRAMS &amp; SERVICES</u></b>				

***VICE PRESIDENT FOR STUDENT AFFAIRS***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Kristen Houston	Lecturer	Assistant Director	47,444	CY

**NEW STUDENT PROGRAMS**

Jessica Johns	Lecturer	Assistant Dean	42,696	CY
Richard Sparks	Lecturer	Associate Dean	58,637	CY

**RECREATIONAL SPORTS AUXILIARY**

Alison Cross	Lecturer	Associate Director	56,000	CY
Alan Glick	Lecturer	Assistant Director	52,611	CY
Nigel Harris	Lecturer	Assistant Director	46,244	CY
Dominique Preston	Lecturer		36,855	CY
Jennifer Rezac	Lecturer	Assistant Director	48,435	CY
Benjamin Smith	Lecturer		39,887	CY
Christopher Wise	Lecturer	Director	84,333	CY

**SCA - CRANWELL CENTER - STATE**

Kim Beisecker	Lecturer	Director	61,396	AY
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**SCHIFFERT HEALTH CENTER**

Fredrick Barry	Lecturer		96,988	AY
Noelle Bissell	Lecturer		123,634	AY
Kanitta Charoensiri	Lecturer	Director	144,422	CY
Patty Chitwood	Lecturer		127,940	CY
Richard Ferraro	Lecturer	Assistant Vice President	139,475	CY
Dominic Frasca	Lecturer		114,182	AY
Jon Fritsch	Lecturer	Assistant Director	50,630	CY
Laurie Fritsch	Lecturer	Assistant Director	41,960	AY
David Livingston	Lecturer		103,248	AY
Rhonda Mitcham	Lecturer	Associate Director	76,486	CY
Julie Neely	Lecturer		114,975	CY
Michael Williams	Lecturer		54,496	AY
Jianfeng Zheng	Lecturer		61,537	AY

**SERVICES FOR STUDENTS WITH DISABILITIES**

Susan Angle	Lecturer	Director	85,524	CY
Robyn Hudson	Lecturer	Assistant Director	50,030	CY
Deborah Smith	Lecturer		40,800	CY
Constance Wilkinson	Lecturer	Associate Director	61,320	CY

**STUDENT AFFAIRS**

Robert Stephens	Associate Professor		79,973	AY
Frank Shushok	Administrative Assistant Prof	Associate Vice President	175,000	CY
Jennifer Bannon	Lecturer	Assistant Director	41,820	CY
Heather Evans	Lecturer	Director	64,129	CY
Eleanor Finger	Lecturer	Director	112,875	CY

***VICE PRESIDENT FOR STUDENT AFFAIRS***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Matthew Grimes	Lecturer	Assistant Director	43,997	CY
Hannah Grissom	Lecturer		32,000	CY
Byron Hughes	Lecturer	Associate Director	54,380	CY
Nannette Jimenez Gordon	Lecturer	Assistant Director	43,790	CY
Jason Johnson	Lecturer		33,415	CY
Frances Keene	Lecturer	Chief of Operations	84,645	CY
Carl Krieger	Lecturer	Assistant Director	45,643	CY
James Penven	Lecturer	Associate Director	65,148	CY
Rohsaan Settle	Lecturer	Associate Director	61,299	CY
Patricia Smith	Lecturer	Associate Director	62,350	CY
Jeananne Tiffany	Lecturer		33,415	CY
Penny White	Lecturer	Director	83,022	CY
Joseph Wilder	Lecturer		33,825	CY
Kevin Wogenrich	Lecturer		32,800	CY
Kelley Woods	Lecturer	Assistant Director	41,820	CY
Jeffrey Yacup	Lecturer		78,452	CY

**STUDENT AFFAIRS ALCOHOL PROGRAMMING**

Steven Clarke	Lecturer	Director	62,908	CY
Jennifer Wagstaff	Lecturer	Assistant Director	46,536	CY

**STUDENT CENTERS AND ACTIVITIES**

Laura Bedenbaugh	Lecturer	Assistant Director	49,387	CY
Stephen Burrell	Lecturer	Assistant Director	49,633	CY
Justin Computaro	Lecturer	Director	97,185	CY
William Hayden	Lecturer	Assistant Dean	51,696	CY
Monica Hunter	Lecturer	Associate Director	64,173	CY
Jaime Joslin	Lecturer	Assistant Director	47,124	CY
Jesse McGee	Lecturer	Associate Director	61,843	CY
Scott Reed	Lecturer	Associate Director	70,643	CY
Guy Sims	Lecturer	Assistant Vice President	109,777	CY

**THOMAS E. COOK COUNSELING CENTER**

Rita Klein	Professional Assistant Prof		81,672	CY
Charlotte Amenkhienan	Lecturer		75,207	CY
Charles Anderson	Lecturer	Associate Director	86,047	CY
Vicki Arbuckle	Lecturer	Assistant Director	86,457	AY
Gary Bennett	Lecturer		75,493	CY
Cathye Betzel	Lecturer	Assistant Director	80,097	CY
Trent Davis	Lecturer		62,532	CY
Christopher Flynn	Lecturer	Director	120,224	CY
Joseph Friebe	Lecturer		126,607	CY
James Reinhard	Lecturer		172,920	CY
Robert Ritchey	Lecturer		62,851	CY
Charity Rolfes	Lecturer		54,132	CY
Marina Shafran	Lecturer		55,957	CY

***VICE PRESIDENT FOR STUDENT AFFAIRS***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Ellie Sturgis	Lecturer	Assistant Director	81,186	CY
Yanping Wang	Lecturer		59,298	CY

**UNIVERSITY UNIONS - CRANWELL CENTER - AUX**

Lyndsy Manz	Lecturer	Assistant Director	52,080	CY
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***VICE PRESIDENT NATIONAL CAPITAL REGION***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>NATIONAL CAPITAL REGION OPERATIONS</u></b>				
Donald Leo	Professor	Vice President	249,300	CY
Nicholas Stone	Professor		143,121	CY
Robert Brown	Lecturer		63,648	CY
Justin Davenport	Lecturer		100,150	CY
Dianka Murphy	Lecturer		84,500	CY
<b><u>RESEARCH DEVELOPMENT TEAM</u></b>				
Randall Murch	Lecturer		212,413	CY
Denise Orden	Lecturer		39,133	CY
Mark Repko	Project Director		193,800	CY

***VIRGINIA COOPERATIVE EXTENSION***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
<b><u>VIRGINIA COOPERATIVE EXTENSION</u></b>				
Kathleen Jamison	Professor		87,760	CY
Tonya Price	Assistant Professor		74,113	CY
Jennifer Abel	Lecturer		60,173	CY
Therese Abston	Lecturer		51,186	CY
George Allen	Lecturer		55,196	CY
John Allison	Lecturer		51,400	CY
Kathryn Alstat	Lecturer		49,769	CY
Michael Andruczyk	Lecturer		49,992	CY
Kaila Anglin	Lecturer		37,200	CY
Karen Baker	Lecturer		50,038	CY
Scott Baker	Lecturer		59,111	CY
Thomas Balderson	Lecturer		67,956	CY
Jinx Baney	Lecturer		66,526	CY
Crystal Barber	Lecturer		55,143	CY
Laquita Barnes	Lecturer		57,582	CY
Melanie Barrow	Lecturer		50,538	CY
Stephen Barts	Lecturer		44,950	CY
Doris Baskfield-Heath	Lecturer		58,443	CY
Shelia Belcher	Lecturer		46,388	CY
Eric Bendfeldt	Lecturer		78,933	CY
John Blankenship	Lecturer		58,264	CY
Philip Blevins	Lecturer		77,318	CY
Dara Booher	Lecturer		40,970	CY
Adria Bordas	Lecturer		74,393	CY
Jason Bowen	Lecturer		51,362	CY
Jennifer Bowen	Lecturer		55,070	CY
Bryan Branch	Lecturer		51,640	CY
Mya Braxton	Lecturer		43,400	CY
Tara Brent	Lecturer		43,600	CY
Michael Broaddus	Lecturer		48,200	CY
Kirsten Buhls	Lecturer		52,660	CY
Travis Bunn	Lecturer		38,114	CY
Sarah Burkett	Lecturer		75,285	CY
Carol Byrd	Lecturer		55,402	CY
David Calhoun	Lecturer		120,411	CY
Peter Callan	Lecturer		57,851	CY
Kevin Camm	Lecturer		44,435	CY
Anne-Carter Carrington	Lecturer		64,051	CY
Karen Carter	Lecturer		67,845	CY
Katherine Carter	Lecturer		42,900	CY
Deborah Chappell	Lecturer		55,970	CY
Caroline Chewing	Lecturer		39,200	CY
Clay Childs	Lecturer		73,751	CY
Neil Clark	Lecturer		57,642	CY
Robert Clark	Lecturer		52,612	CY

***VIRGINIA COOPERATIVE EXTENSION***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
C Clarke	Lecturer		58,362	CY
Nicole Clem	Lecturer		39,956	CY
Linda Cole	Lecturer		51,958	CY
Daniel Collins	Lecturer		44,700	CY
Brittany Council	Lecturer		41,400	CY
Jocelyn Dailey	Lecturer		44,347	CY
Donna Daniel	Lecturer		52,216	CY
Katherine Daniel	Lecturer		52,551	CY
Ambre Dickerson	Lecturer		52,631	CY
Stephanie Diehl	Lecturer		65,137	CY
Adam Downing	Lecturer		57,840	CY
Christopher Drake	Lecturer		44,950	CY
Linda Eanes	Lecturer		44,039	CY
Kimberly Edmonds	Lecturer		52,096	CY
Kathryn Eide	Lecturer		40,200	CY
Bethany Eigel	Lecturer		46,739	CY
Leonard Elam	Lecturer		58,864	CY
Roger Ellmore	Lecturer		97,944	CY
Billie Elmer	Lecturer		69,073	CY
Cornelia Estep	Lecturer		56,794	CY
Kelsey Ewing	Lecturer		37,900	CY
Amy Fannon-Osborne	Lecturer		44,185	CY
Erin Farmer	Lecturer		39,900	CY
Kevin Fisher	Lecturer		62,144	CY
Sandra Fisher	Lecturer		69,705	CY
Roy Flanagan	Lecturer		48,700	CY
Jonah Fogel	Lecturer		59,594	CY
Sonya Furgurson	Lecturer		51,400	CY
Jillian Garth	Lecturer		43,843	CY
Karen Gehrt	Lecturer		110,383	CY
Cora Gnegy	Lecturer		39,400	CY
Daniel Goerlich	Lecturer	District Director	80,010	CY
Cynthia Gregg	Lecturer		57,209	CY
Rachel Grosse	Lecturer		37,200	CY
Jacob Grove	Lecturer		47,266	CY
Krista Gustafson	Lecturer		46,892	CY
Johanna Hahn	Lecturer		60,897	CY
Brian Hairston	Lecturer		48,709	CY
Douglas Harpole	Lecturer		59,000	CY
Amy Hawkins	Lecturer		44,474	CY
Emily Hawse	Lecturer		48,200	CY
Jacqueline Haymaker	Lecturer		51,822	CY
Jane Henderson	Lecturer		62,467	CY
Wendy Herdman	Lecturer		46,501	CY
Amber Hodges	Lecturer		35,574	CY
Christine Hodges	Lecturer		51,854	CY

***VIRGINIA COOPERATIVE EXTENSION***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Crysti Hopkins	Lecturer		49,500	CY
Steven Hopkins	Lecturer		64,064	CY
John Howe	Lecturer		62,295	CY
Catherine Howland	Lecturer		41,292	CY
Willie Hughes	Lecturer		35,900	CY
Joseph Hunnings	Lecturer		96,310	CY
Charles Iden	Lecturer		44,568	CY
John Ignosh	Lecturer		66,240	CY
Kevin Irvin	Lecturer		63,296	CY
Leon Jarvis	Lecturer		63,463	CY
Scottie Jerrell	Lecturer		51,279	CY
Denny Jessee	Lecturer		55,948	CY
Elizabeth Johnson	Lecturer		53,542	CY
Jeremy Johnson	Lecturer		46,790	CY
Lonnie Johnson	Lecturer	District Director	109,050	CY
Nancy Johnson	Lecturer		44,400	CY
Bruce Jones	Lecturer		55,109	CY
Danielle Jones	Lecturer		47,397	CY
Robert Jones	Lecturer		56,202	CY
Sarah Jones	Lecturer		37,400	CY
Lanette Kelly	Lecturer		43,100	CY
Gina Kindred	Lecturer		67,473	CY
Linda King	Lecturer		49,250	CY
Katrina Kirby	Lecturer		37,200	CY
Cathryn Kloetzli	Lecturer		47,050	CY
Lisa Kovacs	Lecturer		43,153	CY
Nicole LaNore	Lecturer		44,194	CY
Michael Lachance	Lecturer		54,145	CY
Katherine Lafon	Lecturer		46,710	CY
Marion Lawrence	Lecturer		69,585	CY
Mary Lawrence	Lecturer		36,400	CY
Anthony Lea	Lecturer		60,120	CY
Rodney Leech	Lecturer		66,767	CY
Christopher Lichty	Lecturer		53,586	CY
Kelly Liddington	Lecturer		63,690	CY
Jennifer Ligon	Lecturer		40,950	CY
Twandra Lomax	Lecturer		47,611	CY
Theresa Long	Lecturer		37,100	CY
Kenner Love	Lecturer		56,222	CY
Hermon Maclin	Lecturer		54,032	CY
Kelly Mallory	Lecturer		44,887	CY
Sharon Mallory	Lecturer		54,451	CY
Darla Marks	Lecturer		44,444	CY
Cynthia Marston	Lecturer	District Director	90,230	CY
Cynthia Martel	Lecturer		43,200	CY
Michael Martin	Lecturer		95,500	CY

***VIRGINIA COOPERATIVE EXTENSION***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Laura Maxey	Lecturer		38,400	CY
Kimberly Mayo	Lecturer		56,824	CY
Donna McBride	Lecturer		44,256	CY
Haley McCann	Lecturer		39,700	CY
Mary McFarland	Lecturer		66,833	CY
Donna Meade	Lecturer		46,992	CY
Erin Menchhofer	Lecturer		42,400	CY
Judith Midkiff	Lecturer		78,975	CY
Matthew Miller	Lecturer		49,176	CY
Timothy Mize	Lecturer		54,333	CY
David Moore	Lecturer		68,071	CY
Reginald Morris	Lecturer		42,000	CY
Robbie Morrison	Lecturer		43,600	CY
Sarah Morton	Lecturer		45,450	CY
Cristy Mosley	Lecturer		46,682	CY
Jeannie Mullins	Lecturer		52,771	CY
William Mullins	Lecturer		52,102	CY
Karen Munden	Lecturer		65,575	CY
Guy Mussey	Lecturer		65,787	CY
Carol Nansel	Lecturer		59,513	CY
Emily Nester	Lecturer		49,124	CY
Lenah Nguyen	Lecturer		45,974	CY
Daniel Nortman	Lecturer		40,792	CY
Timothy Ohlweiler	Lecturer		52,966	CY
Andrew Overbay	Lecturer		66,109	CY
Tyler Painter	Lecturer		38,400	CY
Michael Parrish	Lecturer		66,228	CY
Crystal Peek	Lecturer		52,889	CY
Danny Peek	Lecturer		78,050	CY
Drexel Pierce	Lecturer		39,200	CY
Karen Poff	Lecturer		59,805	CY
Stephen Pottorff	Lecturer		46,000	CY
Leslie Prillaman	Lecturer		63,457	CY
Susan Prillaman	Lecturer		56,401	CY
James Reiter	Lecturer		53,056	CY
Timothy Romano	Lecturer		35,400	CY
Stephanie Romelczyk	Lecturer		42,700	CY
Antwan Rose	Lecturer		43,522	CY
Kelly Rose	Lecturer		41,400	CY
Charles Rosson	Lecturer		55,491	CY
Cynthia Rowles	Lecturer		58,906	CY
Christina Ruszczyk-Murray	Lecturer		45,400	CY
Lisa Sanderson	Lecturer		52,752	CY
Rita Schalk	Lecturer		57,227	CY
James Schroering	Lecturer		51,600	CY
Michael Scott	Lecturer		57,894	CY



***VIRGINIA COOPERATIVE EXTENSION***

<b><u>Name</u></b>	<b><u>Rank</u></b>	<b><u>Title</u></b>	<b><u>Recommended Salary For 2013 - 2014</u></b>	<b><u>Appt</u></b>
Sandra Shortridge	Lecturer		46,874	CY
Amanda Simons	Lecturer		41,327	CY
Glenn Slade	Lecturer		57,906	CY
David Smith	Lecturer		52,573	CY
Janet Spencer	Lecturer		49,522	CY
Cristin Sprenger	Lecturer		51,620	CY
Kevin Spurlin	Lecturer		52,721	CY
Carl Stafford	Lecturer		62,861	CY
Thomas Stanley	Lecturer		55,099	CY
Nancy Stegon	Lecturer		49,562	CY
Eric Stormer	Lecturer		44,400	CY
Jamie Stowe	Lecturer		51,096	CY
Kathryn Strong	Lecturer		49,500	CY
Glenn Sturm	Lecturer		36,400	CY
Mark Sutphin	Lecturer		52,283	CY
Stuart Sutphin	Lecturer		64,165	CY
Carrie Swanson	Lecturer		53,494	CY
Anthony Tate	Lecturer		57,081	CY
Paige Thacker	Lecturer		60,555	CY
Jennifer Thompson	Lecturer		46,187	CY
John Thompson	Lecturer		48,603	CY
Megan Tierney	Lecturer		46,863	CY
Bonnie Tillotson	Lecturer		45,618	CY
Tadashi Totten	Lecturer		40,256	CY
Lindy Tucker	Lecturer		36,700	CY
Crystal Tyler-Mackey	Lecturer		66,174	CY
Amber Vallotton	Lecturer		53,002	CY
Jonathan Vest	Lecturer		53,513	CY
Alyssa Walden	Lecturer		46,500	CY
Martha Walker	Lecturer		90,664	CY
Ruth Wallace	Lecturer		59,866	CY
Christopher Walters	Lecturer		37,900	CY
Kathleen Watson	Lecturer		48,824	CY
Kelvin Wells	Lecturer		64,139	CY
John Welsh	Lecturer		53,106	CY
Amber Wilson	Lecturer		45,725	CY
Amanda Wingfield	Lecturer		37,043	CY
Scott Woodard	Lecturer		36,414	CY
William Worrell	Lecturer		60,611	CY
LaWanda Wright	Lecturer		57,644	CY
Cynthia Wyskiewicz	Lecturer		54,358	CY
Matthew Yancey	Lecturer		48,643	CY
Kendra Young	Lecturer		50,113	CY
Mary McFerren	Project Director		92,550	CY
Megan Baker	Senior Project Associate		48,000	CY
Judith Stevens	Project Associate		68,436	CY

***VIRGINIA COOPERATIVE EXTENSION***

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2013 - 2014</u>	<u>Appt</u>
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**Abbreviations:**

AY - Academic Year

CY - Calendar Year

RE10 - Research Extended 10 Month Appointment

RE11 - Research Extended 11 Month Appointment

RE12 - Research Extended 12 Month Appointment

## Faculty Personnel Changes Report

### ACADEMIC AFFAIRS COMMITTEE AND FINANCE AND AUDIT COMMITTEE

**Quarter ending March 31, 2013**

The Faculty Personnel Changes Report includes new appointments and adjustments in salaries for the general faculty, including teaching and research faculty in the colleges, and 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	3
New Appointments to Tenure-Track or Continued Appointment-Track	13
New Appointments to Non-Tenure Track	0
Adjustments in Salary	2
Administrative and Professional Faculty	
New Appointments	4
Adjustments in Salary	25
One-time payments for Post-Season Sports Events	37

### **RECOMMENDATION:**

That the Board ratify the Faculty Personnel Changes Report.

June 3, 2013

**FACULTY PERSONNEL CHANGES**  
**June 3, 2013**

**TEACHING AND RESEARCH FACULTY**

**NEW APPOINTMENTS**

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Agriculture &amp; Life Sciences</u>								
Ferreira, Gonzalo	Assistant Professor	Dairy Science	Reg	9	10-Aug-13	100	\$	75,000
Marek, Paul	Assistant Professor	Entomology	Reg	9	10-Aug-13	100	\$	75,000
Spindler, Matthew	Assistant Professor	Agricultural and Extension Education	Reg	9	10-Aug-13	100	\$	75,000
<u>Architecture &amp; Urban Studies</u>								
Simmons, Denise	Assistant Professor	Myers Lawson School of Construction	Reg	9	10-Aug-13	100	\$	82,500
<u>Business</u>								
Wang, Tong	Assistant Professor	Finance, Insurance and Business Law	Reg	9	10-Aug-13	100	\$	190,000
<u>Engineering</u>								
He, Zhen	Associate Professor - Tenured	Civil and Environmental Engineering	Reg	9	10-Aug-13	100	\$	92,000
Kong, Zhenyu	Associate Professor - Tenured	Industrial and Systems Engineering	Reg	9	10-Aug-13	100	\$	92,000
Stark, Nina	Assistant Professor	Civil and Environmental Engineering	Reg	9	10-Aug-13	100	\$	82,000
<u>Liberal Arts and Human Sciences</u>								
Sinno, Nadine	Assistant Professor	Foreign Languages and Literatures	Reg	9	10-Aug-13	100	\$	62,500
Trogon, Kelly	Assistant Professor	Philosophy	Reg	9	10-Aug-13	100	\$	63,000
<u>Natural Resources</u>								
Castello, Leandro	Assistant Professor	Fish and Wildlife Conservation	Reg	9	10-Aug-13	100	\$	65,000
<u>Science</u>								
Braun, Michael	Assistant Professor	Psychology	Reg	9	10-Aug-13	100	\$	74,000
Josan, Jatinder	Assistant Professor	Chemistry	Reg	9	10-Aug-13	100	\$	73,000
Quigley, Paul	Associate Professor - Tenured	History	Reg	9	10-Aug-13	100	\$	77,000
Tang, Runlong	Assistant Professor	Statistics	Reg	9	10-Aug-13	100	\$	85,000
<u>Vice President for Research</u>								
Oestreich, Kenneth	Assistant Professor	Virginia Tech Carilion Research Institute	Reg	12	1-Sep-13	100	\$	110,000

TEACHING AND RESEARCH FACULTYADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Engineering</u>								
Ramakrishnan, Narendran	Professor	Computer Science	Reg	9	10-Feb-13	100	\$	177,000
<u>Veterinary Medicine</u>								
Neelis, Dana	Assistant Professor	Small Animal Clinical Sciences	Reg	12	1-Jan-13	100	\$	99,000



**ADMINISTRATIVE AND PROFESSIONAL FACULTY****NEW APPOINTMENTS**

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME

**Dean of Libraries**

Gilmore, Tracy	Collections Assessment Librarian	Library	Reg	12	10-Feb-13	100	\$ 45,000	
Pressley, Lauren	Associate Director for Learning & Outreach	Library	Reg	12	25-Feb-13	100	\$ 65,000	

**President**

Gwinn, Derek	Assistant Athletics Director, Compliance	Athletics	Reg	12	4-Mar-13	100	\$ 68,000	
McSorley, Bridget	Director, Compliance and Athletics Title IX	Athletics	Reg	12	25-Mar-13	100	\$ 50,125	

**ADMINISTRATIVE AND PROFESSIONAL FACULTY****ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Engineering</u>								
Benson, Richard	Dean and Professor	Dean - Engineering	Reg	12	10-Apr-13	100	\$ 400,000	
<u>Dean of Libraries</u>								
Bowser, Sherrie	Special Collections Archivist	University Libraries	Reg	12	10-Jan-13	100	\$ 46,000	
Ogier, Andrea	Data Science & Informatics Librarian	University Libraries	Reg	12	10-Mar-13	100	\$ 60,000	
<u>President</u>								
Ballen, John	Associate Athletic Director for Football Operations	Athletics	Reg	12	10-Jan-13	100	\$ 20,000	
Beamer, Shane	Associate Head Football Coach	Athletics	Reg	12	1-Jan-13	100	\$ 216,704	
					10-Jan-13	100	\$ 25,000	
Brown, Cornell	Assistant Football Coach	Athletics	Reg	12	1-Jan-13	100	\$ 216,704	
					10-Jan-13	100	\$ 20,000	
Dresser, Kevin	Head Wrestling Coach	Athletics	Reg	12	25-Mar-13	100	\$ 10,000	
East, Timothy	Associate Athletic Director for External Affairs	Athletics	Reg	12	10-Jan-13	100	\$ 3,000	
Ferguson, Jarrett	Director of Strength and Conditioning for Football	Athletics	Reg	12	10-Jan-13	100	\$ 8,288	
Foster, Robert	Defensive Coordinator	Athletics	Reg	12	10-Jan-13	100	\$ 50,000	
Gabbard, Thomas	Associate Athletic Director for Internal Affairs	Athletics	Reg	12	10-Jan-13	100	\$ 3,000	
Garnes, Bruce	Deputy Director for Football Operations	Athletics	Reg	12	10-Jan-13	100	\$ 2,000	
Gentry, R. Michael	Associate Athletic Director, Athletic Performance	Athletics	Reg	12	10-Jan-13	100	\$ 20,000	
Gilbert-Lowry, Reyna	Assistant Director of Athletics, Student Life	Athletics	Reg	12	10-Jan-13	100	\$ 1,500	
Goforth, Michael	Associate Director of Athletics for Athletic Training	Athletics	Reg	12	10-Jan-13	100	\$ 11,035	
Gray, Torrian	Assistant Football Coach	Athletics	Reg	12	1-Jan-13	100	\$ 216,704	
					10-Jan-13	100	\$ 20,000	
Helms, Christopher	Associate Athletic Director for Olympic Sports	Athletics	Reg	12	10-Jan-13	100	\$ 3,000	
Hoffman, David	Assistant Wrestling Coach	Athletics	Reg	12	25-Mar-13	100	\$ 5,000	
Hicks, Kevin	Director of Athletic Broadcast & Visual Communications	Athletics	Reg	12	10-Jan-13	100	\$ 2,000	
Hill, Larry	Spirit Coach	Athletics	Reg	12	10-Jan-13	100	\$ 1,000	

continued

**ADMINISTRATIVE AND PROFESSIONAL FACULTY****ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Jaudon, Jon	Associate Athletic Director for Administration	Athletics	Reg	12	10-Jan-13	100	\$	3,000
Karlin, Lester	Director, Equipment Services	Athletics	Reg	12	10-Jan-13	100	\$	7,794
McCloskey, Sharon	Sr Associate Athletic Director	Athletics	Reg	12	10-Jan-13	100	\$	3,000
McKee, David	Marching Virginians	Athletics	Reg	12	10-Jan-13	100	\$	5,000
Middleton, Polly	Marching Virginians	Athletics	Reg	12	10-Jan-13	100	\$	3,000
Newsome, Curtis	Assistant Football Coach	Athletics	Reg	12	10-Jan-13	100	\$	20,000
O'Cain, T. Michael	Assistant Football Coach	Athletics	Reg	12	10-Jan-13	100	\$	20,000
Panella, Martha	Associate Director for Sports Information	Athletics	Reg	12	10-Jan-13	100	\$	500
Parker, Timothy	Associate Athletic Director for Compliance	Athletics	Reg	12	10-Jan-13	100	\$	2,500
Robie, Tony	Associate Head Wrestling Coach	Athletics	Reg	12	25-Mar-13	100	\$	5,000
Rudd, Lisa	Associate Athletic Director for Financial Affairs	Athletics	Reg	12	10-Jan-13	100	\$	3,000
Sherman, Kevin	Assistant Football Coach	Athletics	Reg	12	10-Jan-13	100	\$	20,000
Short, Keith	Strength and Conditioning Coordinator	Athletics	Reg	12	10-Jan-13	100	\$	5,834
Smith, Clarence	Assistant Athletic Director for Ticketing Services	Athletics	Reg	12	10-Jan-13	100	\$	2,000
Smith, David	Assistant Athletic Director for Communications	Athletics	Reg	12	10-Jan-13	100	\$	2,000
Stinespring, Bryan	Offensive Line Coach and Recruiting Coordinator	Athletics	Reg	12	1-Jan-13	100	\$ 300,000	
					10-Jan-13	100	\$	50,000
Underwood, Casey	Director of Outside Facilities	Athletics	Reg	12	10-Jan-13	100	\$	1,000
Weaver, James	Director of Athletics	Athletics	Reg	12	10-Jan-13	100	\$	55,896
Wells, Jeremy	Assistant Director of Athletics for Sports Marketing & Promotions	Athletics	Reg	12	10-Jan-13	100	\$	1,500
Wiles, Charles	Assistant Football Coach	Athletics	Reg	12	1-Jan-13	100	\$ 261,673	
					10-Jan-13	100	\$	20,000

continued

**ADMINISTRATIVE AND PROFESSIONAL FACULTY****ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<b><u>Senior Vice President &amp; Provost</u></b>								
Dean, Wanda	Vice Provost for Enrollment and Degree Management	Senior Vice President & Provost	Reg	12	10-May-13	100	\$ 148,920	
Finney, Jack	Vice Provost for Faculty Affairs	Senior Vice President & Provost	Reg	12	25-Jan-13	100	\$ 209,000	
Smith, Kenneth	Vice Provost for Resource Management and Institutional Effectiveness	Senior Vice President & Provost	Reg	12	25-Jan-13	100	\$ 142,000	
<b><u>Veterinary Medicine</u></b>								
Kegley, Melanie	Multidiscipline Laboratory Manager	Academic Affairs	Reg	12	25-Mar-13	100	\$ 63,479	
White, Nathaniel	Theodora Ayer Randolph Professor	Equine Medical Center	Reg	12	1-Jul-13	100		
<b><u>Vice President for Administrative Services</u></b>								
Chambers, Catherine	Director, Printing and Mail Services	Printing Services	Reg	12	25-Mar-13	100	\$ 75,000	
Conner, Donald	Off Site Safety Coordinator	Environmental Health and Safety	Reg	12	25-Mar-13	100	\$ 63,561	
Foust, Kevin	Deputy Chief of Police and Assistant Police Director of Security		Reg	12	25-Jan-13	100	\$ 115,385	
Irvin, Rodney	Director of Employee Relations	Human Resources	Reg	12	25-Jan-13	100	\$ 71,500	
					10-Feb-13	100	\$ 80,000	
Lau, Jamie	Assistant to the Chief of Police	Police	Reg	12	25-Feb-13	100	\$ 70,000	
McCoy, Richard	Director, Parking and Transportation	Parking Services	Reg	12	25-Feb-13	100	\$ 83,202	
McElroy, Tracy	Manager, Strategic Initiatives	Information Technology - Administrative Services	Reg	12	1-Jan-13	100	\$ 83,000	

continued

**ADMINISTRATIVE AND PROFESSIONAL FACULTY****ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Vice President for Development &amp; University Relations</u>								
Richards, Melissa	Assistant Vice President for Marketing and Publications	University Relations	Reg	12	25-Jan-13	100	\$	110,741
<u>Vice President for Information Technology</u>								
Long, Brian	Manager, Quality Assurance & Verification	Quality Assurance & Verification	Reg	12	25-Feb-13	100	\$	70,000
<u>Vice President for Outreach &amp; International Affairs</u>								
Ghosh, Guruprasad	Vice President, Outreach and International Affairs	Vice President, Outreach and International Affairs	Reg	12	25-Apr-13	100	\$	200,000
<u>Vice President for Student Affairs</u>								
Perillo, Patricia	Vice President for Student Affairs	Vice President for Student Affairs	Reg	12	25-Feb-13	100	\$	240,000



**Nicholas A. Onopa – Undergraduate Student Representative**  
**Constituency Report to the Board of Visitors**  
**June 2013**

Rector Quillen, President Steger, distinguished members of the board, administration, and guests, four years ago; I came 900 miles to Virginia Tech for the very first time at freshman orientation. As I sat with my orientation group overlooking the Drill field, I could not imagine the journey I was about to begin. One niece, three major changes, five continents, seven Board of Visitors' meetings, 140 credit hours, and several tuition payments later, I sit here today as a proud alumnus of this university reporting as the undergraduate representative for the last time.

This past April, students spent countless hours serving the community during the BIG Event and other service projects, and Virginia Tech's Relay for Life is once again the largest collegiate relay in the country and rose over \$550,000 for the American Cancer Society, and the class of 2013 celebrated their graduation to begin a new chapter in their lives.

While there have been great strides in the past four years, undergraduates still seek improvements in advising, the Curriculum for Liberal Education, in international experiences, and engagement and inclusion in other major university decisions.

There are incredible courses here at Virginia Tech such as CREATE and the Startup Course we heard about yesterday; however, every student in every major deserves these opportunities. Quality advising is essential to take such courses, fulfill degree requirements, and graduate in the proper time. There is already a survey on Student Perspectives of Teaching at the end of each semester; students would like a survey for advising to let their colleges know when their advisors do not meet their needs.

Students are excited to hear about the new proposal for our core curriculum in the next year. The curriculum must be flexible, engaging, and have application beyond the classroom: hands-on learning experiences and analytical problem solving are essential to its success. Many great examples exist throughout the university, but there must be enough of these courses to allow any student to take them who wishes to. The students of our generation seek to be connected and influential in our world, but many struggle to find it in the current system.

In terms of international experiences many believe there are simply not enough of them. We trail many of our peer institutions in study abroad participation and students desire more opportunities to develop as global citizens.

Some might consider undergraduates the customers of Virginia Tech's education, others as the products we produce for the workforce, but too few recognize that we are a powerful resource available to the university right now to make a positive contribution to our university's

mission. I would like to believe that Jane Almarie Lewis was speaking to Virginia Tech students when she wrote, “Remember where you came from and where you've been...Remember to always help light the way for others. Think of it not as your work, or even your purpose, but as your destiny. You are empowering and brilliant, creative and inspiring.”

Virginia Tech alumni always remember their four years here in Blacksburg, so much so that it becomes part of who we are. In the spirit of *Ut Prosim*, our learning and discovery means so much more when serving others. Whether designing a robot to fight fires, designing a community for low-income seniors, or taking their first steps into researching a cure for cancer, when Virginia Tech students receive the proper guidance, their contributions to the world are nothing short of astounding.

The outcome of an undergraduate degree from Virginia Tech should be a commitment to lifelong learning and service: by way of attending graduate school to hone their skills to become the next professors and researchers, or becoming the future leaders in their respective industries. Their experiences here as undergraduates will influence their involvement with the university as alumni. Keeping undergraduates engaged in decisions at all levels of the university will create an even deeper connection to Virginia Tech and aid the board in what really goes on in students' day to day lives.

Finally, I would like to introduce Erica Wood, who will begin her term as the undergraduate representative July 1st. She is pursuing double majors in agricultural sciences and international studies that connects the foundation and mission of our university with the necessary direction of our future. Erica lived in a living learning community focused on diversity, she served on the first Student Advisory Council to the Undergraduate Representative, and this past year she completed her term as Student Government's Director of Government Relations. With her range of experiences, I am confident she will represent the undergraduate community exceptionally and I am excited to see what she will accomplish in the coming year, I can only hope that her experience is as rewarding as my own.

It has been an honor to serve as the undergraduate representative to the board, an even greater honor to be a member of the Virginia Tech community because it is not about where you go or what you do; it is about the people who surround you that make life worthwhile and what separates Virginia Tech from anywhere else. Thank you all for your involvement in my and all students' time here.

**Staff Senate Constituency Report**  
**Virginia Tech Board of Visitors**  
**June 2-3, 2013**  
**Presented by Sue Teel, Staff Senate President**

Rector Quillen, members of the Board of Visitors, President Steger, administrators, and guests: Thank you for this opportunity to speak with you about Virginia Tech's staff.

Since the last Board meeting members of the staff have had the opportunity to participate in several events. The first was the James D. McComas Staff Leadership Seminar. In conjunction with this seminar there is a Staff Leadership Award. Twenty five staff members were nominated by peers and supervisors from across the campus. I believe the nominations for the awards speak to the quality of staff that we have on this campus. Having served on numerous selection committees I am humbled by the numbers of staff who go above and beyond every day in representing Virginia Tech through their daily responsibilities and volunteerism in their communities. The McComas Leadership Award provides just one opportunity to recognize one staff person's excellence each year. The Seminar maxed out attendance and we hope to be able to solicit additional funding sources for next year's Seminar to enable even more staff to attend.

Our second event was the 20<sup>th</sup> anniversary Staff Appreciation Day. This year's carnival theme proved to be well received with booths providing cotton candy, popcorn, and ice cream. Activities included the-always-popular bingo, horseshoes, corn hole, a rock climbing wall, and a mechanical bull. There was a team relay for groups to compete in an inflatable obstacle course. The day was well attended and the staff appreciate the continued efforts of administration to show appreciation for what we do every day.

In conclusion, though we are very happy for Dr. Steger as he moves towards his next life stage, we are also very sad. Dr. Steger has been such a great advocate for staff and we want to thank you. We look forward to having you join us at our Staff Senate meeting later this month.

Thank you for your time and I look forward to working with you through the next year.

Respectfully,  
Sue Teel  
President, Staff Senate

Faculty Senate Constituency Report  
June 3<sup>rd</sup>, 2013  
Sarah M. Karpanty, Faculty Senate President

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Thank you Rector Quillen, President Steger, the entire Board, and guests:

I would like to make two substantive updates today on behalf of the faculty and then introduce you to our highly qualified incoming Faculty Senate president and representative to this Board.

First, we, the faculty, look forward to celebrating the leadership and successes of President Steger in the coming year. We also are excited and anxious to participate in the search for the next President of our university. We thank the Rector and the entire Board for appointing a high proportion of faculty to the search committee. While we are still very early in this process, I do want to convey 4 points that I have heard from many faculty already related to this search. First, we look forward to engaging in a search that reaches from within our own ranks to around the nation and world for our next leader. Second, we seek a leader that embodies the tripartite mission of our land-grant institution and is dedicated to maintaining the comprehensive nature of Virginia Tech. Third, we seek a leader who will not only introduce new ideas and strategic directions, but also remain committed to some if not all, of the ideas we worked to outline in our long range plan under President Steger's guidance. Lastly, we seek a leader who is truly committed to our Principles of Community and will serve as an example of those principles to the students, faculty, staff and alumni.

The second point that I briefly want to mention is that of the location of the new Indoor Athletic Practice Facility. We appreciate that our administration is committed to a site for this facility that does not impact the area known as Stadium Woods, yet we are concerned that such a site is still one of the top-ranked sites in a group of sites under consideration. We understand the university must balance the sometimes conflicting

perspectives of different units within our institution. However, please understand that the opinions of the faculty are clear on this subject and they are unwavering. We urge the Board to support a future site for this practice facility that has zero impact on Stadium Woods. The faculty and the larger university committee have spoken clearly on this subject and we hope that soon a non-impact site can be finalized and we can all move on to other important topics.

And now, I am honored to introduce you to Dr. Joe Merola, our incoming faculty senate president and the incoming faculty representative to our Board of Visitors. Dr. Merola is a full professor in our Department of Chemistry. Among his many achievements, he has been awarded numerous teaching awards and received accolades for his research in inorganic chemistry. He has a long tradition of service at Virginia Tech having served as Acting Dean of the Graduate School, Associate Dean in the then-College of Arts and Sciences, and chair of the department of chemistry. I trust that Dr. Merola will be a strong advocate for the faculty in the coming year and that you will enjoy greatly working with him.

Thank you for the honor of working with you this past year. Please know that even as I leave this position, I am always available to discuss faculty or other issues with each of you.