

# Virginia Tech Board of Visitors Meeting

## June 4, 2007

### Minutes

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- A: **Resolution:** Commendation to the Students of Virginia Tech
- A: **Resolution:** Appreciation to Governor Tim Kaine and the Virginia Tech Review Panel
- A: **Resolution:** Appreciation to Law Enforcement and Emergency Response Agencies
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JJ: [Resolution](#): Ratification of Personnel Changes Report

KK: [Resolution](#): 2007-2008 Promotion, tenure, and Continued Appointment Program

LL: [Resolution](#): Ratification of NCAA Men's Basketball Tournament Contractual Bonuses

MM: [Resolution](#): Approval of 2007 Men's Golf Co-Championship Bonuses

NN: [Resolution](#): Approval of the ACC Women's Outdoor Track and Field Championship Bonuses

OO: [Resolution](#): Approval of the ACC Championship and NCAA Tournament Softball Bonuses

PP: [Report](#): Constituency Report by Dr. Kerry Redican, Faculty Representative

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PP: [Report](#): Constituency Report by Mr. Greg Sagstetter, Undergraduate Student Representative

**MINUTES**

June 4, 2007

The Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, June 4, 2007, at 1:15 p.m. in Torgersen Boardroom, Virginia Tech Campus, Blacksburg, Virginia.

**Present**

Mr. Michael Anzilotti  
 Ms. Beverley Dalton  
 Mr. Ben J. Davenport, Jr.  
 Ms. Michele Duke  
 Mr. Robert L. Freeman, Jr.  
 Mr. L. Bruce Holland  
 Mr. John R. Lawson, II  
 Ms. Sandra Stiner Lowe  
 Mr. Jacob A. Lutz, III  
 Mr. George Nolen  
 Mr. James W. Severt, Sr.  
 Mr. James R. Smith  
 Mr. Philip S. Thompson  
 Dr. Lori Wagner  
 Dr. Kerry J. Redican, President, Faculty Senate  
 Ms. Jean Brickey, President, Staff Senate  
 Mr. Gregory Sagstetter, Undergraduate Student Representative  
 Ms. Ennis McCrery, Graduate Student Representative

**Absent**

Mr. Philip S. Thompson

Also present were the following: Dr. Charles Steger, Mr. Earving Blythe, Mr. Ralph Byers, Mr. Denny Cochrane, Mr. John Cusimano, Mr. Ron Daniel, Dr. Karen DePauw, Dr. John Dooley, Dr. Elizabeth Flanagan, Chief Wendell Flinchum, Dr. David Ford, Ms. Laura Fomash, Ms. Kay Heidbreder, Dr. Zenobia Hikes, Mr. Larry Hincker, Mr. James Hyatt, Dr. Pat Hyer, Ms. Heidi McCoy, Dr. Mark McNamee, Ms. Kim O'Rourke, Mr. Mark Owczarski, Ms. Ellen Plummer, Mr. Dwight Shelton, Dr. Raymond Smoot, Dr. Norrine Bailey Spencer, Mr. Jeb Stewart, Dr. Thomas Tillar, Dr. Robert Walters, Dr. Lisa Wilkes, Ms. Sandra Smith, Ms. Teresa Wright, faculty, staff, students, guests, and reporters.

\*\*\*\*\*

Rector Lutz mentioned that this is the first Board meeting since the Board meeting of April 17. Rector Lutz said that we have been very involved with the Governor's office and other groups in connection with the events of April 16. This is a very solemn time for Virginia Tech. Rector Lutz thanked those dealing with the tragic events of April 16, and commented that the Board will take actions in today's meeting beginning with a moment of silence recognizing the victims of the tragedy on April 16.

Rector Lutz called on Mr. Davenport to present the following resolutions for approval:

**Resolution of appreciation to Governor Tim Kaine and the independent Virginia Tech Review Panel that he appointed.** The resolution was moved by Mr. Davenport, seconded by Mr. Lawson, and approved unanimously.

**Resolution of commendation to the students of Virginia Tech.** The resolution was moved by Mr. Anzilotti, seconded by Ms. Lowe, and approved unanimously.

**Resolution of appreciation for law enforcement and emergency response agencies.** The resolution was moved by Mr. Lawson, seconded by Ms. Duke, and approved unanimously.

**Resolution of appreciation for the greater Virginia Tech community.** The resolution was moved by Mr. Freeman, seconded by Mr. Lawson, and approved unanimously.,

**Resolution of appreciation for the Virginia Tech administration, faculty, and staff.** The resolution was moved by Ms. Lowe, seconded by Mr. Nolen, and approved unanimously.

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

\*\*\*\*\*

Rector Lutz asked for a motion of **approval of the minutes of the March 26, 2007, and the minutes of April 17, 2007, meetings** as distributed. The motion was made by Mr. Holland and seconded by Mr. Davenport. The minutes were approved.

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*Note: The Report of the Student Affairs Committee was given first, but is located alphabetically within these minutes.*

\*\*\*\*\*

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

Rector Lutz called on Ms. Lowe for a report of the Academic Affairs Committee. (Copy filed with the permanent minutes and marked Attachment B.) Ms. Lowe thanked everyone for all their efforts in regard to April 16.

\*\*\*\*\*

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

**Resolution for Approval of Composition of Committees for  
Promotion and Tenure Evaluation**

**That the attached revisions to the Faculty Handbook be approved and procedures put in place effective Fall 2008.** (Copy filed with the permanent minutes and marked Attachment C.)

\*\*\*\*\*

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

**Resolution for Approval on Annual and Pre-Tenure  
Faculty Evaluations**

**That the attached revisions to the Faculty Handbook be approved and procedures put in place effective July 1, 2007.** (Copy filed with the permanent minutes and marked Attachment D.)

\*\*\*\*\*

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

**Resolution for Approval of Policy regarding Part-Time Appointments  
For Tenure-Track and Tenured Faculty**

**That the policy on part-time appointments for tenured and tenure-track faculty be approved effective Fall 2007.** (Copy filed with the permanent minutes and marked Attachment E.)

\*\*\*\*\*

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

**Resolution for Approval of Career Track for Instructors and  
General Employment Policies for Non-Tenure-Track  
Instructional Faculty Members**

**That the proposed career track for instructors and employment policies for non-tenure-track instructional faculty members be approved effective July 1, 2007. (Copy filed with the permanent minutes and marked Attachment F.)**

\*\*\*\*\*

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

**Resolution for Approval to Establish a Ph.D.  
In Social, Political, Ethical and Cultural Thought**

**That the Ph.D. degree in Social, Political, Ethical and Cultural Thought be approved for implementation in Spring 2008 and forwarded to SCHEV for final review and approval. (Copy filed with the permanent minutes and marked Attachment G.)**

\*\*\*\*\*

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

**Resolution for Approval of the Addition of the  
Staff Representative to the Virginia Tech Board of Visitors  
As a Non-Voting Member of University Council**

**That the addition of the staff representative to the Virginia Tech Board of Visitors as a non-voting member of University Council be approved. (Copy filed with the permanent minutes and marked Attachment H.)**

\*\*\*\*\*

Ms. Lowe recognized Ms. Ennis McCreary, who successfully defended her thesis that morning.

\*\*\*\*\*

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

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

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

*Note: Mr. Thompson, Chair of the Finance and Audit Committee, was absent due to the recent death of a close relative.*

\*\*\*\*\*

Rector Lutz called on Mr. Davenport for the report of the Finance and Audit Committee. (Copy filed with the permanent minutes and marked Attachment J.)

\*\*\*\*\*

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

### **Resolution for Approval of Revised University Debt Policy**

**That the update to the University Debt Policy be approved.**  
(Copy filed with the permanent minutes and marked Attachment K.)

Mr. Davenport added that Virginia Tech has always had a policy to assure that the university considers all factors very carefully in order to make prudent decisions about acquiring any additional debt. The expanded policy addresses suggestions made by the Auditor of Public Accounts.



\*\*\*\*\*

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

**Resolution for Approval of Year-to-Date Financial Performance Report  
(July 1, 2006 – March 31, 2007)**

**That the report of income and expenditures for the University Division and the Cooperation Extension/Agricultural Experiment Station Division for the period of July 1, 2006 through March 31, 2007 and the Capital Outlay report be accepted.** (Copy filed with the permanent minutes and marked Attachment L.)

\*\*\*\*\*

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

**Resolution for Approval of the 2007-2008 Faculty Compensation Plan**

**That the proposed 2007-2008 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 M.)

\*\*\*\*\*

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

**Resolution for Approval of the 2007-2008 University Budget**

**Operating and Capital Budgets**

**That the proposed 2007-2008 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved.** (Copy filed with the permanent minutes and marked Attachment N.)



\*\*\*\*\*

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

**Resolution for Approval of the 2007-2008 University Budget**

**Student Financial Aid**

**That the recommended allocations for student financial assistance for the fiscal year 2007-2008 be approved.** (Copy filed with the permanent minutes and marked Attachment O.)

\*\*\*\*\*

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

**Resolution for Approval of the 2007-2008 University Budget**

**Hotel Roanoke Conference Center Commission Budget**

**That the budget for The Hotel Roanoke Conference Center Commission for 2007-2008 be approved.** (Copy filed with the permanent minutes and marked Attachment P.)

\*\*\*\*\*

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

**Resolution for Approval of Proposed 2007-2008 Budget for  
Virginia Tech/Wake Forest University School of  
Biomedical Engineering and Sciences**

**That the budget for the Virginia Tech/Wake Forest School of Biomedical Engineering and Sciences be approved.** (Copy filed with the permanent minutes and marked Attachment Q.)

\*\*\*\*\*

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

**Resolution for Approval of the Proposed 2007-2008  
Auxiliary Systems Budget**

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**Dormitory and Dining Hall System Budget**

**That the recommended budget for the fiscal year July 1, 2007 to June 30, 2008 for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.**  
(Copy filed with the permanent minutes and marked Attachment R.)

\*\*

**Electric Service System Budget**

**That the recommended budget for the fiscal year July 1, 2007 to June 30, 2008 for the operation of the Electric Service System and the report of the Annual Inspection be approved.**  
(Copy filed with the permanent minutes and marked Attachment R.)

\*\*

**University Services System Budget**

**That the recommended budget for the fiscal year July 1, 2007 to June 30, 2008 for the operation of the University Services System and the report of the Annual Inspection be approved.**  
(Copy filed with the permanent minutes and marked Attachment R.)

\*\*

**Intercollegiate Athletics System Budget**

**That the recommended budget for the fiscal year July 1, 2007 to June 30, 2008 for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.**  
(Copy filed with the permanent minutes and marked Attachment R.)

\*\*\*\*\*

As part of the Finance and Audit Committee report, and with the endorsement of the Buildings and Grounds Committee, the following resolution was moved by Mr. Davenport, seconded by Mr. Lawson, and approved unanimously:

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

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**Construction of New Residence Hall**

**That the resolution authorizing the issuance of 9(c) bonds through the Treasury Board on behalf of the University for the "Construct New Residence Hall" project be approved.** (Copy filed with the permanent minutes and marked Attachment S.)

\*\*

**Residence and Dining Halls Improvements**

**That the resolution authorizing the issuance of 9(c) bonds through the Treasury Board on behalf of the University for the "Improve Residence and Dining Halls" project be approved.** (Copy filed with the permanent minutes and marked Attachment S.)

\*\*\*\*\*

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

**Resolution for Approval of the Proposed  
Pratt Fund Budgets for 2007-2008**

**That the proposed 2007-2008 allocation and use of Pratt Funds be approved.** (Copy filed with the permanent minutes and marked Attachment T.)

\*\*\*\*\*

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

**Resolution for Approval to Reappoint University  
Commissioner to the Hotel Roanoke  
Conference Center Commission**

**That the resolution of the reappointment of Chief Operating Officer and Secretary-Treasurer of the Virginia Tech Foundation, Inc. as the university's representative on the Hotel Roanoke Conference Center Commission be approved. The term expires June 30, 2011. (Copy filed with the permanent minutes and marked Attachment U.)**

\*\*\*\*\*

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

**Approval of Information Technology Security and Authorization Resolution**

**That the Information Technology Security and Authority Resolution be approved. (Copy filed with the permanent minutes and marked Attachment V.)**

\*\*\*\*\*

As part of the Finance and Audit Committee report, and with the endorsement of the Buildings and Grounds Committee, the following resolution was moved by Mr. Davenport, seconded by Mr. Lawson, and approved unanimously:

**Resolution for Ratification of 2008-2014 Capital Outlay Plan**

**That the proposed Capital Outlay Plan for 2008-2014 be ratified. (Copy filed with the permanent minutes and marked Attachment W.)**

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As part of the Finance and Audit Committee report, and with the endorsement of the Buildings and Grounds Committee, the following resolution was moved by Mr. Davenport, seconded by Mr. Lawson, and approved unanimously:

**Resolution for Approval of Auxiliary Maintenance Reserve Project**

**That the resolution authorizing Virginia Tech to establish a locally managed Auxiliary Maintenance Reserve project be approved.** (Copy filed with the permanent minutes and marked Attachment X.)

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As part of the Finance and Audit Committee report, and with the endorsement of the Buildings and Grounds Committee, the following resolution was moved by Mr. Davenport, seconded by Mr. Lawson, and approved unanimously:

**Resolution for Approval of Planning Project for Academic and Student Affairs Building**

**That the resolution authorizing Virginia Tech to enter into design of an Academic and Student Affairs Building be approved.** (Copy filed with the permanent minutes and marked Attachment Y.)

\*\*\*\*\*

As part of the Finance and Audit Committee report, and with the endorsement of the Buildings and Grounds Committee, the following resolution was moved by Mr. Davenport, seconded by Mr. Lawson, and approved unanimously:

**Resolution for Approval of Repair of McComas Hall Exterior Wall Structure Project**

**That the resolution authorizing Virginia Tech to initiate the Repair McComas Hall Exterior Wall Structure (Phase I) project be approved.** (Copy filed with the permanent minutes and marked Attachment Z.)

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As part of the Finance and Audit Committee report, and with the endorsement of the Buildings and Grounds Committee, the following resolution was moved by Mr. Davenport, seconded by Mr. Lawson, and approved unanimously:

**Resolution for Approval of Planning Project for VBI Addition Facility**

**That the resolution authorizing Virginia Tech to enter into design of a VBI Addition Facility be approved.** (Copy filed with the permanent minutes and marked Attachment AA.)

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

Rector Lutz called on Mr. Anzilotti for the report of the Academic Affairs Committee. (Copy filed with the permanent minutes and marked Attachment BB.)

Mr. Anzilotti extended congratulations to Mr. Tom Brown, newly appointed Dean of Students.

Mr. Anzilotti thanked Mr. Greg Sagstetter for his service on the Board and added that Mr. Sagstetter will remain with the university in another capacity, working in Alumni Affairs with Dr. Tillar.

Mr. Anzilotti welcomed Mr. Ryan Smith to the Board as the 2007-2008 Undergraduate Student Representative.

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**PRESIDENT'S REPORT**

Rector Lutz called on President Steger for the President's Report.

On behalf of the administration and members of the university community, President Steger expressed appreciation to the members of the Board for their support through the many notes, letters, and phone calls received, while dealing with the events of April 16. This is very important to the administration, faculty, and staff and is a real source of strength and support. Eventually, everyone will be thanked individually. There are literally thousands of letters that have been received.

President Steger congratulated Dr. Zenobia Hikes who received a Fulbright fellowship to Japan.

President Steger shared the Report of Research and Development Disclosures with the Board. (Copy filed with the permanent minutes and marked Attachment CC.)

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

Mr. Anzilotti 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. University memorial and fund raising activities.

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

The motion was seconded by Mr. Severt 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 Lutz called the meeting to order and asked Mr. Lawson to make the motion to return to open session.

Mr. Anzilotti made the following motion:

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

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

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

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

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Upon motion by Ms. Lowe and second by Mr. Freeman, unanimous approval was given to the resolutions for approval of **Emeritus Status** (6), as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment DD.)

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Upon motion by Ms. Lowe and second by Mr. Freeman, unanimous approval was given the resolution for approval of a **Change of Duty Station** (1), as considered in Closed Session. (Copies filed with the permanent minutes and market Attachment EE.)

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Upon motion by Ms. Lowe and second by Mr. Lawson, unanimous approval was given to the resolution for approval of an **Endowed Professorship** (1) as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment FF.)

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Upon motion by Ms. Lowe and second by Mr. Freeman, unanimous approval was given to the resolution for approval of an **Alumni Distinguished Professor** (1) as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment GG.)

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

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Upon motion by Ms. Lowe and second by Mr. Smith, unanimous approval was given to the resolutions for approval of **Honorary Distinguished Faculty Appointments** (5) as considered in Closed Session. These resolutions honor the five faculty members slain on April 16, 2007. (Copy filed with the permanent minutes and marked Attachment II.)

\*\*\*\*\*

Upon motion by Ms. Lowe and second by Mr. Freeman, unanimous approval was given to the **Resolution for Ratification of Personnel Changes Report** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment JJ.) This item was reviewed by the Academic Affairs Committee and the Finance and Audit Committee.

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Upon motion by Ms. Lowe and second by Mr. Smith, unanimous approval was given to the **Resolution for Approval of 2007-2008 Promotion, Tenure, and Continued Appointment Program** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment KK.) This item was reviewed by the Academic Affairs Committee and the Finance and Audit Committee.

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Upon motion by Mr. Davenport and second by Mr. Smith, unanimous approval was given to the **Resolution for Ratification of NCAA Men's Basketball Tournament Contractual Bonuses** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment LL.)

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Upon motion by Mr. Davenport and second by Mr. Holland, approval was given to the **Resolution for Approval of 2007 Men's Golf Co-Championship Bonuses** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment MM.)

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Upon motion by Mr. Davenport and second by Mr. Lawson, approval was given to the **Resolution for Approval of the ACC Women's Outdoor Track and Field Championship Bonuses** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment NN.)

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Upon motion by Mr. Davenport and second by Mr. Lawson, approval was given to the **Resolution for Approval of the ACC Championship and NCAA Tournament Softball Bonuses** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment OO.)

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

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

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**Report of the Nominating Committee  
for 2007-2008**

**Committee Members:** Mr. Davenport (chair), Mr. Anzilotti, Ms. Lowe, Mr. Severt.

**Rector:** Mr. Jacob A. Lutz, III

**Vice Rector:** Mr. John R. Lawson, II

**Secretary:** Ms. Kim O'Rourke

Upon a motion by Mr. Davenport and second by Mr. Severt, unanimous approval was given to accept this slate of officers.

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**Reports from Constituency Representatives****Dr. Kerry J. Redican, President, Faculty Senate**

Dr. Redican shared with the Board that Dr. Valerie Hardcastle will be the Faculty Senate President and representative to the Board for 2007-08. She has been on the faculty at Virginia Tech since 1992. [Note: Dr. Hardcastle subsequently decided to leave Virginia Tech at the beginning of the fall 2007 semester.]

Rector Lutz and President Steger jointly presented a certificate of appreciation to Dr. Redican.

**Ms. Jean Brickey, President, Staff Senate**

Ms. Brickey shared with the Board that Ms. Judy Alford will be the Staff Senate President and representative to the Board for 2007-08.

Rector Lutz and President Steger jointly presented a certificate of appreciation to Ms. Brickey.

**Ms. Ennis McCrery, Graduate Student Representative to the Board of Visitors**

Ms. McCrery introduced Brennan Shepard as the new Graduate Student Representative to the Board.

Rector Lutz and President Steger jointly presented a certificate of appreciation to Ms. McCrery.

**Mr. Gregory Sagstetter, Undergraduate Student Representative to the Board of Visitors**

Rector Lutz and President Steger jointly presented a certificate of appreciation to Mr. Sagstetter.

(Copies of constituency reports filed with the permanent minutes and marked Attachment PP.)

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The date for the next meeting is August 26-27, 2007, on the Virginia Tech Campus, Blacksburg, Virginia.

\* \* \* \* \*

The meeting adjourned at 4:30 p.m.

**RESOLUTION OF APPRECIATION FOR  
THE VIRGINIA TECH ADMINISTRATION, FACULTY, AND STAFF**

**Whereas**, unprecedented tragedy struck the Virginia Tech campus on the morning of April 16, 2007, that resulted in the loss of 33 lives and left the university community traumatized, grief-stricken, and stunned; and

**Whereas**, in the aftermath of this tragedy, President Charles Steger and his administration have provided exceptional leadership and direction, navigating the university through its darkest hours so that it has emerged stronger, more united, and resolved to prevail over this tragedy; and

**Whereas**, the administration, faculty and staff of the university acted swiftly to set in motion the processes and mobilize the necessary resources to care for the many and varied needs of the university community, especially those of the victims and their families and, even when the university was officially closed, worked tirelessly and selflessly from early in the morning until late in the evening doing what they do best and then whatever else needed to be done; and

**Whereas**, the university community joined together as a family—as never before—with a collective determination and sense of teamwork that enabled them to overcome all obstacles to accomplish important objectives, such as the Convocation that took place on April 17, organized in less than 24 hours, with United States President George W. Bush, Virginia Governor Tim Kaine, and over 30,000 people in attendance; and

**Whereas**, after the university reopened, the administration, faculty and staff focused on the needs of the Virginia Tech students by providing numerous options for the completion of the semester, consistent with individual academic needs and requirements; and

**Whereas**, the Spring 2007 Commencement Ceremonies, at which posthumous degrees were awarded to the families of the deceased students, were unparalleled in terms of the magnitude of the effort and great attention to detail by the hundreds of administrators, faculty, and staff who succeeded in creating an event that celebrated the lives of those who were lost along with the accomplishments of those who graduated;

**Now, therefore, be it resolved** that the Board of Visitors of Virginia Polytechnic Institute and State University commends the administration, faculty, and staff for their magnificent example of *Ut Prosim* and expresses its profound and enduring appreciation for their extraordinary efforts to serve the needs of the Virginia Tech Family.

**RECOMMENDATION:**

That the above resolution expressing the Board's appreciation to the administration, faculty, and staff of the university be approved.

June 4, 2007

**RESOLUTION OF COMMENDATION  
TO  
THE STUDENTS OF VIRGINIA TECH**

**Whereas**, on April 16, 2007, the students of Virginia Polytechnic Institute and State University had their sanctuary of peaceful discourse and learning cruelly violated; and

**Whereas**, each student of Virginia Tech was victimized by the horrible events of that day; and

**Whereas**, in the midst of horror, death and injury, the student body of Virginia Tech reacted with remarkable maturity, courage, strength, composure, resolve, compassion and spirit; and

**Whereas**, the students of Virginia Tech banded together in groups small and large, sharing in their individual and collective grief and helping each other, their families, the university community, and, indeed, the world cope with the incomprehensible tragedy; and

**Whereas**, through such organizations as Hokies United and the Student Government Association, the students of Virginia Tech arranged a number of "healing" events, including the Candlelight Vigil, the noon "Moment of Silence," and the Memorials on the Drill Field to remember and honor those slain and injured; and

**Whereas**, the students of Virginia Tech, although deeply saddened, returned to campus and classes, expressing to one and all their belief in and love for this institution of higher education and for their administration, faculty and staff; and

**Whereas**, through all their actions, the students of Virginia Tech demonstrated their commitment to the university's Principles of Community; and

**Whereas**, through their words and deeds, the students of Virginia Tech showed an amazed world the meaning of the university motto, *Ut Prosim ~ That I may serve*;

**Now, therefore, be it resolved** that the Board of Visitors of Virginia Polytechnic Institute and State University does hereby commend the university's undergraduate and graduate students.

**RECOMMENDATION:**

That the above resolution commending the students of Virginia Tech be adopted.

June 4, 2007



**RESOLUTION OF APPRECIATION TO GOVERNOR TIM KAINE  
AND THE VIRGINIA TECH REVIEW PANEL**

**Whereas,** Governor Tim Kaine has provided exemplary leadership and direction to Virginia Tech and the Commonwealth of Virginia in the aftermath of the tragedy of April 16, 2007; and

**Whereas,** at the request of Virginia Tech Rector Jacob A. Lutz III and President Charles Steger, Governor Kaine announced on April 19, 2007 the appointment of an independent body of experts—the Virginia Tech Review Panel—to review the tragic events of April 16, 2007, on the Virginia Tech campus, noting his commitment to the victims of the tragedy and to their family and friends and to the Commonwealth, to learn everything possible about what happened that day, why it happened, and how to better prepare in the future; and

**Whereas,** Governor Kaine selected Colonel Gerald Massengill, retired Virginia State Police Superintendent, to chair the distinguished Panel, and appointed the following members: Governor Tom Ridge, Mr. Gordon Davies, Dr. Roger Depue, Dr. Aradhana A. “Bela” Sood, Dr. Marcus L. Martin, The Honorable Diane Strickland, Ms. Carroll Ann Ellis; and

**Whereas,** the Review Panel was charged to “provide a thoughtful, objective analysis of the circumstances leading up to, during, and immediately after” the events of April 16, 2007 and from that analysis determine if there are “fresh ideas that will help bolster the safety of our young people on campuses in communities across the country.” and to produce initial recommendations by the fall of 2007; and

**Whereas,** Governor Kaine specifically directed that a detailed factual analysis focus on three primary areas: First, how and why the assailant committed the murders, how he acquired the firearms used, and his mental illness and how it was addressed; second, the timeline of events on the morning of April 16, and the response to the two separate shooting incidents; and third, the response of the Commonwealth and all its agencies following the death of the assailant; and

**Whereas,** the Board of Visitors welcomes the independent review and eagerly awaits the Review Panel’s findings and recommendations;

**Now, therefore, be it resolved** that the Board of Visitors of Virginia Polytechnic Institute and State University hereby expresses its appreciation to Governor Tim Kaine for his leadership and for establishing the independent Virginia Tech Review Panel; and

**Be it further resolved** that the Board expresses its appreciation to the members of the Panel for their willingness to serve the Commonwealth of Virginia and indeed the nation by accepting appointment to the Panel, and commends the Panel members for their demonstrated commitment to conduct a fair, thorough, and comprehensive review; and

**Be it further resolved** that the Board of Visitors pledges its support and the complete cooperation of the university to the Panel in its important work.

**RECOMMENDATION:**

That the above resolution expressing the Board's appreciation to the Governor and the Virginia Tech Review Panel and pledging its support and the cooperation of the university to the Panel be approved.

June 4, 2007

## **RESOLUTION OF APPRECIATION TO LAW ENFORCEMENT AND EMERGENCY RESPONSE AGENCIES**

**Whereas**, on April 16, 2007, the tranquil learning environment of Virginia Polytechnic Institute and State University was shattered by an outburst of incomprehensible violence that in two separate incidents resulted in the slaying of 33 people and the physical injury of more than 20 others; and

**Whereas**, members of the Virginia Tech Police Department and the Virginia Tech Rescue Squad, an all-volunteer and all-student organization, first responded to an incident in the West Ambler Johnston Residence Hall, in which two students were found suffering from gunshot wounds; and

**Whereas**, thereafter responding to an incident at Norris Hall, officers from Virginia Tech and the Town of Blacksburg, many without bullet-proof vests, acted with great courage and professionalism in breaching chained entrance doors and, setting aside concerns for their own safety, advanced toward the sounds of gunfire, led by Chief Wendell Flinchum of the Virginia Tech Police Department and Chief Kim Crannis of the Blacksburg Police Department, who demonstrated exceptional leadership by responding alongside their officers, encountered the monumental horror of 31 slain individuals, including the gunman, and more than 20 other people suffering from gunshot wounds and broken bones; and

**Whereas**, emergency medical personnel from both the Virginia Tech Police Department and the Virginia Tech Rescue Squad heroically and professionally examined those injured and coordinated actions with other quickly arriving emergency personnel to stabilize the wounded individuals and rush them to nearby hospitals; and

**Whereas**, the rapid, highly professional and courageous actions of the Virginia Tech Police Department, the Virginia Tech Rescue Squad, and the Blacksburg Police Department at the risk of their own well-being, undoubtedly saved numerous lives;

**Whereas**, the Virginia State Police, the Montgomery County Sheriff's Department and law enforcement officers from throughout the Commonwealth as well as federal law enforcement officers from across the country responded to assist in the aftermath of the tragedy; and

**Now, therefore, be it resolved** that, on behalf of the entire university, the Board of Visitors of the Virginia Polytechnic Institute and State University does hereby commend and proclaim its deepest gratitude to Chief Wendell Flinchum and all the personnel of the Virginia Tech Police Department, to Captain Jason Dominiczak and all members of the Virginia Tech Rescue Squad, and to Chief Kim Crannis and all members of the Blacksburg Police Department; and

**Be it further resolved** that the Board expresses its profound appreciation to Sheriff Tommy Whitt and the members of the Montgomery County Sheriff's Department and to Colonel Steve Flaherty and the members of the Virginia State Police for their remarkably swift arrival at Virginia Tech on April 16 and for their actions on that day and in the ensuing weeks to restore stability to the Virginia Tech Community; and

**Be it further resolved** that the Board recognizes and deeply appreciates the many first responders who worked alongside the Virginia Tech Rescue Squad on April 16 and the many reinforcements that willingly came from law enforcement agencies from other localities and universities around the state to watch over the Virginia Tech Community and ensure our welfare during the aftermath and through Commencement; and

**Be it further resolved** that the Board commends the Virginia State Police for their leadership role in the criminal investigation of the events of April 16, 2007, aided by the Federal Bureau of Investigation and Bureau of Alcohol, Tobacco, and Firearms; and

**Be it further resolved**, that the Virginia Tech Police Department and the Virginia Tech Rescue Squad, by virtue of their professionalism, devotion, and courage have demonstrated the highest standards of the university motto, *Ut Prosim ~ That I May Serve*.

**RECOMMENDATION:**

That the above resolution expressing admiration and appreciation to the Virginia Tech Police Department, Virginia Tech Rescue Squad, and other law enforcement agencies and emergency responders for their heroic actions on April 16, 2007 and ongoing service to the Virginia Tech community in the aftermath be approved.

June 4, 2007

## **RESOLUTION OF APPRECIATION FOR THE GREATER VIRGINIA TECH COMMUNITY**

**Whereas**, on April 16<sup>th</sup>, 2007, the tranquil learning environment of Virginia Polytechnic Institute and State University was shattered by an outburst of incomprehensible violence that resulted in the slaying of 33 people and the physical injury of more than 20 others; and

**Whereas**, the events of that day left university faculty, staff and students fearful, grief-stricken, deeply saddened, and stunned; and

**Whereas**, churches, synagogues, mosques and other religious organizations opened their doors and hearts to counsel and console the grief stricken and to offer memorial services for those whose lives were lost; and

**Whereas**, doctors, nurses and other personnel at Montgomery Regional Hospital, the Carilion New River Valley Medical Center, Roanoke Memorial Hospital, and the Lewis-Gale Medical Center reacted to the large number of wounded with tremendous professional medical care and aided family and friends with extraordinary competency and compassion; and

**Whereas**, numerous merchants from throughout the region voluntarily and selflessly stepped forth with food and other materials for emergency personnel and others in the university community, as well as free lodging for affected families; and

**Whereas**, governmental, community, civic and service organizations from across the country flocked to the campus to aid with counseling, arranging memorial events, and numerous other services, as well as providing tremendous support to help the university community recover and begin to heal from the tragedy; and

**Whereas**, contributions immediately began arriving in all forms, from diploma frames and class rings for the families of those receiving posthumous degrees, to monetary contributions to the Hokie Spirit Memorial Fund and named scholarships and fellowships, to letters and handmade gifts of all types;

**Now, therefore, be it resolved** that the Board of Visitors of Virginia Polytechnic Institute and State University does hereby proclaim its deep admiration and appreciation to these and all members of the community for their outpouring of good will and support during and after the tragedy.

### **RECOMMENDATION:**

That the above resolution recognizing and expressing appreciation for the many and varied ways in which the greater Virginia Tech community provided assistance, support and care in the aftermath of the tragedy of April 16, 2007, be approved.

June 4, 2007

**Minutes of the Academic Affairs Committee  
June 4, 2007**

**Board members present:**

Chair: Sandra Stiner Lowe. Members: Shelley Duke, James R. Smith, Ennis McCrery

**CLOSED SESSION:**

The committee began its meeting with a closed session to consider resolutions concerning appointments to emeritus status, change of duty station, appointments to endowed, distinguished, and honorary professorships, approval of recommendations for promotion, tenure and continued appointment, and ratification of the personnel changes report. **All resolutions were unanimously approved with minor changes noted below. The session was formally certified and the committee moved to open session.**

**OPEN SESSION:**

**1. Welcome.**

Ms. Lowe welcomed staff and guests to the meeting.

**2. Approval of Minutes.**

**The minutes of the March 26, 2007 were unanimously approved.**

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

Actions taken in closed sessions were reported. All resolutions were unanimously approved with the following minor changes. The committee explicitly affirmed the appointment period of ten years for new Alumni Distinguished Professors, thereby authorizing an update to the Faculty Handbook. Minor modifications to the recommendation statement for the honorary distinguished appointments for deceased faculty members were also suggested and will be incorporated in presentation of those resolutions to the entire Board.

**4. Provost's Update.**

The Provost expressed deep appreciation to everyone associated with academic affairs, including the Board members, for their tireless, effective and humane efforts related to the April 16<sup>th</sup> events. Everyone rose above and beyond the call of duty to do anything they could to address the needs of families and the community at large in response to the extraordinary events.

Committee members shared their own deep grief and condolences, and reflected on their participation in student memorial services held in their region. Families expressed genuine appreciation for their presence at those services. Committee members offered their continued support to the university community, and to families of victims, in any way they can be useful.

**5. Academic Initiatives.**

**a. Faculty Affairs.**

**i. Composition of Committees for Promotion and Tenure Evaluation:** Dr. Valerie Hardcastle provided background on this resolution which codifies the principle of only voting once per case by those individuals who may serve at more than one level in the

promotion and tenure review process. Other changes were intended to create more procedural consistency among colleges and departments, and to clarify language in the Faculty Handbook.

The chair raised a concern that the resolution and policy are filled with the word “should,” and the word “should” creates ambiguity. After consideration of such statements, the committee agreed that the majority of “shoulds” could be replaced by “must”, or the word deleted altogether, to make policy expectations unambiguous.

**The committee unanimously approved the resolution with either deletion or replacement of the word “should” with “must” in all appropriate locations to remove ambiguity.**

**ii. Annual and Pre-Tenure Faculty Evaluations:** Dr. Hardcastle described the changes proposed for annual and pre-tenure faculty evaluations, including the requirement that the evaluations be in writing and that they be acknowledged by the faculty member. These changes will set expectations for more consistent and regular feedback to faculty members at every stage of their careers.

**The committee unanimously approved the proposed changes to the Faculty Handbook concerning annual and pre-tenure faculty evaluations with the modification that several instances of the word “should” be replaced with “will” or “must,” or deleted altogether, to remove ambiguity.**

**iii. Part-Time Tenure-Track and Tenured Faculty Appointments:** The proposed new policy on part-time appointments for tenure-track and tenured faculty is a natural complement to previously approved policies providing greater flexibility for faculty careers. The policy allows *term* part-time appointments, which are one semester to two years in length and are renewable, for childbirth, dependent care, or personal health reasons. The tenure probationary period is extended proportionately. Tenured faculty may also request *permanent* part-time appointments to allow greater involvement in professional practice or entrepreneurial activity.

**The committee unanimously approved the new policy allowing part-time appointments for tenure-track and tenured faculty members effective fall 2007.**

**iv. Career Track for Instructors and General Employment Policies for Non-Tenure-Track Instructional Faculty Members:** While the delivery of required undergraduate courses in several fields depends heavily on instructors, there is no career ladder for those instructors whose contributions are highly valued over a period of time. The resolution calls for the creation of two additional ranks – the Advanced Instructor and Senior Instructor – and a process for reviewing instructors for promotion. The resolution also spells out employment policies for all non-tenure-track faculty members, including consideration for promotion in rank, notice of non-reappointment, termination for cause, and other aspects of the employment relationship.

**The committee unanimously approved the new ranks for instructors and the proposed employment policies for non-tenure-track faculty members.**



**b. Diversity.**

**Task Force on Race and the Institution:** Dr. Wayne Scales briefed the committee on the work of the task force during the spring and on their final recommendations. There were common themes among the 20 recommendations proposed by the various subcommittees. Those themes were assessment and accountability; cultural competency and campus climate; communication, coordination, and collaboration; curricular reform; and recruitment, retention, mentoring, and advising. An implementation team will be appointed by Provost McNamee to guide the effort through the next phase. The committee requested an update on progress for their November meeting.

Valerie Hardcastle reported on discussions with the Faculty Senate on raising the visibility of the Principles of Community, as suggested at the March meeting of the Academic Affairs committee. Senators enthusiastically responded to the committee's suggestion that departments display banners with faculty signatures supporting the principles, and that course syllabi reflect the expectation that the principles will guide classroom interactions.

**c. Graduate Education**

**Ph.D. in Social, Political, Ethical and Cultural Thought:** Dr. Wolfgang Natter presented the proposal for a new interdisciplinary doctoral degree serving several departments in the social sciences and humanities. Graduates are expected to become teachers and scholars who are able to draw from the research methods and understandings of several disciplines to address important societal problems in innovative ways.

**The committee unanimously approved the new Ph.D. degree in Social, Political, Ethical, and Cultural Thought which will now be sent to SCHEV for further review and approval.**

- d. Undergraduate Education:** Dr. Norrine Bailey Spencer provided an overview of trends in undergraduate and transfer admissions and the academic profile of freshmen offered admission. To date, there is no evidence of change of plans for students admitted for fall 2007. Committee members expressed concern that Virginia Tech is accessible to first-generation, lower income students, even as the credentials of incoming freshmen rise. Class status is another important aspect of diversity.

**6. Addition of the BOV Staff Representative as a Non-Voting Member of University Council:** The resolution amends the University Council Constitution to invite the staff representative to the Board of Visitors to participate in University Council meetings as a non-voting ex-officio member. Faculty and student representatives to the BOV already participate as non-voting members of University Council.

**The committee unanimously approved the resolution.**

**7. Pratt Funds:** Proposed budgets for expenditure of Pratt Funds for engineering and animal nutrition during 2007-08 were unanimously approved by the committee. This resolution is also addressed by the Finance and Audit Committee.

## **COMPOSITION OF COMMITTEES FOR PROMOTION AND TENURE EVALUATION**

**WHEREAS**, promotion and tenure decisions are among the most important decisions made at universities, and they are fundamentally the responsibility of the faculty; and

**WHEREAS**, under current policy, colleges have established a variety of committee membership structures and protocols, with significant variation in the extent of administrative involvement; and

**WHEREAS**, the Commission on Faculty Affairs proposes the following principles to govern the review of promotion and tenure cases:

- Participants in the promotion and tenure process only vote once on a case; each level of the review should be as independent as possible from the others.
- In order to maximize departmental flexibility, departments should determine who is eligible to serve on their P&T committees at all levels;
- Rules governing eligibility and selection of college committee members and the committee chair, and operating guidelines for the committee's deliberations must be documented in written college policies, formally approved by the faculty.

**THEREFORE**, be it resolved that section 2.8.4 of the Faculty handbook be revised to reflect these principles in the formation and functioning of department and college-level promotion and tenure committees, and sections of the handbook describing departmental and university-level committees should also be made consistent with these principles.

**AND BE IT FURTHER RESOLVED** that colleges should adopt the new procedures for cases considered during 2008-09 and thereafter, giving college governance bodies adequate time to revise their college guidelines and procedures over the coming year.

### **RECOMMENDATION:**

That the attached revisions to the Faculty Handbook be approved and procedures in place effective Fall 2008.

## **2.8.4 Evaluation Procedures for Promotion and Tenure (excerpt only)**

Faculty members being considered for either promotion or the awarding of tenure will have their dossiers reviewed at as many as 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. Although some participants in the review process may serve at more than one level, for example a departmental committee member may also serve on the college committee, participants may only vote once on a case.

### **2.8.4.1 Departmental Evaluation (excerpt only)**

University Council has approved guidelines on recommendation of the Commission on Faculty Affairs for the careful consideration by colleges and departments in the composition and method of selection of departmental promotion and tenure committees. They are presented as guidelines in the recognition that some flexibility is necessary to accommodate the diversity in size, structure, and composition of departments and in the desire to preserve some degree of department and college autonomy in such matters.

The guidelines are:

#### **Composition and Size:**

Individual departments determine who is eligible to serve on committees from among tenured faculty members. Rules governing eligibility and selection should be maintained as part of written departmental policies. A balance between adequate representation and effectiveness of operation as a committee suggests that a size between four to seven members is most appropriate.

**Method of selection:** Some significant elements of faculty choice should be a part of the selection procedure. Some possibilities are the following:

- a combination of elected and appointed representatives;
- an elected slate significantly larger than the committee size, allowing the department head or chair to appoint the committee from the slate;
- a committee elected by the faculty.

**Role of the department head or chair:** Given their responsibility to make a separate and independent recommendation on each case, department heads or chairs may not vote as members of committees or chair them. Department heads or chairs may convene committees and may discuss each candidate with committees as appropriate. However, it is recommended that committees discuss the merits of the candidates and frame their recommendations without heads or chairs in attendance.

#### 2.8.4.2 College Evaluation (excerpts)

The following further guidelines on formation and procedures of the college-level evaluation have been approved by the University Council on recommendation of the Commission on Faculty Affairs:

##### **Committee Composition:**

Rules governing eligibility and selection of college committee members and the committee chair, and operating guidelines for the committee's deliberations must be documented in written college policies, formally approved by the faculty.

1. Individual colleges determine who is eligible to serve on committees from among tenured faculty members.
2. The college committee may include department heads, chairs or department-level promotion and tenure committee members. However none of these members may vote on cases from their departments since each has already had an opportunity to vote or make a recommendation on those candidates.
3. As far as possible, each department within the college should be represented on the committee.
4. Some significant element of faculty choice should be part of the committee selection procedure.
  - election by the college faculty
  - appointment by an elected college executive committee
  - a combination of elected and appointed (by the dean or college executive committee) representatives, or
  - an elected slate significantly larger than the required committee size, thus allowing the dean or executive committee to appoint the committee from the elected slate
5. The dean may appoint up to three tenured faculty members to serve on the college committee in order to assure appropriate representation of disciplines or very large departments, participation by members of underrepresented groups, or other critical considerations to help assure fairness of the process in both fact and perception. Appointments by the dean may not constitute more than a third of the committee's total membership.
6. If department heads or chairs serve on college committees, their total number must be less than that of other faculty members.
7. Committee appointments should be staggered to assure continuity from one year's deliberation to the next. If possible, members should not serve more than two successive terms.

8. Selection of the committee chair shall be determined in accordance with college policies, approved by the faculty.

9. The dean may be present at college committee deliberations and serve in an advisory capacity to the committee to assure compliance with college and university procedures and fairness and equity of treatment of candidates. The dean does not vote on committee recommendations, but provides a separate recommendation to the provost.

10. Faculty members appointed to serve on the university-level promotion and tenure committee are encouraged to observe college-level deliberations to better prepare for their roles, but should not participate or attempt to influence college-level recommendations.

### **Committee Procedures and Recommendations:**

The college committee may ask the department head or chair, the candidate, and/or a representative(s) of the department committee to appear before the college committee to present additional information or clarification of recommendations.

The committee shall make a recommendation on each candidate to the dean and prepare a letter summarizing its evaluation to forward with the dossier. A record of the committee's vote is documented and forwarded to the dean.

### **Review and Recommendations by the Dean:**

The dean sends forward to the provost the full dossier of every candidate for whom there is a positive recommendation from either the college committee or the dean, or both. The dean prepares a separate letter of recommendation to be forwarded with the dossier. Whenever the dean does not concur with the committee's recommendation, the committee will be so notified.

The dossiers that the dean sends to the provost will be accompanied by a statement describing the formation and procedures of the college committee and a summary of the number of candidates considered by the committee in each category. The division of the vote at both the departmental and college level is conveyed to the university level committee and provost, but must otherwise remain confidential.

If a positive department recommendation is rejected by both the college committee and the dean of the college, the normal process of review is concluded and the dossier is not sent forward to the provost. The dean will inform the department head or chair of the rejection and the department head or chair will so notify the departmental committee and the faculty member. In that case, the faculty member is informed in writing of the specific reasons for the decision and notified of appeal options outlined in section 2.8.5.

**2.8.4.3 University Evaluation (excerpt only)**

2. All members of the committee should hold voting privileges. Regardless of the size of the committee, the faculty should always have at least a majority of the potential votes. Consistent with the principle that participants at all levels of the promotion and tenure review process should vote only once on an individual case, deans will not vote on cases from their own college. Similarly, faculty members serving on the university committee should not vote on any case they previously voted on, should this circumstance occur.

## **ANNUAL AND PRE-TENURE FACULTY EVALUATIONS**

**WHEREAS**, current university policy calls for annual faculty evaluations based on reports of activity submitted by individual faculty members; and

**WHEREAS**, departmental practices differ on the extent and nature of the feedback that is given to faculty members annually and to untenured faculty during their probationary period. While some departments do an excellent job of faculty evaluation, some grievances and tenure appeal cases reveal inadequate or inconsistent documentation of performance concerns; and

**WHEREAS**, constructive written feedback on an annual basis and documentation of expectations for performance improvement when needed are fundamental practices that must be adopted by all departments so that faculty members receive timely and appropriate feedback at every stage of their career; and

**WHEREAS**, the departmental promotion and tenure committee will conduct a thorough review of each pre-tenure faculty member at least twice during the usual six-year probationary period, providing written and verbal feedback to the faculty member on their progress toward tenure and advising the department head on reappointment; and

**WHEREAS**, departments are now required to have written policies and practices outlining the process and criteria to be used in faculty evaluations in order to promote consistency and transparency in these important personnel practices;

**THEREFORE**, be it resolved that sections 2.9.1 and 2.8.2 of the Faculty Handbook concerning annual and pre-tenure faculty evaluations be revised to emphasize the importance of these evaluations, to require written documentation of departmental policies and practices, and to require that individual faculty evaluations be shared with and acknowledged by the faculty member.

### **RECOMMENDATION:**

That the attached revisions to the Faculty Handbook be approved and procedures in place effective July 1, 2007.



### **2.9.1 Annual Evaluation and Salary Adjustments (new material in bold)**

**All departments are required to have written guidelines outlining the process and criteria to be used in faculty evaluations. The adoption of such guidelines promotes consistency and transparency in this important aspect of faculty life. Guidelines and procedures for the annual review of university or alumni distinguished professors are established by the president and/or provost, who are responsible for their evaluations.**

**Every faculty member's professional performance is evaluated annually and written feedback is provided separately from confirmation of any merit adjustments. The process begins with submission of a Faculty Activity Report (FAR). All non-temporary faculty members must submit a FAR annually. These reports become part of the basis for performance evaluations, awarding merit adjustments, and promotion, tenure, and post-tenure reviews.**

**Department heads/chairs are responsible for conducting annual faculty evaluations, either independently or in consultation with an appropriately charged committee in accordance with departmental procedures. All evaluations must be in writing and should include a discussion of contributions and accomplishments in all areas of the faculty member's responsibilities, comments on the faculty member's plans and goals, and any recommendations for improvement or change. Faculty members should receive their written evaluations within 90 days of submission of required materials, and they are asked to acknowledge receipt by signing and returning a copy for their departmental file, or the electronic equivalent. Acknowledgement of receipt of the evaluation need not imply agreement with it. If a faculty member is in substantive disagreement with the evaluation, that member may submit a written response to the department head for inclusion in his or her personnel file.**

**In addition to their annual evaluation letters, all pre-tenure faculty members receive at least two thorough reviews during the normal six-year probationary period and written feedback on their progress toward tenure by their departmental promotion and tenure committee prior to reappointment in accordance with guidance included in section 2.8.2.**

**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, the provost, and the president. Because salary adjustments are determined administratively on an annual basis, and based significantly on the quality of the faculty member's response to assigned responsibility, they may not accurately reflect the full scope of the faculty member's professional development as evaluated by relevant committees in the tenure and promotion process.**

The salary adjustments of continuing faculty members are approved by the board of visitors, and each faculty member is informed **in writing** of the board's action as early as possible.

### **2.8.2 Probationary Period (excerpt, new material only)**

**Under normal circumstances, departmental promotion and tenure committees review pre-tenure faculty members twice during the probationary period, usually their second and fourth, or third and fifth, years of service. The timing of the reviews should depend upon the nature of the faculty member's discipline and must be clearly indicated in written departmental policies. The terms of offer identifies the initial appointment period. Pre-tenure reviews may be delayed if there is an approved extension as described below. Changes or variations in the standard review cycle must be documented in writing.**

**These reviews are substantive and thorough. At a minimum, departmental promotion and tenure committees must review the faculty member's relevant annual activity reports, peer evaluations of teaching, and authored materials. It is strongly suggested that promotion and tenure committees and pre-tenure faculty use the promotion and tenure dossier format (see section 2.8.4) in organizing and presenting information for review.**

**The pre-tenure reviews should analyze the faculty member's progress toward promotion and tenure and offer guidance regarding future activities and plans. All reviews must be in writing, with the faculty member acknowledging receipt by signing and returning a copy for his or her departmental file. In addition, the promotion and tenure committee and the department head will meet with the faculty member to discuss the review and recommendations. Individual faculty members are also encouraged to seek guidance and mentoring from senior colleagues and the department head. Pre-tenure faculty members bear responsibility for understanding departmental expectations for promotion and tenure and for meeting those expectations.**

## **PART-TIME APPOINTMENTS FOR TENURE-TRACK AND TENURED FACULTY**

**WHEREAS**, the doctoral workforce is changing dramatically in terms of its demographic profile, with fewer choosing to pursue a faculty career because of the real and perceived difficulties in achieving a satisfying balance between personal and professional obligations, particularly early in their careers; and

**WHEREAS**, Virginia Tech, through its NSF Advance grant, has been a leader among research universities in adopting policies such as stop-the-clock, family leave, modified duties, dual career services, and now part-time tenure track opportunities, creating a suite of policy tools to help faculty members address issues of work-life balance at key points in their career; and

**WHEREAS**, such policies directly support Virginia Tech's interest in recruiting and retaining the best talent available for faculty positions; and

**WHEREAS**, the proposed policy allows tenure-track faculty members to pursue their careers on a part time basis with departmental approval for a fixed period of one semester to two years (a renewable "term" part-time appointment) for reasons of family care or personal health, and for tenured faculty members to request either a term or permanent part-time appointment for a broader set of reasons;

**THEREFORE**, be it resolved that the policy on part-time appointments for tenured and tenure-track faculty be approved.

### **RECOMMENDATION:**

That the policy on part-time appointments for tenured and tenure-track faculty be approved effective Fall 2007.

## Brief Overview of Policy on Part-Time Appointments for Tenured and Tenure-Track Faculty

**Rationale:** To enhance the ability to recruit and retain excellent faculty through policies supporting flexibility for faculty careers.

### Acceptable Justifications for Part-Time Appointments:

- To balance work and family needs for the arrival or care of a child, the care of a family member, or for personal circumstances related to the health of the faculty member. **Both tenure-track and tenured** faculty members may request part-time appointments for these reasons.
- To balance work at Virginia Tech with professional practice, for example, a professor who wishes to serve as a consultant in addition to an appointment at Virginia Tech; a professor who wishes to engage in entrepreneurial activity outside of university responsibilities; a professor who may run for office for a limited term and wish to reduce the workload at Virginia Tech for that period. Other reasonable justifications may be considered if approved by the department head, dean, and provost. Only **tenured** faculty may request part-time appointments for these reasons.
- To accommodate a dual career hire by allowing an initial *term* part-time tenure-track or tenured position.

**Term or Permanent Part-time Appointments:** Part-time appointments may be either *term* or *permanent*.

- *Term* appointments are for increments of one semester to two years and may be renewed. The faculty member is expected to return to full-time service.
- *Permanent* part-time appointments are on-going and do not provide the faculty member with entitlement to return to full-time service. Pre-tenure faculty members are not eligible for permanent part-time appointments.

### General Guidelines for Implementation:

- Faculty member must request; however, part-time appointments are not an entitlement, and requests may be turned down when the faculty member and the department cannot agree to a workable plan. Workload issues and date of return to full-time must be specified in a written, approved agreement.
- Departments are expected to continue to advertise for full-time tenure-track or tenured positions and must have funding for a full-time hire. Faculty member may request part-time appointment at or after point of hire if desired. Pre-tenure faculty members may request a *term* part-time appointment only, which can be renewed.
- Departments use salary savings to replace the work of the faculty member on a *term* part-time appointment. Department head and dean negotiate costs/salary for *permanent* part-time appointments.

- General equivalency to full-time appointments expected for those in probationary period, up to a maximum of TEN years of part-time service. Two years of 50% employment, for example, would be one year of full-time equivalent service.
- May be used in conjunction with other policies (stop-the-clock or modified duties), as long as ten-year cap on total service for probationary period is not exceeded.

***Faculty Handbook segments, with changes incorporated*****2.6 Terms of Appointments****2.6.1.3 Part-time Tenure-Track and Tenured Appointments (new section)**

While tenure-track and tenured appointments are normally full time, Virginia Tech recognizes the importance of allowing flexibility in the percent employment so that faculty members can better manage the balance between their professional work and family or personal obligations over a defined period of time, or perhaps permanently. This policy is intended to encourage departments to accommodate reasonable requests for part-time appointments, however part-time appointments are not an entitlement, and requests may be turned down when the faculty member and the department cannot agree to a workable plan.

Departments will continue to advertise for full-time tenure-track or tenured positions and must have funding for a full-time hire. Advertisements will include information about university policies for flexible appointments. If desired, the faculty member may request and negotiate a part-time appointment at or after the point of hire if acceptable to the department.

An initial *term* part-time appointment, either tenured or tenure-track, may be approved to accommodate a dual career hire if funding is not immediately available to support a full-time position, or if the faculty member seeks a part-time appointment consistent with the intent of this policy. The expectation is that the subsequent reappointment, if recommended, would be for a full-time position, unless the faculty member requested a renewal of the term part-time appointment in accordance with these guidelines. Part-time appointments created for a dual career hire are approved through the usual approval processes for dual career hires.

Requests for conversion from full-time to part-time appointments may only be initiated by the faculty member. The reasons for the request for a change in the percentage of appointment should be clearly stated. The department chair should make a careful assessment of the needs of the department, and work with the faculty member requesting the part-time appointment to facilitate the request whenever possible. The period for which this part-time appointment is granted shall be clearly stated (renewable terms from one semester up to two years, or permanent).

The written agreement should include a careful and thorough statement of work expectations for the part-time appointment. Generally, faculty members would continue to contribute to all areas of responsibility, but with reduced expectations for accomplishment proportional to the fractional appointment. Service responsibilities for faculty members on part-time appointments are generally seen as proportional to their appointments. Faculty members on part-

time appointments are not excused from regular departmental, college, or university service because of the part-time appointments.

The written agreement for either an initial appointment or a conversion of a full-time appointment to part-time status, and any subsequent renewal, must be approved by the faculty member, department head, dean, and provost.

Part-time appointments will be either *term* or *permanent*. *Term* part-time appointments may be made in increments from one semester up to two years. During the duration of a part-time term appointment, terms of the appointment will only be changed via the agreement of all parties. A term agreement must specify the date on which the faculty member is expected to return to full-time status. Renewal of a term appointment should be negotiated no less than three months before the end of the current term so that the department can plan accordingly. For term part-time appointments, departments would be able to use the salary savings to replace the work of the faculty member on part-time appointment.

For *permanent* part-time appointments with no end date, a return to a full-time appointment is not guaranteed. If tenured, the faculty member remains entitled to the tenured appointment on the part-time basis only. However, an increase in the percent appointment up to full-time may be renegotiated between the faculty member and department head if mutually agreeable and funds are available. The department and the college would determine the best way to cover the costs of the academic work in the case of conversion to a permanent part-time appointment.

Faculty members on part-time appointments, whether term or permanent, retain all the rights and responsibilities attendant to their appointment as a tenure-track or tenured faculty member.

Tenure-track faculty members may make a request for a part-time appointment only for reasons of balancing work and family for the arrival or care of a child, the care of a family member, or for personal circumstances related to the health of the faculty member. In addition, they may request a *term* part-time appointment only, allowing the issue to be revisited on a defined cycle. While such term appointments can be renewed throughout the probationary period, a permanent part-time appointment will not be granted until tenure is awarded.

Tenured faculty members may request either term or permanent part-time appointments for reasons stated above, or to balance work at Virginia Tech with professional practice or significant community or public service, for example, a professor who wishes to serve as a consultant in addition to an appointment at Virginia Tech; a professor who wishes to engage in entrepreneurial activity outside of university responsibilities; or a professor who may run for office for a limited term and wish to reduce the workload at Virginia Tech for that period.

Other reasonable justifications may be considered if approved by the department head, dean, and provost.

Part-time appointments can be made for any fraction from 50% to 100% of a full appointment; faculty members will receive proportional salary. Faculty members considering such appointments are strongly encouraged to meet with representatives in the Benefits Office so that they will clearly understand the consequences of the change to their benefits. Office and laboratory space may be adjusted for longer-term or permanent part-time appointments.

### **2.8.2 Probationary Period (new material related to part-time appointments in bold)**

The term “probationary period” is applied to the succession of term appointments, which an individual undertakes on a full- **or part-time** regular faculty appointment, and during which continued evaluation for reappointment and for an eventual tenured appointment takes place.

The beginning of the probationary period for faculty members on term appointments is taken as July 1 or August 10 of the calendar year in which their initial appointment begins, depending on whether they are on a calendar-year or academic-year appointment, regardless of the month in which their services are initiated. (The probationary period for new faculty appointed for spring term shall begin the following fall even though the spring contract period officially begins December 25.)

The initial appointment for assistant professors, and for associate professors and professors employed without tenure, is ordinarily for a period of not less than two years. Multiple-year reappointment may be subsequently recommended.

The maximum total period for **full-time** probationary appointments is six years, unless an approved extension has been granted. Decision about tenure, if not made earlier, is made in the sixth year of the probationary appointment. If the tenure decision made in the sixth year is negative, a one-year terminal appointment will be offered.

**Pre-tenure faculty members may request a term part-time appointment as described in section 2.6.1.3 for reasons of balancing work and family or personal health issues. In such cases, the probationary period will be extended proportionately. For example, two years of service at 50% will count as one year of full-time service. The term appointment may be renewed. (A permanent part-time appointment may be requested and granted following award of tenure.)**

**In determining the mandatory tenure review year for those with partial appointments, general equivalency to full-time appointments is expected, so that approximately five years of full-time equivalent service is expected prior to the mandatory tenure review year if no tenure clock extensions have been granted; six years if one year of extension has been granted, and seven years if two extensions have been granted. (In summing partial years of service, a total**



resulting in a fraction equal to or less than .5 would be rounded down, and a fraction greater than .5 would be rounded up.) (See *examples in Appendix A.*) However, review for tenure must occur no later than the tenth year of service, resulting in somewhat less full-time equivalent service (4.5 years) for a faculty member with a 50% appointment throughout all nine probationary years prior to review. If denied tenure following a mandatory review, a one-year terminal appointment will be offered.

**Faculty members on part-time appointments may request a tenure clock extension in accordance with section 2.8.2.1. (Extensions are granted in one-year increments, not prorated by the part-time appointment percentage.) However, the extension will not be approved if it results in a mandatory review date beyond the tenth year.**

Up to three years of appropriate service at other accredited four-year colleges and universities may be credited toward the probationary period, as specified below.

A faculty member on probationary appointment who wishes to request a leave of absence shall consult with his or her department head or chair about the effect of the leave on the probationary period, taking into account the professional development that the leave promises. The request for leave should address this matter and the provost's approval of the leave request will specify whether the leave will be included in the probationary period.

Under normal circumstances, departmental promotion and tenure committees review pre-tenure faculty members twice during the probationary period, usually their second and fourth, or third and fifth, years of service. The timing of the reviews should depend upon the nature of the faculty member's discipline and should be clearly indicated in written departmental policies. The terms of offer identifies the initial appointment period. Pre-tenure reviews may be delayed if there is an approved extension as described below. Changes or variations in the standard review cycle should be documented in writing.

**The initial review for a part-time faculty member should be no later than the third year of service (regardless of percent of employment) to give early feedback on their progress. At least two reviews should be conducted for part-time faculty members during their probationary period; more are recommended. The anticipated schedule for such reviews for reappointment and for the mandatory review for tenure should be documented in writing as part of the agreement for the part-time appointment. Changes should be agreed upon by the faculty member and department.**

These reviews are substantive and thorough. At a minimum, departmental promotion and tenure committees should review the faculty member's relevant annual activity reports, peer evaluations of teaching, and all authored materials. It is strongly suggested that promotion and tenure committees and pre-tenure faculty use the

promotion and tenure dossier format (see section 2.8.4) in organizing and presenting information for review.

The pre-tenure reviews should analyze the faculty member's progress toward promotion and tenure and should offer guidance regarding future activities and plans. All reviews must be in writing, with the faculty member acknowledging receipt by signing and returning a copy for his or her departmental file. In addition, the promotion and tenure committee and the department head will meet with the faculty member to discuss the review and recommendations. Individual faculty members are also encouraged to seek guidance and mentoring from senior colleagues and the department head. Pre-tenure faculty members bear responsibility for understanding departmental expectations for promotion and tenure and for meeting those expectations.

#### **2.8.4 Evaluation Procedures for Promotion and Tenure** (Excerpt only; new material in bold)

The award of tenure is based on the achievement of distinction in an area of learning and the prediction of eminence throughout the individual's professional career. The documentation and evaluation should recognize some significant impact of the candidate's contributions beyond the borders of the university. If the primary strength is in instruction, there should be recognition that the candidate's pedagogical contributions have influence beyond the immediate classroom; if in research, that there is significant impression on colleagues nationally; if in outreach that the influence of the contributions reaches beyond the immediate clientele.

**The criteria by which faculty with part-time appointments are evaluated for tenure shall not differ from the criteria by which full-time faculty are evaluated. Promotion and tenure committees are advised to consider years of full-time equivalent service when reaching decisions excluding any approved probationary period extensions granted under the stop-the-clock policy.**

#### **2.9.1 Annual Evaluation and Salary Adjustments** (New material only)

**Faculty with part-time appointments will be reviewed on the normal annual review cycle. For purposes of annual review, the fraction of the appointment must be taken into account when considering the appropriate level of achievement in that year.**

**CAREER TRACK FOR INSTRUCTORS AND  
GENERAL EMPLOYMENT POLICIES FOR  
NON-TENURE TRACK INSTRUCTIONAL FACULTY MEMBERS**

**WHEREAS**, long-serving instructors currently have no career path with defined opportunities for promotion or recognition for their accomplishments; and

**WHEREAS**, the creation of a career ladder from Instructor to Advanced Instructor to Senior Instructor allows review and recognition by colleagues and salary adjustments to reflect the faculty member's increasing experience and contribution to the university's instructional programs; and

**WHEREAS**, the Faculty Handbook provides little appropriate guidance for employment matters related to non-tenure-track instructional faculty and there will now be a need for explication of a consistent process for consideration for promotion in non-tenure-track instructional ranks, such as the instructor or clinical faculty series;

**THEREFORE be it resolved**, that the proposed new ranks of Advanced and Senior Instructor be approved and that the affected departments and colleges develop guidelines for the process and criteria for promotion within the instructor ranks with the input of affected faculty members and with approval by the departmental and college promotion and tenure committees, the department head, and dean. Initial recommendations for promotion within the instructor ranks may be submitted during the 2007-08 cycle for approval at the June 2008 Board meeting, effective Fall 2008. During a transition period over the next two years, an individual faculty member may be recommended for immediate promotion to Senior Instructor, with commensurate promotion adjustments, if warranted by past experience and achievements. Newly hired faculty members with appropriate credentials and experience may be hired at the new ranks effective July 1 or August 10, 2007.

**BE IT FURTHER RESOLVED** that the proposed employment policies for non-tenure track faculty be approved effective July 1, 2007 following approval by the Board of Visitors and that other sections of the Faculty Handbook be modified where needed to conform with these newly approved guidelines.

**RECOMMENDATION:**

That the proposed career track for instructors and employment policies for non-tenure-track instructional faculty members be approved effective July 1, 2007.

## **Proposed Career Ladder and New Ranks for Instructors:**

The text below in conjunction with the new general material on employment policies for non-tenure-track faculty would replace the current section 2.3.1.4 of the Faculty Handbook.

### **Instructor Faculty Ranks**

The job responsibilities of a person appointed to one of the instructor ranks in an academic department are focused on undergraduate education, with minimal or no expectation for development of an independent program of research or scholarship. A master's degree is the usual minimum educational credential for an appointment to the instructor ranks, and generally a minimum of 18 graduate credits in the teaching discipline are required to meet accreditation standards. While initial appointment is typically at the entry rank, prior experience may be considered for a recommendation of appointment at a higher rank with the approval of the appropriate departmental committee and head. Up to three years of similar instructional service at another institution may be counted toward the designated period required prior to review for promotion in rank.

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. Faculty members within the instructor ranks may not chair a graduate committee.

### **Instructor**

The instructor rank is the initial rank for appointment of a full or part-time faculty member whose primary responsibilities are to the instructional program. Assignments may vary depending on the faculty member's expertise and experience and departmental needs, but typically they include teaching undergraduate courses, advising students, developing or revising courses and curricula, and fulfilling other instructional, administrative, or service responsibilities. Appointment at this rank consists of a series of one or two-year renewable appointments with a minimum of five years of completed service before consideration for promotion.

### **Advanced Instructor**

Consideration for promotion to the rank of advanced instructor may be requested by the instructor or recommended by the department based on excellence in instructional responsibilities and significant evidence of related professional growth and development. Mentoring more junior colleagues or graduate teaching assistants, student advising, course or curriculum development, or exemplary service or outreach are examples of ways in which instructors can make valuable contributions to the instructional programs in a department. Advanced instructors are expected to demonstrate mastery in teaching with significant impact on student learning and the

department's undergraduate programs. Scholarship and publication are not typically an assigned responsibility of instructor positions, but such accomplishments may be considered as part of the evaluation for promotion. Promotion to the advanced instructor rank is generally accompanied by a renewable three-year contract.

A minimum of five years of completed service at the advanced instructor rank is required before consideration for promotion to senior instructor.

### **Senior Instructor**

Senior instructor is the capstone rank in the instructor series and promotion to this rank denotes exemplary instruction, demonstrated continued professional development, and significant contributions to undergraduate education. In addition to teaching courses, senior instructors may have considerable responsibility in mentoring junior colleagues or graduate teaching assistants, overseeing course development or special instructional initiatives, student advising, or other non-teaching responsibilities reflecting their role as instructional leaders. Promotion to the rank of senior instructor is generally accompanied by a renewable five-year contract.

## **Policies Related to Non-Tenure Track Instructional Appointments**

Non-tenure track faculty members fill critical roles in the learning, discovery, and engagement missions at Virginia Tech. They are intended to complement the efforts and qualifications of tenure-track faculty, provide access to specialized faculty resources, and to allow flexibility to address programmatic needs. As valuable contributors to departmental and institutional missions, they are entitled to fair treatment and compensation, access to professional development opportunities, recognition for their accomplishments, and participation in the life of the university community. The following policies address specific aspects of non-tenure-track faculty appointments. Where not otherwise excluded, or addressed in this section, other policies in the Faculty Handbook also apply. The Special Research Faculty Handbook addresses policies for faculty within the special research faculty ranks. In a few cases, faculty members with regular academic rank (assistant, associate, or full professor) hold non-tenure-track appointments because of unusual job responsibilities and historical lack of appropriate alternative ranks. These policies also apply to those individuals.

Ordinarily a graduate or professional degree is required for appointment to one of these ranks. Appointments are made using established university search procedures.

Academic departments retain the authority and responsibility to make decisions about whether to employ non-tenure-track faculty members to deliver aspects of their instructional program. Departmental policies and practices related to the use of non-tenure-track ranks must be approved by an appropriate departmental committee.

### **Initial Appointment**

All initial non-tenure-track faculty appointments are normally for a period of one year, including those appointments at the more senior ranks. Subsequent reappointments may be multi-year, as appropriate for the rank.

Appointments may be regular (renewable) or restricted (with a defined end date), calendar year or academic year, and full or part-time depending on job responsibilities and available funding. Visiting and adjunct appointments are intended to be temporary in nature and are almost always restricted.

Non-tenure-track faculty positions are term appointments eligible for renewal based on quality of performance, continuing need for services in the unit, and available funding.

### **Reappointment**

Non-tenure-track faculty members on restricted contracts whose appointments are to be continued should be issued a reappointment contract specifying the new ending date for their appointment. Reappointments typically occur on the anniversary of the hire date or may be realigned to coincide with the academic year or other relevant appointment cycle. The practice of issuing repeated one-year restricted contracts for an individual faculty member over many years is explicitly discouraged. It results in exclusion of the

faculty member from promotion consideration and can be exploitative over an extended time.

Reappointments for faculty members on regular contracts are usually effective July 1 or August 10, reflecting either calendar-year or an academic year appointment. Notice of *non-reappointment* shall be in accordance with periods identified below.

### **Annual Evaluations and Merit Adjustments**

Continuing faculty members must submit an annual faculty evaluation in accordance with departmental and college procedures and timelines. Timely submission of the annual activity report is required for consideration for a merit adjustment. Annual evaluation of performance by the department head or supervisor (or appropriately charged committee) and feedback to the faculty member are required, and should be consistent with university policies and practices for annual evaluation of tenure-track faculty members.

Non-tenure track faculty members are entitled to full consideration for merit adjustments as available and warranted by their performance.

### **Promotion Guidelines for Non-Tenure Track Faculty Appointments**

Non-tenure track faculty members are eligible for promotion in rank in accordance with guidelines established by academic departments and approved by an appropriate college-level committee and the dean. Such guidelines should outline the process and criteria for promotion in rank; they should be widely available along with other departmental and college documents related to promotion and tenure. Faculty members must be in a *regular* rather than *restricted appointment* to be considered for promotion.

Promotion in rank for any non-tenure track position is not a requirement of continued employment, nor an entitlement for years of service without evidence of exceptional merit, continued professional development, and contribution in the assigned role. An approved promotion in rank is recognized by a change in title, increasing length of appointment contract, and a base salary adjustment as identified in the annual faculty compensation plan approved by the Board of Visitors.

Consideration for promotion in rank shall include preparation of a dossier using a common university format, which may be based on relevant elements of the promotion and tenure dossier format for tenure-track faculty members. Typically such a dossier would include a statement of professional direction and accomplishment, a full vita, and documentation of contributions to the instructional program. Colleges and departments may request supplemental materials. Guidelines for dossier development and departmental policies and procedures for the promotion process must be approved by an appropriate college committee and the dean. External evaluations of credentials are not necessary for promotion consideration for non-tenure track faculty, except for promotion to clinical professor.

The promotion dossier shall be reviewed at three levels: by an appropriately charged departmental committee and the department head, by an appropriately charged college-level committee and the dean, and by the provost. Given the wide variation in representation of non-tenure-track instructional appointments in the various academic colleges, some latitude is provided in the nature and make up of such committees. For those departments with significant numbers of instructors, it is expected that the committee charged with such reviews would consist of majority representation of advanced and senior instructors (or associate or full clinical professors). In departments with very few such appointments, the existing departmental promotion and tenure committee may review the dossier(s) and make recommendations. Similarly, at the college level, either a special committee may be formed to review promotions of non-tenure-track instructional faculty with majority representation of those in the advanced levels of such ranks, or existing promotion and tenure committees may be assigned such review and recommendation responsibilities. While the procedures may vary to recognize practical issues and varying numbers, the guidelines for review should be in writing and adhered to for consistency and fair treatment of all candidates.

The department head and dean make separate recommendations to the subsequent review levels. The provost reviews college and dean recommendations and makes recommendations to the president. Final approval is granted by the board of visitors.

Given that promotion decisions do not carry the same up or out decision associated with tenure, a negative recommendation on a promotion request need not translate into termination of employment. Indeed, a faculty member may remain at the initial rank as long as their performance warrants continued reappointment and serves departmental needs. If the promotion request is not supported on the first submission, it may not be appealed until at least a second review has taken place in a subsequent or later year.

Following the same pattern as review of tenure-track faculty members, a positive recommendation from either or both the departmental committee and the department head will automatically advance the dossier for promotion to the college committee level. Similarly, at the college level, a positive recommendation from either or both the college committee and the dean will result in automatic advancement of the recommendation to consideration by the provost. The decision of the provost is final and cannot be appealed.

Faculty members should be provided written feedback in the case of a negative recommendation at either the department or college level so that they might improve their performance or dossiers for a later submission.

**Appeal procedures:** Following a second negative review by both the departmental committee and department head, the decision may be appealed to the college committee, but only on grounds that relevant information was not considered or that the decision was influenced by improper consideration. The appeal must be filed within 14 days of official notification. A negative recommendation from both the college



committee and the dean ends the process. There is no appeal when both the college committee and dean have voted no.

Significant ***procedural*** violations may be grieved under the faculty grievance process described in section 2.13.

### **Termination Procedures for Non-Tenure-Track Faculty**

Members of the non-tenure-track faculty may be removed from their position by one of the following three procedures: removal for just cause, non-reappointment, or termination of position because of insufficient funds or no further need for services.

#### **Termination for Cause**

Stated causes for removal shall include, but are not limited to professional incompetence; unacceptable or unsatisfactory performance after due notice; unethical conduct or misconduct that interferes with the capacity of the employee to perform effectively the requirements of the position; violation of university policy; falsification of credentials, experience, leave reports or other official university documents. Filing a grievance shall not constitute just cause for termination.

When it becomes necessary to terminate a non-tenure-track faculty member for *unsatisfactory performance* prior to the end of the appointment period, the following procedures will apply:

1. The department head will write a letter to the faculty member detailing the areas of performance that are deficient and setting clear expectations for acceptable performance and continued employment. The college dean will receive a copy. The letter will state the time period in which the deficiencies must be addressed. This time period will be not less than 30 calendar days.
2. At the end of that period, the department head must again write the faculty member with an evaluation of his/her performance with a copy to the college dean. If performance continues to be unsatisfactory, this second letter may contain a notice of termination. The termination notice will have an effective date of 45 calendar days or more from the date of the second letter. In cases where there is a threat to health or safety, the 45-day period may be waived.

For termination for cause for reasons other than unsatisfactory performance, the faculty member shall receive written notification of the reasons for termination and shall be allowed an opportunity to respond within five work days. With the approval of the provost, a faculty member may be suspended with or without pay pending an investigation into allegations of wrong doing.

The faculty member may appeal notification of termination for cause to the college dean and the termination will be held in abeyance until the appeal process is complete. The appeal must be made in writing within five working days of receipt of the notification of termination. The dean must respond in writing within ten working days. If the dean's

response is unsatisfactory to the appellant, an appeal may be made to the provost in writing within five working days. The provost will appoint a committee of three members of the general faculty who will review the case and make recommendations to the provost. The decision of the Provost will be final. The above time limits of the appeal process may be altered by extenuating circumstances and the agreement of both parties.

### **Non-Reappointment for Faculty on RESTRICTED Appointments**

In the cases of faculty members on temporary or restricted appointments for which there is no indicated opportunity for reappointment, the terms of offer (contract) also serves as notice of the termination of employment. The appointment will be discontinued unless notified otherwise. Reappointments may be possible if funding is available, departmental need remains, and performance is satisfactory, but contract renewal should not be assumed.

### **Non-Reappointment for Faculty on REGULAR Appointments**

Non-reappointment of non-tenure-track faculty members may be for a number of reasons beyond unsatisfactory service, such as modification of programmatic emphasis, a change in enrollment trends, a decision to convert the position to a tenure-track appointment, or simply the intention of seeking an appointee with superior qualifications. Non-reappointment does not require establishment or documentation of just cause.

Notice of non-reappointment for non-tenure-track faculty members on regular appointments is:

1. at least three months before the end of the current contract for those who have been in regular appointments for less than two years
2. at least one semester before the end of the current contract for those on academic year appointments (or six months for those on a calendar-year appointment) for those who have been in regular appointments for two years up to five years.
3. at least one year before the end of the current contract for those on regular appointments for five years or more.

### **Termination of Appointment during the Contract Period**

Occasionally a decline in funding resources makes it necessary to terminate an appointment before the end of a contract. While department heads are encouraged to make every effort to assure continuity of employment to individuals performing satisfactorily, there are circumstances in which this may not be possible or in the best interest of the university. Non-tenure-track faculty appointments may be terminated in the case where there are insufficient funds or no further need for services. Written notice of termination within the contract period shall be at least three months for those who have been in a regular appointment less than two years and at least one semester (if AY) or six months (if CY) for those who have been in regular appointments two years or more. A proposed notice of termination during the contract period because of insufficient funds or lack of need for services must be approved by the dean and provost.

**Resignation**

Non-tenure-track faculty members are expected to give notice of at least one semester (or a minimum of 90 days if not on a semester teaching assignment) of their intent to resign if this occurs before the end of their contract period.

**Participation in Governance:**

Salaried non-tenure-track instructional faculty members are eligible to participate in departmental, college, and university committees as appropriate for their assignments. Non-tenure-track faculty members should have meaningful engagement in program planning at the department level, especially as it relates to aspects of the curriculum for which they bear teaching responsibility. Although non-tenure-track instructional faculty members may not be involved in reviewing cases of promotion and tenure for tenure-track or tenured faculty members, they may otherwise be voting members of the departmental faculty in accordance with the policy set by individual departmental governance.

Those faculty members at the rank of instructor, assistant, associate, or professor, or related rank variations, such as “clinical assistant professor” or “senior instructor”, are eligible to serve as voting members of the Faculty Senate.

**Participation on Graduate Committees:**

Non-tenure-track instructional faculty members with appropriate credentials may serve on graduate advisory committees and interact with graduate students and interns where relevant to their assignment and with approval of the departmental graduate program, head, and graduate school.

**Eligibility to Serve as a Principal Investigator**

Faculty members in a non-tenure track rank may serve as a principal investigator for a sponsored project or contract with the approval of the department head and the Office of the Vice President for Research. A request for such approval may be initiated on a P-86 form available on the Human Resources website.

## **PH.D. SOCIAL, POLITICAL, ETHICAL AND CULTURAL THOUGHT**

### **Background and Overview**

Development of the Ph.D. program in Social, Political, Ethical and Cultural Thought (ASPECT) at Virginia Tech reflects several strategic decisions at the institutional level. First, the core participating departments – history, political science, interdisciplinary studies, and philosophy – do not currently have Ph.D. programs. While developing doctoral programs in the humanities and social sciences has been an institutional priority, there has been clear recognition that the Commonwealth already benefits from exceptionally strong departmentally-based programs in the humanities and social sciences at the University of Virginia and elsewhere. Duplication of these long-standing programs would not likely achieve preeminence. Thus, from the beginning of faculty conversations, it has been important to create a unique program that builds on Virginia Tech's strengths.

A second strategic decision was a commitment to make a genuine contribution to the future of these disciplines by focusing on inter- and multidisciplinary perspectives to important problems. The proposed program is problem-centered and theoretically based, integrating social, political, ethical, and cultural thought. In the past 15 years, quite a number of curricular programs or research centers have been established in North America, Europe, and South America which document the trend toward interdisciplinary and collaborative research. These programs and centers suggest a sufficient mass indicative of a solidifying field, but also, as documented by evaluative letters from faculty prominent in the field, the opportunity for Virginia Tech to provide national and international leadership to the field through an innovative new program.

Some 50 participating faculty and ASPECT courses come from the core contributing departments of History, Interdisciplinary Studies, Philosophy, and Political Science, as well as from Africana Studies, Area Studies, the Center for Public Administration and Policy, English, Foreign Languages and Literatures, Government and International Affairs, an emerging program in Public Humanities, Science and Technology Studies, Sociology, Urban Affairs and Planning, and Women's Studies. The program is administratively housed in the College of Liberal Arts and Human Science.

The program primarily prepares future faculty to conduct theoretically and methodologically attentive interdisciplinary research and to contribute as teachers and scholars to the expected 21st century "knowledge economy". This is an academic environment that requires grounded knowledge in disciplinary-based research methodologies and an ability to answer important research questions in innovative ways. Teaching from this framework requires reference to interdisciplinary contexts and frequently involves collaboration with others. Some program graduates may prefer positions in government, non-profit, media, or industry organizations, where a broad understanding of the multiple contexts of problems addressed by the program, along with the skills necessary to answer emerging ones, is required.

## Curriculum and Degree Requirements

Students pursuing the ASPECT doctoral degree select a major and a minor concentration chosen from among four areas: 1) social thought, 2) political thought, 3) ethical thought, and 4) cultural thought. Additional ASPECT course requirements offer training in interdisciplinary theory, methodology, and professional development. Students must pass a qualifying exam, prepare and defend a dissertation proposal, and then complete original research for their dissertation under the supervision of a multidisciplinary advisory committee.

The curriculum stresses student flexibility and originality. It permits a focus on overarching problems by offering training in areas of **concentration** as well as solid grounding in disciplinary ways of knowing. Each area of concentration, in turn, is composed of a cluster of multidisciplinary offerings. Students will be prepared to teach introductory and required courses in particular disciplines through their graduate teaching assistantships. However, their Ph.D. research will address questions that span a number of different approaches and fields.

The doctoral program at Virginia Tech requires completion of 90 semester hours of study. Students accepted into the program with a Bachelor's degree or equivalent will normally first pursue a Master's degree study in one of the participating core departments. Under the assumption that students accepted into the program with a Master's degree or equivalent from elsewhere receive transfer credit for 30 credit hours, they then will undertake a further 60 semester hours of study, leading to the defense of a Ph.D. The core curriculum concentrates on methodological and theoretical issues, as well as on domains where social, political, ethical, and cultural thought are "put to work" in understanding social and individual transformations in contemporary and historical contexts.

A language requirement is an integral part of this degree program, and students will be expected to have demonstrated reading proficiency in a secondary language (e.g. Russian, French, German, Spanish) prior to admission. Students who have not acquired such proficiency will be provisionally accepted with the expectation that they develop such skills prior to their doctoral proposal defense.

## Learning Outcomes

Graduates of the Ph.D. program will have an advanced level of knowledge about a particular problem in social, political, ethical, and cultural thought and the contributions that have been made in solving it from a variety of disciplines, fields, and perspectives. They will be able to undertake original and creative, theoretically-informed research based on development of an interdisciplinary set of analytic skills. They will know how to work with various kinds of print and non-print objects of analysis as well as the methodologies required to interrelate them. They will be able to apply for grants, prepare and publish research findings, and contribute to the planning of research venues such as graduate conferences and workshops. They can be expected, with these accomplishments, to apply these skills to related or new projects.

Furthermore, graduates who intend to pursue a postsecondary teaching career will be prepared to teach core courses in the departments or disciplines most related to their research interests.

### **Learning Assessment**

Successful completion of the qualifying exam and defense of the dissertation proposal will demonstrate critical writing and analytical skills, and knowledge of important theoretical frameworks acquired through reading of critical texts and completion of coursework. Students will demonstrate their competence in conducting original research and applying multiple theoretical and interdisciplinary frameworks to an important problem through completion of the Ph.D. dissertation and preparation of scholarly presentations for conferences and scholarly articles for publication. Basic competence in teaching (for those pursuing a faculty career) will be assessed through successful completion of the course in Pedagogical Practices and a supervised experience as a graduate teaching assistant.

### **Program Assessment**

Benchmarks of program success will include the number of program applications, enrollment growth, student quality, student satisfaction, student participation in professional activities both on and off campus, number of peer-reviewed publications and conference presentations, graduation rates, employment of graduates, and longer term, success of the graduates of the program. In addition, at the faculty level, continued research productivity of program faculty will be assessed, as the best graduate students will be attracted not only by the innovative character of the program, but by the active and innovative research and publication records of the faculty.

Every seven years, the program will participate in the comprehensive program review process coordinated by the Graduate School.

### **Specific Benchmarks**

*Number of program applications.* As an indicator of national and international recognition, an average of 50 to 60 applications per year are expected once the program is fully in place.

*Enrollment growth.* Enrollment will grow to a level such that 24 funded students are active in the program. That level will permit acceptance of six new students with program funding each year—a substantial commitment on behalf of the program on the part of the university.

*Student participation in professional activities.* In addition to on-campus participation in workshops, colloquia, and student organizations, students will be encouraged before graduation to present at least two conference papers at a regional or national professional conference and to submit at least two articles for publication to a peer reviewed journal or edited book.

*Graduation rates.* Our overall program goal is to graduate an average of five doctoral students per year and have an average time-to-graduation of 5 years or less for students accepted into the program with an M. A or equivalent. This time to degree betters the national averages in the humanities and social sciences. It will be achieved by careful recruitment, a program culture that normalizes high standards along with good mentoring, including advising on publication and grant possibilities, and job counseling.

*Academic and nonacademic job placement.* Graduates will be employees of choice in peer academic institutions and for consulting in government, media, non-governmental organizations, and industry. All graduates seeking employment will be placed in suitable academic or professional positions within a year of graduation.

### **Employer Demand**

Even a casual review of the job postings in *The Chronicle of Higher Education* indicates that while faculty jobs in the social sciences and humanities are still most often framed in traditional disciplinary terms, additional expertise in multidisciplinary areas is often expected as well, as is a commitment to interdisciplinary research. In addition, responding in part to the large rise in student demand for degrees in Interdisciplinary Studies, institutions of higher learning are increasingly eager to hire faculty who have been explicitly educated in how to pursue interdisciplinary research and teaching. Reports cited in the full Ph.D proposal-- as varied as the AAU Task Force on The Role and Status of the Humanities, the Rand Corporation's *The 21<sup>st</sup> Century at Work*, both the US Bureau of Labor Statistics and the Virginia Employment Commission -- document the present and projected state of affairs, as do letters from prominent educators and potential employers.

### **Program Resources**

The College of Liberal Arts and Human Sciences and the university have made substantial investments in the core departments to support the development and implementation of the ASPECT degree. An initial allocation of seven positions were strategically placed in participating departments; seven faculty members, including the program director, were hired in 2005. An additional five faculty members will be hired in the second phase of development, over the coming three years. A minimum of 18 GTAs, a number expected to increase eventually to 24 GTAs, will be provided in phases to support entering cohorts of doctoral students. A staff position and general operating to support the program have also been allocated.

### **RECOMMENDATION:**

That the Ph.D. in Social, Political, Ethical and Cultural Thought be approved for implementation in Spring 2008 and forwarded to SCHEV for final review and approval.

**ADDITION OF THE STAFF REPRESENTATIVE TO THE  
VIRGINIA TECH BOARD OF VISITORS AS A  
NON-VOTING MEMBER OF UNIVERSITY COUNCIL**

**WHEREAS**, currently the faculty and student representatives to the Board of Visitors of Virginia Tech hold ex-officio non-voting appointments on University Council; and

**WHEREAS**, the Board of Visitors of Virginia Tech has recently added the President of the Staff Senate as a non-voting representative to the board; and

**WHEREAS**, to be consistent, it is proper that this staff representative be added to the University Council membership as a non-voting ex-officio member;

**THEREFORE**, be it resolved that the University Council add to its membership the staff representative to the Virginia Tech Board of Visitors as a non-voting ex-officio member.

**RECOMMENDATION:**

That the addition of the staff representative to the Virginia Tech Board of Visitors as a non-voting member of University Council be approved.



**MINUTES OF THE BUILDINGS AND GROUNDS COMMITTEE  
OF THE BOARD OF VISITORS  
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**

**June 4, 2007**

**The Inn at Virginia Tech and Skelton Conference Center**

**PRESENT**

**Board of Visitors Members:**

Mr. John R. Lawson, II  
Mr. Robert L. Freeman, Jr.  
Mr. James W. Severt, Sr.

**VPI & SU Staff:**

Mr. Dennis C. Cochrane  
Mr. William M. Elvey  
Mr. Z. Scott Hurst  
Dr. Ray Smoot, Jr.

**Guests:**

Dr. Elizabeth A. Flanagan- Vice President for Development and University Relations  
Mr. Larry Hincker- Associate Vice President for University Relations  
Mr. Jacob A. Lutz, III- Rector, Virginia Tech Board of Visitors  
Mr. Jim McCoy- Capital Design and Construction Project Manager  
Mr. Allan W. Miller- University Editor, University Relations  
Dr. Charles W. Steger- President of Virginia Tech  
Mr. Steven Wagner- Alumnus

**VISIT TO THE LIFE SCIENCE-I FACILITY AND THE SURGE SPACE BUILDING**

The Committee visited the 72,000 gross square foot Life Sciences-I facility which is under construction and will accommodate a vivarium, laboratories, teaching and research support space, offices, and common use areas. The Committee also visited the recently completed 45,000 gross square foot Surge Space Building which will temporarily house academic and/or administrative units that are being displaced during renovations of existing buildings. In order to initiate the Cowgill Hall HVAC and Power project, the College of Architecture and Urban Studies has recently moved occupants from Cowgill Hall into the Surge Space Building.

## **OPEN SESSION**

Opening Comments: Mr. John Lawson called the meeting to order at 9:05 a.m. Mr. Severt moved the Committee enter into Closed Meeting to discuss the acquisition, use, or disposition of real property, potential litigation, and personnel matters pursuant to §2.2-3711, Code of Virginia, as amended. The motion passed unanimously.

## **CLOSED MEETING**

The Committee met in a Closed Meeting to discuss the acquisition, use, or disposition of real property, potential litigation, and personnel matters. Ms. Kay Heidbreder, University Counsel, joined the Committee for this session. Mr. Severt moved the Committee be reconvened in Open Session at 10:10 a.m. The motion passed unanimously. The Committee members individually certified that, pursuant to §2.2-3711, the Closed Meeting was conducted in conformity with the Code of Virginia.

## **OPEN SESSION**

1. **Report of Closed Meeting:** Mr. Lawson reported that the Committee met in Closed Meeting to discuss acquisition, use, or disposition of real property, pending litigation, and personnel matters. No actions were taken.
2. **Approval of Minutes:** The minutes of the March 26, 2007 meeting were unanimously approved.
3. **Capital Outlay Project Status Report:** The Committee reviewed the status of all capital projects in design, in the bidding process, under construction, recently completed, and pending. Ten projects are in the design phase, two projects are in the bidding process, eight projects are under construction, seven projects have recently been completed, and three projects are pending.
4. **Joint Meeting with Finance and Audit Committee:** The Committee held a Joint Meeting with the Finance and Audit Committee on five agenda items. First, the Committees reviewed the 2008-2014 Capital Outlay Plan. Projects listed in the six-year capital plan are by biennium and priority, and total \$1.58 billion with \$493.5 million in the first biennium. Second, the Committees reviewed for approval a resolution establishing a local Auxiliary Maintenance Reserve project to shift the program from the state to the university. Third, the Committees reviewed for approval a request to expedite the Academic and Student Affairs Building project by initiating the planning under restructuring as a 100 percent non-general fund activity. Fourth, the Committees reviewed for approval a request for a \$1.5 million project authorization for the first phase to repair McComas Hall's exterior wall system and for a debt authorization to finance the costs. Fifth, the Committees reviewed for approval a request for a \$2.4 million planning authorization to proceed with the design of the proposed \$29.575 million Virginia Bioinformatics Institute (VBI) Addition Facility.

The Committee deferred to the Finance and Audit Committee to request full board approval of the ratification of the 2008-2014 Capital Outlay Plan, the establishment of a local Auxiliary Maintenance Reserve project, the approval to initiate planning for the Academic and Student Affairs Building project, the approval for a project to initiate repair of the McComas Hall exterior wall system, and the approval to proceed with the design of the VBI Addition Facility.

The meeting of the Buildings and Grounds Committee adjourned at 11:30 a.m.

**MINUTES OF THE FINANCE AND AUDIT COMMITTEE  
OF THE BOARD OF VISITORS  
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**

**June 4, 2007**

***FINANCE CLOSED SESSION***

**PRESENT:**

**BOARD OF VISITORS:** Ms. Beverly Dalton, Mr. Ben Davenport, Mr. Jake Lutz, Mr. George Nolen

**VPI&SU STAFF:** Ms. Kay Heidbreder, Mr. James Hyatt, Mr. John Rudd, Mr. Dwight Shelton, Dr. Charles Steger, Dr. Lisa Wilkes

**FINANCE CLOSED SESSION:** The Committee met in Closed Session to review and take action on the quarterly personnel changes report, the Promotion, Tenure and Continued Appointment Program, the NCAA Men's Basketball Tournament bonuses, the 2007 ACC Men's Golf Co-Championship bonuses, the 2007 ACC Women's Outdoor Track and Field Championship bonuses, and the 2007 Softball ACC Championship and NCAA Tournament bonuses.

***FINANCE OPEN SESSION***

**PRESENT:**

**BOARD OF VISITORS:** Ms. Beverly Dalton, Mr. Ben Davenport, Mr. Jake Lutz, Mr. George Nolen

**VPI&SU STAFF:** Ms. Divya Amin, Mr. Erv Blythe, Mr. Mel Bowles, Mr. Bob Broyden, Mr. John Cusimano, Mr. Wayne Donald, Mr. Corey Earles, Mr. Jeff Earley, Ms. Laura Fornash, Mr. Larry Hincker, Mr. Tim Hodge, Mr. James Hyatt, Ms. Heidi McCoy, Mr. Ken Miller, Mr. Mark Owczarski, Mr. John Rudd, Ms. Kathy Sanders, Mr. Dwight Shelton, Mr. Jeb Stewart, Dr. Lisa Wilkes, Ms. Linda Woodard

## **FINANCE AGENDA**

### **1. APPROVAL OF ITEMS DISCUSSED IN CLOSED SESSION:**

The Committee reviewed and took the following actions on items discussed in closed session: ratified the Personnel Changes Report and the NCAA Men's Basketball Tournament Bonuses; approved the 2007-2008 Promotion, Tenure and Continued Appointment Program; and approved bonuses for the 2007 ACC Men's Golf Co-Championship, 2007 ACC Women's Outdoor Track and Field Championship, and 2007 Softball ACC Championship and NCAA Tournament.

### **2. APPROVAL OF MINUTES OF THE MARCH 26, 2007 MEETING:**

The Committee reviewed and approved the minutes of the March 26, 2007 meeting.

### **3. REPORT ON FINANCIAL PLANNING FOR GRADUATE STUDENTS:**

In response to a request made by the Committee at the March 2007 meeting, the Committee received a report on timely assistantship notification for graduate students. The report addresses issues surrounding assistantship funding timing, reviews business processes already in place, and identifies any additional needed actions by management.

## **ITEMS PRESENTED TO THE FULL BOARD FOR APPROVAL**

### **4. APPROVAL OF UPDATE TO UNIVERSITY DEBT POLICY:**

In November 2006, the Auditor of Public Accounts (APA) completed a statewide review of debt policies at all institutions of higher education. The APA report recommended that institutions expand their debt policies to include business management decisions as they relate to debt issues. The Committee reviewed for approval the update to the University Debt Policy which adds these additional considerations in a new section at the end of the document titled "Other Considerations."

The Committee recommended the Update to the University Debt Policy to the full Board for approval.

### **5. APPROVAL OF YEAR-TO-DATE FINANCIAL PERFORMANCE REPORT (July 1, 2006 – March 31, 2007):**

The Committee reviewed for approval the Year-to-Date Financial Performance Report for July 1, 2006 – March 31, 2007. For the third quarter, all programs of the university are on target, and routine budget adjustments were made to reflect changes in projected revenues and expenditures.

Tuition and Fee revenue is lower than historical projections due to the time of collections. Total sponsored programs expenditures are less than projected, but are ahead of 2005-06 activity levels. The lower expenditures include the impact of the Commonwealth's shift of the July 3, 2006 payroll to 2005-06. Revenues in Residence and Dining Halls exceed projections due to increased revenue from summer conferences and catering services and investment income growth. Revenues for the Intercollegiate Athletics System exceed projections due to student fee revenue, ACC allocation receipts from the previous fiscal year, higher than expected football ticket sales, licensing revenue, the new Nike contract, and investment income growth.

For the quarter ending March 31, 2007, \$49.9 million had been expended for Educational and General and General Obligation Bond Projects, and \$7.04 million had been expended for auxiliary Enterprises capital projects.

The Committee recommended the Year-to-date Financial Performance Report to the full Board for approval.

#### 6. APPROVAL OF 2007-2008 FACULTY COMPENSATION PLAN:

The Committee reviewed for approval the 2007-2008 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" that outlines the authorized salary average for full-time teaching and research faculty positions, defines the qualification criteria for teaching and research faculty and administrative and professional faculty, and requires a board-approved faculty compensation plan. In the late 1980s, the General Assembly established an objective 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.

Included in the faculty compensation plan are the processes that guide the promotion, tenure, and continued appointment actions, the annual evaluation of faculty, and the salary adjustments for faculty, including those adjustments that are made outside of the annual merit cycle.

The authorized salary average for 2006-07 for Virginia Tech is \$83,672. This places Virginia Tech at the 33rd percentile of its peer group for 2006-07. Because the General Assembly is expected to provide funding for an average increase of 4.0 percent in 2007-08, the authorized salary average is expected to increase to \$87,019 while the rank is projected to increase to the 36th percentile (assuming a 3.0 percent increase at peer institutions).

The compensation plan includes a provision for the University to alter the percentage increase expected to be provided by the state in order to achieve certain salary compensation needs. In such cases, any increased salary allocations may come from reallocations of existing resources, or from a special

pool of funds established by the University through the use of nongeneral funds.

The Committee recommended the 2007-2008 Faculty Compensation Plan to the full Board for approval.

7. APPROVAL OF 2007-2008 UNIVERSITY BUDGET:

The Committee reviewed for approval the following 2007-2008 University Budgets:

University Budget

The University anticipates authorization of approximately \$1.0 billion during 2007-08 to carry out all of its programs, based upon the direct appropriations. However, the University's 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 2007-08, the net of these transactions results in an annual internal budget for all operations of approximately \$967.2 million; this is an increase of \$66.7 million over the original 2006-07 budget. This increase reflects changes in nongeneral fund revenues for 2007-08 as well as actions in the 2007 General Assembly session that will impact the 2007-08 General Fund appropriation.

The Education and General budget will be \$539.6 million in 2007-08 and reflects the increased General Fund support as well as the approved tuition and fees. In 2007-08, the auxiliary operations are projected to grow approximately 9.8 percent over the original 2006-07 budget; a significant portion of the growth will occur due to the growth in Residential and Dining Programs, increased electricity sales revenue for Virginia Tech Electric Services, continuing business growth at The Inn at Virginia Tech and Skelton Conference Center, and an increase in Intercollegiate Athletics revenue. The University anticipates that increases in research activities will occur; thus, sponsored programs activity for 2007-08 is projected to grow by \$12.1 million or 6.05 percent over 2006-07 projected activity levels. The university's student financial assistance program is anticipated to increase by 5.7 percent in 2007-08, providing \$16.7 million in state-supported student financial assistance.

The capital outlay program for fiscal year 2008 includes 14 Educational and General projects, 11 General Obligation Bond projects, and 10 Auxiliary Enterprise projects for a total of 35 projects. The total capital outlay budget for fiscal year 2008 includes approximately \$598.5 million of authorizations with an estimated available balance of \$374.6 million. Of the available balance, the University plans to spend about \$97.5 million in fiscal year 2008.

The Committee recommended the 2007-2008 operating and capital budgets to the full Board for approval.

### Student Financial Assistance

Discretionary financial assistance from the General Fund is appropriated by the General Assembly for students attending state colleges and universities in Virginia. For the 2006-2007 fiscal year, the University received a total of \$15.8 million for undergraduate and graduate financial assistance. For the 2007-2008 fiscal year, the University received an additional allocation of \$903,989 for undergraduate Virginians. Thus, a total of \$16.7 million is anticipated to be available for state-supported student financial assistance in 2007-2008. It is recommended that the allocation be distributed in the following manner: \$11,000 for Soil Scientist Scholarships; \$307,500 for the Multicultural Academic Opportunities Program, \$4,222,580 for Graduate Fellowships; and \$12,201,557 for Undergraduate Scholarships.

The Committee recommended the allocations for Student Financial Assistance to the full Board for approval.

### 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 reviewed its operating budget for 2006-2007 and has adopted and approved its operating budget for the fiscal year 2007-08. Virginia Tech and the City of Roanoke will make equal contributions of \$100,000 to the Commission for fiscal year 2007-08. The funds for Virginia Tech will come from Continuing Education fees and from the Fralin endowment which was established to assist with the project.

The Committee recommended the Hotel Roanoke Conference Center Commission budget to the full Board for approval.

## 8. **APPROVAL OF 2007-2008 BUDGET FOR VIRGINIA TECH / WAKE FOREST UNIVERSITY SCHOOL OF BIOMEDICAL ENGINEERING AND SCIENCES:**

The Committee reviewed for approval the 2007-2008 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 Committee recommended the 2007-2008 budget for the Virginia Tech / Wake Forest University School of Biomedical Engineering and Sciences to the full Board for approval.



9. APPROVAL OF 2007-2008 AUXILIARY SYSTEMS BUDGETS:

The Committee reviewed for approval the 2007-2008 Auxiliary Systems Budgets. In accordance with the resolution authorizing and securing the Dormitory and Dining Hall System, Electric Service System, University Services System and Intercollegiate Athletic System revenue bonds, the Board of Visitors is required to adopt an annual budget. 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.

The Committee requested an overview of the auxiliary budget development process. At the August Board meeting, the Committee will receive a presentation on the process and an example from one hearing.

Dormitory and Dining Hall System

The 2007-2008 budget and revenues for dormitories (\$27.8 million) and dining halls (\$35.4 million) are equal to that of budgeted expenses. The expenses, including debt service required to operate the Dormitory and Dining Hall System for the fiscal year, will be in accordance with the approved revenues and in accordance with the approved fee structure.

Electric Service System

The 2007-2008 budget for the Electric Service System, including debt service, is \$22.8 million for the period July 1, 2007 to June 30, 2008.

University Services System

The 2007-2008 budget for the University Services System, including debt service, is \$24.9 million for the period June 1, 2007 to June 30, 2008.

Intercollegiate Athletics System

The 2007-2008 budget for the Intercollegiate Athletics System, including debt service, is \$43.3 million for the period June 1, 2007 to June 30, 2008.

The Committee recommended the 2007-2008 Auxiliary Systems Budgets to the full Board for approval.

10. APPROVAL OF THE FOLLOWING 9(c) FINANCING RESOLUTIONS:  
CONSTRUCTION OF NEW RESIDENCE HALL, AND RESIDENCE AND  
DINING HALLS IMPROVEMENTS:

The following projects have been authorized to be financed pursuant to Section 9(c) of Article X of the Constitution of Virginia for up to \$32,000,000 plus amounts needed to fund issuance costs, reserve funds and other financing expenses:

- Construct New Residence Hall (Project #16682) \$22,000,000
- Improve Residence and Dining Halls (Project #17294) \$10,000,000

The Committee reviewed for approval two resolutions which request the issuance of 9(c) bonds through the Treasury Board on behalf of the University, and pledge the net revenues of the Dormitory Auxiliary to the payment of debt service. Each resolution identifies and authorizes (1) the Executive Vice President and Chief Operating Officer, and (2) the University Treasurer to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the bonds.

The Committee recommended the 9(c) financing resolutions for the Construct New Residence Hall Project and Improve Residence and Dining Halls Project to the full Board for approval.

11. APPROVAL OF 2007-2008 PRATT FUND BUDGETS:

The Committee reviewed for approval the 2007-2008 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 2007-2008, the College of Engineering proposes expenditures of \$935,000. Animal Nutrition proposes expenditures of \$1,092,520 for 2007-2008.

The Committee recommended the 2007-2008 Pratt Fund Budgets to the full Board for approval.

12. APPROVAL OF RESOLUTION TO REAPPOINT UNIVERSITY COMMISSIONER TO THE HOTEL ROANOKE CONFERENCE CENTER COMMISSION:

The Committee reviewed for approval a resolution concerning a reappointment to the Hotel Roanoke Conference Center Commission. The resolution seeks approval to reappoint the Chief Operating Officer and Secretary-Treasurer of the Virginia Tech Foundation, Inc. as the University's representative on the Hotel Roanoke Conference Center Commission.

The Committee recommended the resolution to reappoint a University Commissioner to the Hotel Roanoke Conference Center Commission to the full Board for approval.

## **FINANCE OPEN JOINT SESSION**

### ***Joint meeting with Buildings and Grounds Committee***

#### **PRESENT:**

**BOARD OF VISITORS:** Ms. Beverly Dalton, Mr. Ben Davenport, Mr. Robert Freeman, Mr. John Lawson, Mr. Jake Lutz, Mr. George Nolen, Mr. James Severt

**VPI&SU STAFF:** Ms. Divya Amin, Mr. Erv Blythe, Mr. Mel Bowles, Mr. Bob Broyden, Mr. Denny Cochrane, Mr. John Cusimano, Mr. Wayne Donald, Mr. Bill Elvey, Mr. Corey Earles, Mr. Jeff Earley, Mr. Larry Hincker, Mr. Tim Hodge, Mr. Scott Hurst, Mr. James Hyatt, Ms. Heidi McCoy, Mr. Jim McCoy, Mr. Ken Miller, Mr. Mark Owczarski, Mr. John Rudd, Mr. Dwight Shelton, Dr. Raymond Smoot, Mr. Jeb Stewart, Dr. Lisa Wilkes, Ms. Linda Woodard

**GUEST:** Mr. Greg Esposito, *Roanoke Times*

#### **ITEMS PRESENTED TO THE FULL BOARD FOR APPROVAL**

##### **1. RATIFICATION OF 2008-2014 CAPITAL OUTLAY PLAN:**

The Committees reviewed the 2008-2014 Capital Outlay Plan. At the March meeting the Board approved the University's list of potential projects for inclusion in the 2008-2014 Capital Outlay Plan and authorized the University to develop and submit a final Plan to the state, in accordance with future guidance from the state and based on the projects in the approved list. Based on instructions received from the state on March 9, 2007, the University prepared and submitted the Six-Year Plan, Maintenance Reserve request, and Capital Lease request components in accordance with DPB guidelines.

Projects listed in the six-year capital plan total \$1.58 billion. Projects proposed for funding in the 2008-2010 biennium are: Maintenance Reserve; replacement of deteriorated section of Davidson Hall; renovation of Liberal Arts Building; Sciences Research and Academic Building; Cyber Arts and Creative Technologies Laboratory; Chiller Plant – Phase 1; Classroom Building; Veterinary Medicine Instruction Addition; Engineering Signature Building; Library High Density Storage – High Speed Access Facility; Renovation to Lane Hall and Construct Addition; Academic and Student Affairs Building; Code Compliance: Fire Alarm Systems and Access; Repairs to McComas Hall Exterior Wall Structure; VBI Addition Facility; Basketball Practice Facility; Renovation to East and West Ambler Johnston; Renovation to Owens and West End Market Food Courts; and Human and Agricultural Biosciences Building I. The total cost of projects included in the 2008-2010 biennium is \$518.6 million.

The Committees recommended the 2008-2014 Capital Outlay Plan to the full Board for ratification.

2. APPROVAL OF AUXILIARY MAINTENANCE RESERVE PROJECT:

In 1994, the University established a Maintenance Reserve program for auxiliary enterprise facilities. This program is authorized and managed under a capital project currently authorized on the state books, and the appropriation level is increased by the state on an as needed basis. Auxiliary enterprise units are self-supporting and their resources are nongeneral fund. The Auxiliary Maintenance Reserve project is a 100 percent nongeneral fund project for major maintenance repair needs. Under the 2006 Management Agreement between the Commonwealth of Virginia and the University, the Board of Visitors has the authority to approve nongeneral fund capital outlay projects. The Committees reviewed for approval a resolution establishing a local Auxiliary Maintenance Reserve project to shift the program from the state to the University.

The Committees recommended the Auxiliary Maintenance Reserve Project to the full Board for approval.

3. APPROVAL OF PLANNING PROJECT FOR ACADEMIC AND STUDENT AFFAIRS BUILDING:

This project has been on the University's plan since 2005 and is included in the first biennium as a high priority to provide instructional space, dining services, and student union services on the north side of campus. To expedite the project, the University requests Board of Visitor's approval to initiate planning under restructuring as a 100 percent nongeneral fund activity.

The Committees recommended the Planning Project for the Academic and Student Affairs Building to the full Board for approval.

4. APPROVAL OF REPAIR McCOMAS HALL EXTERIOR WALL STRUCTURE PROJECT:

This project is a new item on the University's 2008-2014 capital outlay plan and is included as a priority repair project to address structural and moisture penetration problems of the exterior wall of McComas Hall. The needed corrections are significant and repairs must be implemented expediently to stop the on-going damage from water leaks and mitigate further damage. 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, and funding of nongeneral fund capital outlay projects. The Committees reviewed for approval a request for a \$1.5 million project authorization to address McComas Hall's exterior wall structure (Phase 1) and for a debt authorization to finance the costs.

The Committees recommended the Repair McComas Hall Exterior Wall Structure Project (Phase 1) to the full Board for approval.

5. APPROVAL OF AUTHORIZATION FOR VBI ADDITION FACILITY:

This project is to construct an addition to the Virginia Bioinformatics Institute (VBI) Bioinformatics II facility on-campus to accommodate the projected growth of the Network Dynamics and Simulation Science Laboratory (NDSSL) and other large VBI research groups, like the Cyber Infrastructure Group. This project is placed in the second biennium of the University's 2008-2014 Capital Outlay Plan and is being expedited to address the faster than expected growth of NDSSL funded projects. 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, and funding of nongeneral fund capital outlay projects. The Committees reviewed for approval a request for a \$2.4 million planning authorization to move forward with design of the proposed \$29.575 million VBI Addition Facility. The University will bring forward to the Board a subsequent request to move forward with construction when design is underway and costs and schedule are validated.

The Committees recommended the authorization for the planning of the VBI Addition Facility to the full Board for approval.

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

**MINUTES OF THE FINANCE AND AUDIT COMMITTEE  
OF THE BOARD OF VISITORS  
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**

**June 4, 2007**

***AUDIT CLOSED SESSION***

**PRESENT:**

**BOARD OF VISITORS:** Ms. Beverly Dalton, Mr. Ben Davenport, Mr. Jake Lutz, Mr. George Nolen

**VPI&SU STAFF:** Ms. Kay Heidbreder, Mr. James Hyatt, Mr. John Rudd, Mr. Dwight Shelton, Dr. Charles Steger, Dr. Lisa Wilkes

AUDIT CLOSED SESSION: The Committee met in Closed Session with the Director of Internal Audit to discuss audits of specific departments and units where individual employees will be identified. The Committee also received an update on the outstanding fraud, waste, and abuse cases.

***AUDIT OPEN SESSION***

**PRESENT:**

**BOARD OF VISITORS:** Ms. Beverly Dalton, Mr. Ben Davenport, Mr. Jake Lutz, Mr. George Nolen

**VPI&SU STAFF:** Ms. Divya Amin, Mr. Erv Blythe, Mr. Mel Bowles, Mr. Bob Broyden, Mr. John Cusimano, Mr. Wayne Donald, Mr. Corey Earles, Mr. Jeff Earley, Mr. Larry Hincker, Mr. Tim Hodge, Mr. James Hyatt, Ms. Heidi McCoy, Mr. Ken Miller, Mr. Mark Owczarski, Mr. John Rudd, Ms. Kathy Sanders, Mr. Dwight Shelton, Mr. Jeb Stewart, Dr. Lisa Wilkes, Ms. Linda Woodard

**GUEST:** Mr. Greg Esposito, *Roanoke Times*

## **AUDIT AGENDA**

1. APPROVAL OF MINUTES OF THE MARCH 26, 2007 MEETING:

The Committee reviewed and approved the minutes of the March 26, 2007 meeting.

2. REVIEW AND ACCEPTANCE OF UNIVERSITY'S UPDATE OF RESPONSES TO ALL PREVIOUSLY ISSUED INTERNAL AUDIT REPORTS:

The Committee reviewed the University's update of responses to all previously issued internal audit reports. At the March meeting, the university reported that as of December 31, 2006, 13 high or medium risk audit comments remained outstanding. An additional 23 high or medium risk comments have been issued since then for a total of 36 comments. As of March 31, 2007, the University has addressed 23 comments, leaving 13 comments still in progress.

The Committee accepted the report.

3. REVIEW OF INTERNAL AUDIT DEPARTMENT'S STATUS REPORT AS OF MARCH 31, 2007:

The Committee reviewed the Internal Audit Department's Status Report as of March 31, 2007. In addition to conducting scheduled audits, the audit department participated in annual audit activities; fraud, waste, and abuse audits; and professional development activities.

4. REVIEW AND DISCUSSION OF SUGGESTED 2008 AUDIT PLAN:

The Committee reviewed the 2008-2012 suggested audits for the development of the audit plan for fiscal year 2008. Internal audit recently updated its risk analysis; scheduled audits were selected as a result of this analysis. Approximately 9,500 hours annually will be devoted to risk-based audits and compliance reviews. Sixteen audits are scheduled for 2007-08. Audits not completed in the fiscal year scheduled will be carried forward to the next fiscal year.

The Committee accepted the report.

5. REVIEW AND ACCEPTANCE OF THE FOLLOWING INTERNAL AUDIT REPORTS/MEMOS ISSUED:

The Committee reviewed and accepted the following Internal Audit report:

A. Fleet Services

The Committee received a report on the audit of Fleet Services. The audit indicated that the overall risk exposure is medium and the internal control

system is effective, but some improvements are recommended. The audit recommendations include: Enhance the fuel management verification procedures, and Enhance the shop inventory process. Management is working to implement improvements to address the recommendations.

6. REVIEW OF AUDITOR OF PUBLIC ACCOUNTS STATEWIDE REVIEWS AND SPECIAL REPORTS:

In addition to the annual audits of the University's financial statements and its Intercollegiate Athletics program, the Auditor of Public Accounts (APA) has included Virginia Tech along with other agencies in recent program reviews designed to assess controls on a statewide basis. The Committee reviewed a report which provides an analysis of the APA's statewide audit activities to date and the University's planned approach to manage and report on these audit activities.

The Committee accepted the report.

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



## **UPDATE TO UNIVERSITY DEBT POLICY**

**June 4, 2007**

In November 2006, the Auditor of Public Accounts completed a statewide review of debt policies at all institutions of higher education. This report recommended that institutions expand their debt policies to include business management decisions as they relate to debt issues. While these items have traditionally been addressed through Virginia Tech's budget and planning processes, the university proposes to expand the policy to reflect the university's current practices of: 1) ensuring consistency with the university's strategic direction; 2) planning for associated operating and maintenance costs; 3) considering the impact on the cost of attendance; 4) assessment and mitigation of repayment risks; and 5) evaluating alternative financing proposals.

The attached policy adds these additional considerations in a new section at the end of the document titled Other Considerations. The University believes this appropriately addresses the suggestions made by the Auditor of Public Accounts. The proposed revision to the University Debt Policy requires Board approval.

## **Virginia Polytechnic Institute and State University Debt Policy**

**June 2007**

The University's *Debt Policy* needs to address the criteria for issuing debt and the factors to consider when evaluating the capital structure of the University. These factors include the amount of fixed and variable interest rate exposure in the debt portfolio, the amortization of debt, the University's debt capacity, the amount of taxable and tax-exempt debt, and the criteria for refinancing existing debt. The University may issue bonds, notes, or other obligations from time to time for any purpose that is consistent with its institutional mission including, without limitation, to finance or refinance any project, to appropriately manage operational cash flows, to provide short-term financing, or to refund bonds, notes or other obligations. An effective *Debt Policy* will help the University lower its cost of capital, manage its debt risk, and increase its debt capacity.

### **Criteria for Issuing Debt**

Significant factors in determining whether debt is the appropriate financing vehicle for various capital projects include the priority of the facility, the expected use of the facility and the type of funding. To the extent possible, the University's General Revenue Pledge debt will be used to secure University debt issues. Other financing and revenue sources will be considered including state appropriations and funding, philanthropic gifts, project revenues, reserve funds and indirect cost recoveries. The University will also consider funding from joint ventures including public/private partnerships when such financing vehicles are advantageous. Revenue producing assets such as research facilities and residence halls are prime candidates for debt financing due to their ability to help service the debt. In addition, academic projects that allow the University to meet its strategic objectives are often debt financed. Lastly, the cost of core utility and parking improvements are typically debt financed to match the cost to the useful life of the improvement. Every project considered for financing will be reviewed by the University's financial management team and recommended for Board of Visitor approval. The University also recognizes the need to review and coordinate their debt issuances with the applicable rating agencies.

### **Credit Rating, Debt Capacity and Operating Capacity to Service Debt**

The University's "Aa3/AA" credit ratings were confirmed by Moody's Investors Service and Standard & Poor's in 2004. Before issuing new debt, the University should understand the potential impact of any additional debt on its credit ratings. The University's decision to issue additional debt should be focused both on the strategic importance of the new facility and on the potential impact on the credit agencies' assessment of the University. The University should continue to monitor the financial performance of peer institutions because the University's credit ratings are a combination of absolute performance and relative performance versus peers. In

addition to credit rating considerations, the University will need to analyze its ability to service any additional debt without adversely impacting operating budgets.

The University gained greater financial and administrative autonomy status as a Level 3 institution under higher education restructuring in the Commonwealth. To maintain its status as a Level 3 institution, the University intends to maintain at least an “AA-” or “Aa3” bond rating and an actual debt service to operations ratio of not greater than 7%. The University should consider these requirements when evaluating the issuance of additional debt.

### Methods of Securing Debt

When the University issues bonds, both negotiated and competitive bond offerings will be considered on a case-by-case basis. In negotiated sales, underwriters will be selected through a competitive request for proposals process. Private placements will be considered in those cases where the size of the borrowing is too small for public debt issuance. Short-term financing may include bond anticipation notes, lines of credit, commercial paper, or other bank lending products or programs.

### Debt Structure when Issuing Bonds

***Amortization and Term:*** The amortization of the bond issues should reflect the useful life of the assets or project being financed with generally not more than a 30-year final term. Interest during and immediately after construction may be funded from bond proceeds, as appropriate. As market conditions change, maturity structures should be reevaluated. Call features should provide maximum flexibility relative to the cost of the features.

Debt service may be structured to meet the financial management goals of the University and may include level debt service for an issue or such debt service structure that provides for level overall payments of the University’s total outstanding debt.

***Fixed and Variable Rate Bonds:*** When issuing fixed rate bonds, the University should analyze the slope of the yield curve and tend to issue bonds for new money projects with long-term maturities because most of the assets financed have useful lives in excess of 30 years. If the University is concerned that interest rates may trend lower, then the University should consider shortening the non-redemption period to less than the traditional 10-year term. Bonds without an optional redemption feature should be limited in the University’s debt portfolio and should be issued only when investors are willing to pay a substantial premium. Credit enhancements will be used only when necessary for cost effectiveness and/or marketability.

The University will also consider utilizing variable rate debt to lessen the potential interest costs over the life of a debt issue and to provide greater flexibility in its debt management. In considering variable rate debt the University will evaluate the risks involved, which include liquidity risk and short- and long-term interest rate risk. Bank

liquidity facilities may be used to offset liquidity risk, and such facilities should carry a minimum short-term rating of A-1/P-1.

When the University decides to issue variable rate debt, it will generally limit variable rate debt to not more than 50% of its capital structure. The specific amount of variable rate exposure would depend on market conditions and the type of facility to be financed. Before issuing variable rate bonds, the University should determine the assumed variable rate for budget purposes, and its plans to address positive and negative variances from the assumed rate. Additionally, unrestricted endowment assets, interest rate caps and swaps, and rate stabilization reserve funds can all help to manage the variable rate exposure.

The level of variable rate debt should also be managed in conjunction with the University's and Virginia Tech Foundation's levels of cash and short-term investments, which serve as a natural hedge against rising interest rates. The actual percentage for outstanding variable rate debt will vary due to financing needs, asset/liability management goals, interim financing structures, and prevailing interest rates at the time of each borrowing.

***Serial Bonds vs. Term Bonds:*** Serial bonds mature in successive years without interruption while term bonds generally come due in a single bullet maturity. While amortizing debt over successive years has traditionally been the practice of the University, it has some potential drawbacks. For example, it requires that the University finance subsequent projects with new bond issues, which introduces interest rate risk and requires additional administrative time.

The use of term bonds with a single bullet maturity would allow the University to serve as a "central bank" charging debt service for a particular project to the appropriate budget, and recycling the principal portion of the repayment to fund different projects. This would provide greater operating flexibility, protect the University from reissuance risks related to changes in the federal tax regulations, and allow the University to minimize interest rate risk for as many as 30 years.

Overall, bullet maturities require the financial discipline to charge the current budget for principal amortization that will not occur for several decades, and the "central bank" concept introduces some record keeping complexities. The budget impact of bullet maturities should be determined prior to issuance. The decision to issue serial or term bonds should be based on the level of interest rates, the shape of the yield curve and the type of project to be financed.

***Taxable vs. Tax-exempt Debt:*** The University's debt will be managed to use tax-exempt debt to the greatest extent possible while recognizing that taxable debt must be used in the case of projects that are ineligible for tax-exempt financing. Taxable debt will also be used for short periods of interim financing and for financing projects for which taxable financing will provide the maximum operating flexibility. The current federal tax regulations limit the term of tax-exempt bonds issues to 120% of the useful life of the asset financed. While the University can refinance its existing issues and

extend maturities, the extensions must be tracked and are limited to 120% of the useful life of the original assets. Federal tax regulations prohibit the perpetual rollover of tax-exempt bonds. The University should continue to maximize the amount of tax-exempt bonds in the debt portfolio to reduce interest expense.

### Interest Rate Risk Management

Interest rate risk management strategies will include the use of interest rate swaps, caps or collars to be employed primarily to manage the University's variable rate debt exposure. The use of these instruments in conjunction with variable interest rate exposure will be evaluated within prudent guidelines to achieve more flexibility in meeting the University's overall financial objectives. Interest rate swaps will be evaluated in light of existing market and interest rate conditions, the savings that can be achieved as compared to other debt structures available in the bond market, and the overall asset/liability management practices of the University. Risk management strategies will not be utilized unless the contract or structure is fully understood, can be monitored and managed, and the risk imposed has been evaluated and concluded to be appropriate for the University. Prior to entering into any risk management agreement, the University will have received evidence of legal authorization to enter into such agreement. The university treasurer, in consultation with the Executive Vice President and Chief Operating Officer, is authorized to enter into any risk management contract or agreement that is determined to be necessary or appropriate. Interest rate swaps, caps or collars shall not be used for speculative purposes.

### Refinancing of Existing Fixed Rate Debt

The University should monitor the markets for opportunities to refinance existing fixed rate debt for savings. The University should refund fixed rate bonds in advance of their optional redemption date only if present value savings exceed 3% of the par amount to be refunded.

If fixed rate bonds are redeemable at par within their optional redemption period, the University should refinance these bonds if present value savings are greater than 1% of par. Alternatively, the University could refinance these bonds with variable rate bonds if the University wanted to adjust the mixture of fixed and variable rate bonds in the debt portfolio. The University will also consider refundings that provide relief from certain payments or other limitations, covenants, reserve requirements, or other requirements that limit the University's flexibility.

### Other Considerations

Before proposed debt issues are recommended to the Board, the University's financial management team will review the alignment of the proposal with the institution's strategic direction, plan for associated costs, consider the impact on the cost of attendance, and assess and mitigate repayment risks. The institution's strategic plan provides a framework for the capital planning process as well as proposed debt issues. Proposals will consider predictable costs including the operation and

maintenance of a new facility, long-term costs including facility renewal over the life of the project, and the need for adequate reserves. The review of the impact on the cost of attendance will include a determination of the need for increases in fees and the appropriate manner to assess fees (e.g. discretionary versus mandatory). Proposed increases in mandatory fees will include a review of the implications on the total cost of attendance understanding that debt service and related costs are only one of the many elements considered in the process of establishing tuition and fees. Proposals will be assessed to determine potential variations in envisioned revenues and management plans to mitigate repayment risk.

While alternative and nontraditional transaction structures may be considered, the University's financial management team will determine the impact on the university's debt capacity and that the economic benefit outweighs the potential cost.

### Conclusion

The *Debt Policy* should provide a framework for implementing the University's debt strategies and should be reviewed and adjusted periodically to achieve the University's policy objectives.

## **RESOLUTION TO APPROVE THE UPDATE TO THE UNIVERSITY DEBT POLICY**

**WHEREAS**, the Board of Visitors approved the University Debt Policy in August 2006 to address the criteria for issuing debt and the factors to consider when evaluating the capital structure of the University; and,

**WHEREAS**, in November 2006, the Auditor of Public Accounts completed a statewide review of debt policies at all institutions of higher education which recommended that institutions expand their debt policies to include business management decisions as they relate to debt issues; and,

**WHEREAS**, the University proposes to expand the debt policy to reflect the university's current practices of ensuring consistency with the university's strategic direction, planning for associated operating and maintenance costs, considering the impact on the cost of attendance, assessment and mitigation of repayment risks, and evaluating alternative financing proposals; and,

**WHEREAS**, the University believes this appropriately addresses the suggestions made by the Auditor of Public Accounts;

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Visitors of Virginia Polytechnic Institute and State University approves the proposed update to the University Debt Policy.

**RECOMMENDATION:** That the update to the University Debt Policy be approved.

June 4, 2007

**VIRGINIA TECH**

**FINANCIAL PERFORMANCE REPORT**

**Operating and Capital Expenditures**

**July 1, 2006 to March 31, 2007**



## **FINANCIAL PERFORMANCE REPORT**

The Financial Performance Report of income and expenditures is prepared from two sources: actual accounting data as recorded at Virginia Tech and with the Commonwealth of Virginia, and the annual budgets. 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 annual budgets are based upon the amount of funds anticipated, approved, and appropriated to Virginia Tech by the General Assembly and the Governor of the Commonwealth of Virginia before the beginning of the fiscal year. The projected year-end budgets reflect adjustments to incorporate actual experience during the fiscal year. The adjustments are coordinated with the State Department of Planning and Budget.

The July to March 2006-07 budget (year-to-date) is prepared from historical data and reflects trends in expenditures from previous years. 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 accountability since the institution has a legislative mandate to remain within the total revenue and expenditure amounts appropriated by the General Assembly for the two divisions of Virginia Tech, including transfers from the Commonwealth's Central Appropriation.

## OPERATING BUDGET

1. Tuition and Fee revenue is lower than historical projections due to the timing of collections.
2. All Other Income is lower than projected due to the timing of continuing education revenue collections and the temporary quarantine at the Equine Medical Center.
3. Academic expenditures are ahead of historical projections due to the timing of equipment purchases made from the Commonwealth Research Initiative that are temporarily funded by the university before being reimbursed by the Commonwealth before year end.
4. The budget for federal revenue is established to match projected allotments from the federal government. All expenses in federal programs are covered by drawdowns of federal revenue up to allotted amounts. Federal revenue in the Cooperative Extension/Agricultural Experiment Station Division was less than the projected budget due to lower-than-anticipated federal expenditures and the timing of receipt of federal drawdowns.
5. Academic Program expenditures are ahead of 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 expenditures are less than projected, but are ahead of 2005-06 activity levels. The lower expenditures include the impact of the Commonwealth's shift of the July 3, 2006 payroll to 2005-06.
8. In 2005-06 the Governor shifted the July 3, 2006 payroll date to June 30, 2006. This resulted in having 25 pay periods in 2005-06 and 23 payrolls in 2006-07. The cash support for this unanticipated cost came from two sources for Educational and General programs: the General Fund and an interest free loan from the State Treasury. In 2006-07, the General Fund advance was returned and the Treasury Loan was repaid.
9. The General Fund revenue budget has been increased by \$1,435,207 to reflect final decisions of the legislative session on base budget adequacy and faculty salary funding, by \$221,000 for a transfer from Student Financial Assistance to the Educational and General program for assistantships in the Multicultural Academic Opportunities Program, by \$32,083 for VIVA libraries distribution costs, and by \$827,619 to match the actual central appropriations transfer for fringe benefits, mileage reimbursements, and staff raises. The revenue budget was decreased by \$5,518,296 as a repayment for the General Fund advance that was received in 2005-06 for the change in the July 3 payroll date. During the third quarter the budget was increased by \$44,957 for additional operation and maintenance support and reduced by \$40,862 since waivers for military dependents will no longer be supported by General Funds. The corresponding expenditure budgets have been adjusted accordingly.
10. The annual budget for Tuition and Fees has been increased by \$3,680 to finalize estimates for the Virginia/Maryland Regional College of Veterinary Medicine regional capitation agreement and by \$7,266,000 for higher than projected enrollments, strong spring retention and projected savings in unfunded scholarships. The corresponding expenditure budgets have been adjusted accordingly.
11. The All Other Income revenue budget for the University Division has been increased by \$15,000 for Virginia Racing Commission revenue to reflect the final decisions of the legislative session, by \$65,000 for COTA Closing Revenue, by \$550,000 for increased activity at the Vet Teaching Hospital, and reduced by \$450,000 due to lost revenues during the temporary quarantine at the Equine Medical Center. The corresponding expenditure budgets have been adjusted accordingly.
12. The General Fund revenue budget for the Cooperative Extension/Agricultural Experiment Station Division has been increased by \$221,205 to reflect final decisions of the legislative session on the Commonwealth Staffing Initiative and faculty salary funding, and by \$151,858 to match the actual central appropriations transfer for fringe benefits, mileage reimbursements, and staff raises. The General Fund allocation was decreased by \$2,189,290 as repayment of the General Fund advance that was received in 2005-06 for the change in the July 3 payroll date. The corresponding expenditure budgets have been adjusted accordingly.
13. The All Other Income revenue budget for the Cooperative Extension/Agricultural Experiment Station Division has been increased by \$7,500 for revenue generated from the dissemination of DVDs containing geospatial data to public schools and extension agents. The corresponding expenditure budget has been adjusted accordingly.
14. The original budget was adjusted by \$1,585,727 to reflect final decisions of the legislative session on the Commonwealth Research Initiative upon the close of the legislative session.
15. The projected year-end revenue and expense budgets for Student Financial Assistance were reduced by \$221,000 for the transfer from Student Financial Assistance to the Educational and General program for assistantships in the Multicultural Academic Opportunities Program and increased for the reappropriation of \$10,357 from the prior fiscal year.
16. The projected year-end budgets in All Other Programs were reduced to offset the July 2006 payroll that the Commonwealth shifted to June 2006, and increases for activities that were initiated prior to June 20, 2006 but incomplete.

**OPERATING BUDGET**  
**2006-07**

Attachment L

Dollars in Thousands

	July 1, 2006 to March 31, 2007			Annual Budget for 2006-07		
	Actual	Budget	Change	Original	Adjusted	Change
<b>Educational and General Programs</b>						
<b><u>University Division</u></b>						
<u>Revenues</u>						
- General Fund	\$166,464	\$166,464	\$0	\$169,507	\$166,509	\$-2,998 (8, 9)
- Tuition and Fees	227,313	228,434	-1,121 (1)	224,024	231,294	7,270 (10)
- All Other Income	22,765	23,661	-896 (2)	30,639	30,819	180 (11)
Total Revenues	\$416,542	\$418,559	\$-2,017	\$424,170	\$428,622	\$4,452
<u>Expenses</u>						
- Academic Programs	\$-205,197	\$-203,653	\$-1,544 (3)	\$-271,203	\$-270,571	\$632 (8, 9, 10, 11)
- Support Programs	-116,165	-115,982	-183	-152,967	-151,310	1,657 (8, 9, 10, 11)
- Treasury Loan Payment	-6,741	-6,741	0	0	-6,741	-6,741 (8)
Total Expenses	\$-328,103	\$-326,376	\$-1,727	\$-424,170	\$-428,622	\$-4,452
NET	\$88,439	\$92,183	\$-3,744	\$0	\$0	\$0
<b><u>CE/AES Division</u></b>						
<u>Revenues</u>						
- General Fund	\$63,072	\$63,072	\$0	\$64,889	\$63,072	\$-1,817 (8, 12)
- Federal Appropriations	8,774	9,606	-832 (4)	13,624	13,624	0
- All Other Income	696	530	166	695	703	8 (13)
Total Revenues	\$72,542	\$73,208	\$-666	\$79,208	\$77,399	\$-1,809
<u>Expenses</u>						
- Academic Programs	\$-53,840	\$-53,028	\$-812 (5)	\$-73,191	\$-71,341	\$1,850 (8, 12, 13)
- Support Programs	-3,443	-3,046	-397	-6,017	-5,943	74 (8, 12)
- Treasury Loan Payment	-115	-115	0	0	-115	-115 (8)
Total Expenses	\$-57,398	\$-56,189	\$-1,209	\$-79,208	\$-77,399	\$1,809
NET	\$15,144	\$17,019	\$-1,875	\$0	\$0	\$0
<b>Auxiliary Enterprises</b>						
Revenues	\$162,190	\$157,501	\$4,689 (6)	\$175,334	\$186,587	\$11,253 (6)
Expenses	-119,087	-123,844	4,757 (6)	-170,068	-178,844	-8,776 (6)
Reserve Drawdown (Deposit)	-43,103	-33,657	-9,446 (6)	-5,266	-7,743	-2,477 (6)
NET	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sponsored Programs</b>						
Revenues	\$154,222	\$149,579	\$4,643 (7)	\$200,509	\$202,095	\$1,586 (14)
Expenses	-151,170	-158,837	7,667 (7)	-200,509	-202,095	-1,586 (14)
Reserve Drawdown (Deposit)	-3,052	9,258	-12,310	0	0	0
NET	\$0	\$0	\$0	\$0	\$0	\$0
<b>Student Financial Assistance</b>						
Revenues	\$15,628	\$15,628	\$0	\$15,839	\$15,628	\$-211 (15)
Expenses	-14,874	-14,902	28	-15,839	-15,628	211 (15)
NET	\$754	\$726	\$28	\$0	\$0	\$0
<b>All Other Programs *</b>						
Revenues	\$4,294	\$4,450	\$-156	\$5,514	\$5,496	\$-18 (16)
Expenses	-3,822	-3,997	175	-5,514	-5,670	-156 (16)
Reserve Drawdown (Deposit)	-472	-453	-19	0	174	174 (16)
NET	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total University</b>						
Revenues	\$825,418	\$818,925	\$6,493	\$900,574	\$915,827	\$15,253
Expenses	-674,454	-684,145	9,691	-895,308	-908,258	-12,950
Reserve Drawdown (Deposit)	-46,627	-24,852	-21,775	-5,266	-7,569	-2,303
NET	\$104,337	\$109,928	\$-5,591	\$0	\$0	\$0

\* All Other Programs include federal work study, alumni affairs, surplus property, and unique military activities.

## AUXILIARY ENTERPRISE BUDGET

Attachment L

1. Revenues in Residence and Dining Halls exceed projections due to increased revenue from summer conferences and catering services and investment income growth. Expenditures in Residence and Dining Halls are lower than projected due to salary savings and the timing of operating expenses. Salary savings will be redistributed during the remainder of the year to operating accounts.
2. Expenditures in the Parking Services Auxiliary are lower than projected due to the timing of transfer requests by the Town for equipment replacement by Blacksburg Transit and higher than expected recoveries for parking operations at intercollegiate athletic sporting events.
3. Revenues in Telecommunications Services exceed projections for student fees and self-generated revenues due to higher enrollments than anticipated and additional data connections in campus facilities. Expenditures are lower than projected due to salary savings and the timing of equipment purchases. However, salary savings will be redistributed during the remainder of the year to operating accounts.
4. Revenues in the University Services System from student fees are higher than projected due to higher enrollments than expected and investment income growth. Expenditures for the System are lower than projected due to salary and operational savings.
5. Revenues for the Intercollegiate Athletics System exceed projections due to student fee revenue, ACC allocation receipts from the previous fiscal year, higher than expected football ticket sales, licensing revenue, the new Nike contract, and investment income growth. Expenditures are less than projected because of employee turnover and vacancy and operational savings due to a shipping credit from the previous fiscal year being applied in the current year's operations.
6. Expenditures for Electric Services are less than projected due to maintenance and operations costs being lower than anticipated.
7. Revenues for the Inn at Virginia Tech and Skelton Conference Center are higher than projected due to continuing growth in lodging, food, and beverage sales activity beyond revised projection levels.
8. Revenues are higher than projected in the Other Enterprise Functions due to higher than projected student fees in the Hokie Passport and Student Orientation auxiliaries, royalties in the Licensing and Trademark auxiliary, revenue from software sales in the Student Software Sales auxiliary, and investment growth. Expenditures are lower than projected due to the timing of student software purchases in the Student Software Sales auxiliary and one-time equipment purchases in the Hokie Passport Office.
9. The projected year-end budget was increased for outstanding 2005-06 commitments and projects that were initiated but not completed before June 30, 2006.
10. On May 26, 2006, the Governor announced the shift of the July 3, 2006 payroll date to June 30, 2006. The expenditure and reserve drawdown budgets for the Auxiliary Enterprises were adjusted to accommodate this shift from the budgeted 24 pay periods in 2005-06 to 25 pay periods. Reserves were restored in July 2006 with offsetting budget adjustments to reduce the budgeted 24 pay periods in 2006-07 to 23 pay periods.
11. The projected annual revenue, expenditure, and reserve contribution budgets for Residence and Dining Halls were adjusted for higher than anticipated dorm occupancy, increased dining sales, increased operating expenses related to dining activity, and a planned reserve contribution for planning expenses for a new dining facility.
12. The projected annual revenue budget for Telecommunications Services was adjusted for higher than projected contract activities, data connections, and long distance revenue. The expenditure budget was adjusted for costs to support contract activities.
13. The projected annual expenditure and reserve drawdown budgets for the University Services System were adjusted by \$219,000 to fund uniform replacements for the Marching Virginians.
14. The projected annual revenue budget for Intercollegiate Athletics was adjusted to accommodate increased revenue from higher-than-anticipated basketball and football ticket sales, the ACC revenue-sharing allocation, interest earnings, private fundraising related to the West Side Expansion due to the sequencing of the debt service requirements, and revenue associated with the Chic-fil-A Bowl. Expenditure budgets were increased to accommodate various personnel actions, operating adjustments, equipment purchases, programmatic adjustments, renovations (Lane Stadium fencing/gate addition, Cassell Coliseum Ambulatory, and Softball field lighting), and costs associated with participation in the Chic-fil-A Bowl.
15. The projected annual revenue, expenditure and reserve drawdown budgets for Virginia Tech Electric Services (VTES) were adjusted to reflect State Corporation Commission electric rate decisions, reimbursable contract work, and the increased cost of purchased electricity.
16. The projected annual revenue and expenditure budgets for the Inn at Virginia Tech and Skelton Conference Center were adjusted for increased lodging, food and beverage sales, and increased operating and one-time expenses due to increased business activity.
17. The projected annual revenue, expenditure, and reserve drawdown budgets for Other Enterprise Functions were adjusted to accommodate an increase in Licensing and Trademark revenue from royalties on sales of Virginia Tech merchandise and increased contributions to academic and athletic scholarships as a result of the licensing revenue sharing agreement, increased software sales in the Student Software Sales auxiliary, reduced revenues from greens fees and memberships in the Golf Course auxiliary offset by operating expense reductions and an increased reserve draw, and planning expenses for the proposed performing arts center.

**UNIVERSITY DIVISION  
AUXILIARY ENTERPRISES**

Attachment L

Dollars in Thousands

	July 1, 2006 to March 31, 2007			Annual Budget for 2006-07		
	Actual	Budget	Change	Original	Adjusted	Change
<b>Residence and Dining Halls</b>						
Revenues	\$57,488	\$56,850	\$638 (1)	\$57,001	\$59,671	\$2,670 (11)
Expenses	-39,572	-40,511	939 (1)	-55,961	-58,034	-2,073 (9, 10, 11)
Reserve Drawdown (Deposit)	-17,916	-16,339	-1,577	-1,040	-1,637	-597 (9, 10, 11)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Parking and Transportation</b>						
Revenues	\$4,815	\$4,778	\$37	\$5,163	\$5,163	\$0
Expenses	-3,362	-3,726	364 (2)	-5,050	-5,504	-454 (9, 10)
Reserve Drawdown (Deposit)	-1,453	-1,052	-401	-113	341	454 (9, 10)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Telecommunications Services</b>						
Revenues	\$13,892	\$13,190	\$702 (3)	\$15,767	\$16,917	\$1,150 (12)
Expenses	-9,552	-10,763	1,211 (3)	-15,709	-16,903	-1,194 (9, 10, 12)
Reserve Drawdown (Deposit)	-4,340	-2,427	-1,913	-58	-14	44 (9, 10, 12)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>University Services System</b>						
Revenues	\$23,251	\$22,212	\$1,039 (4)	\$22,863	\$22,863	\$0
Expenses	-13,907	-14,655	748 (4)	-22,444	-23,116	-672 (9, 10, 13)
Reserve Drawdown (Deposit)	-9,344	-7,557	-1,787	-419	253	672 (9, 10, 13)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Intercollegiate Athletics</b>						
Revenues	\$38,841	\$37,505	\$1,336 (5)	\$42,345	\$48,644	\$6,299 (14)
Expenses	-28,590	-29,262	672 (5)	-39,424	-42,481	-3,057 (9, 10, 14)
Reserve Drawdown (Deposit)	-10,251	-8,243	-2,008	-2,921	-6,163	-3,242 (9, 10, 14)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Electric Service</b>						
Revenues	\$12,604	\$12,520	\$84	\$17,643	\$18,040	\$397 (15)
Expenses	-12,864	-13,187	323 (6)	-17,632	-18,083	-451 (9, 10, 15)
Reserve Drawdown (Deposit)	260	667	-407	-11	43	54 (9, 10, 15)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Inn at Virginia Tech/Skelton Conf. Center</b>						
Revenues	\$7,014	\$6,522	\$492 (7)	\$8,679	\$9,379	\$700 (16)
Expenses	-7,220	-7,288	68	-8,879	-9,583	-704 (9, 10, 16)
Reserve Drawdown (Deposit)	206	766	-560	200	204	4 (9, 10, 16)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Enterprise Functions</b>						
Revenues	\$4,285	\$3,924	\$361 (8)	\$5,873	\$5,911	\$38 (17)
Expenses	-4,020	-4,452	432 (8)	-4,969	-5,140	-171 (9, 10, 17)
Reserve Drawdown (Deposit)	-265	528	-793	-904	-771	133 (9, 10, 17)
Net	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL AUXILIARIES</b>						
Revenues	\$162,190	\$157,501	\$4,689	\$175,334	\$186,587	\$11,253
Expenses	-119,087	-123,844	4,757	-170,068	-178,844	-8,776
Reserve Drawdown (Deposit)	-43,103	-33,657	-9,446	-5,266	-7,743	-2,477
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

**Educational and General Projects**

1. The project total budget reflects the appropriation available for fiscal year 2007, including amounts carried forward from fiscal year 2006. The annual budget reflects the amount needed to meet or exceed the State's 85 percent performance requirement by the end of the biennium.
2. Blanket Authorizations allow unforeseen small projects to be authorized administratively with nongeneral funds for expediency. The purchase of the Heavener property, as approved by the Commonwealth, was completed for \$1.483 million. This project also includes authorization to initiate planning for a Sciences Research and Academic Building to expedite the project in anticipation of state funding.
3. The project is complete and will be closed when final payments are processed.
4. This project includes the construction of a federally funded facility located near the Brooks Center. The project is under construction and occupancy is expected by summer 2007.
5. This project will bring the primary boiler up to current emission standards by adding pollution controls. Construction is substantially complete and testing is underway, with project completion anticipated by late summer 2007.
6. This project addresses the improvement of campus heating infrastructure needed to accommodate current and future buildings in the southwest area of campus. The project will be accomplished in multiple phases. Phase I, which covers steam distribution upgrades, was bid in January and construction is underway. Bids have been received for Phases II and III, with notices to proceed with construction expected to be delivered to the low bidders in May.
7. The project is complete and will be closed this fiscal year.
8. This project will construct a multi-purpose building incorporating flexible space to temporarily house programs which have been dislocated due to renovation of their permanent facilities. Construction is underway, with occupancy expected by summer 2007.
9. This Critical Technologies Research Laboratory building project will construct a 77,000 gross square foot, state-of-the-art research facility that will support multidisciplinary research. The project will utilize a CM (Construction Manager) at Risk contracting method. Design is underway and a Guaranteed Maximum Price (GMP) contract should be awarded by summer 2008.
10. This project is envisioned to construct a 22,000 gross square foot high containment research laboratory facility for the study of infectious diseases. The original funding plan included \$4 million of support from a NIH grant. The NIH grant program is on hold and the University plans to infuse nongeneral fund resources into the project to move it forward and avoid delays. The project is in the planning phase. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
11. 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 one central location. The project is in the preliminary programming phase. The annual budget was adjusted to reflect the deferment of initial expenditures until fiscal year 2008.
12. This project will construct a new 7,000 gross square foot Visitor and Information Center at the Prices Fork entrance to the University near the new Alumni Center. The project is in the preliminary programming phase. The annual budget was adjusted to reflect the deferment of initial expenditures until fiscal year 2008.

**2002 General Obligation Bond Program**

13. The project is complete and will be closed when final payments are processed.
14. The project utilizes a CM (Construction Manager) at Risk contracting method, and construction is underway, with occupancy expected in fall 2007. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
15. This project will construct a new laboratory facility to support instructional programs in the Building Construction department. Bids were received in October and the low bid came in \$298,000 over budget. The University addressed the overrun with a nongeneral fund administrative increase and received a \$298,000 supplement of state support in the 2007 session to replace the nongeneral funds, pending approval by the Department of General Services. The total project budget is \$9,298,000. Construction is underway, with occupancy expected by early 2008. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
16. This project will update out-of-date general assignment classrooms on campus. The renovation work has been scheduled primarily over two summers, with completion expected by fall 2008. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
17. This project will update the building's power and HVAC infrastructure to support modern instructional technology. Bids for the base project were within budget and construction is underway, with occupancy expected by fall 2008. Cost estimates for additional work to upgrade the facility to meet ADA guidelines are expected this spring. A state supplement was received in the 2007 session, pending final approval by the Department of General Services, to ensure adequate funding for the ADA upgrades. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
18. This project will repair current exterior pre-cast concrete panels that are failing. Construction is underway, with completion anticipated in fall 2007. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
19. The project is complete and will be closed when final payments are processed.
20. This project will renovate Henderson Hall to house art programs. Design work is underway on Henderson Hall, with an estimated bid date by summer 2007. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
21. This project is envisioned to construct a state-of-the-art performance theatre. A site has been identified and a stakeholders group formed with programming to follow. The cost estimate has been revised to \$63 million and the University received a \$13 million debt supplement in the 2007 session. The annual budget was adjusted to reflect the deferment of initial expenditures until fiscal year 2008.
22. The project calls for the renovation of Agnew Hall and part of Burruss Hall for improved instructional space. Construction is underway in Burruss Hall, with occupancy expected in fall 2007. Agnew Hall is under design, with bids expected in September 2007.
23. This project will build a state-of-the-art, multidisciplinary research laboratory. The project is under construction, with an expected occupancy date in early 2008. The total project budget is \$37.985 million, \$4 million less than appropriated, because the state provided supplement funds to replace a portion of the \$6.989 million of nongeneral funds temporarily infused by the University to cover the bid overrun. The University received additional state support of \$2.99 million in the 2007 session, pending final approval by the Department of General Services, to replace the remaining nongeneral funds temporarily infused in the project. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
24. The starting time of this project is based on the state's capital implementation plan.

**CAPITAL OUTLAY PROJECTS  
AUTHORIZED AS OF MARCH 31, 2007**

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	
<u>Educational and General Projects</u>										
Maintenance Reserve	\$ 7,781	\$ 7,429	\$ 5,094	\$ 8,740	\$ 0	\$ 0	\$ 0	\$ 8,740	\$ 5,094	(1)
Blanket Authorizations	5,000	1,483	1,483	0	0	6,143	0	6,143	1,484	(2)
Career Services Facility	133	133	100	0	0	0	4,608	4,608	4,575	(3)
Fisheries and Aquatics Research Center	700	700	377	0	0	870	0	870	479	(4)
Boiler Pollution Controls	3,531	3,300	2,633	3,850	0	0	2,000	5,850	4,954	(5)
Upgrade Campus Heating Plant	3,000	3,000	1,017	17,250	0	2,750	11,500	31,500	1,610	(6)
Graduate School Facility	1,609	1,565	1,565	0	0	250	3,000	3,250	3,250	(7)
Surge Space Building	7,000	6,200	2,269	0	0	0	8,500	8,500	2,764	(8)
Institute for Critical Technology and Applied Science II	700	200	22	13,519	0	0	17,500	31,019	22	(9)
Infectious Disease Research Facility	200	20	0	3,137	0	4,000	0	7,137	0	(10)
Administrative Services Building	250	0	0	0	0	0	12,000	12,000	0	(11)
New Visitor and Admissions Center	100	0	0	0	0	0	5,250	5,250	0	(12)
TOTAL	30,003	24,030	14,560	46,496	0	14,013	64,358	124,867	24,232	
<u>2002 General Obligation Bond Program</u>										
Latham Hall	4,530	4,525	3,854	2,555	23,168	2,756	0	28,479	27,808	(13)
Life Sciences I	23,000	23,000	16,359	4,987	26,263	0	8,750	40,000	24,553	(14)
Bishop-Favrao Hall	4,300	3,200	1,072	750	2,500	6,048	0	9,298	1,653	(15)
Classroom Improvements, Phase I	4,600	3,500	2,428	2,740	4,530	0	0	7,270	3,127	(16)
Cowgill Hall HVAC and Power	4,000	1,000	369	2,600	7,500	0	0	10,100	743	(17,24)
Litton-Reaves Hall Exterior Repairs	3,696	1,900	781	1,630	2,500	0	0	4,130	1,227	(18)
Main Campus Chilled Water Central Plant	681	680	607	0	2,800	0	0	2,800	2,727	(19)
Henderson Hall	500	900	728	3,875	6,542	2,235	0	12,652	1,055	(20,24)
Performing Arts Center	300	0	0	0	0	5,000	45,000	50,000	0	(21)
Agnew & Burruss Hall Renovations	2,000	1,500	567	0	4,802	0	0	4,802	756	(22,24)
Inst. for Critical Technology and Applied Science, Ph I	15,200	14,000	8,602	4,000	13,996	6,989	17,000	41,985	11,822	(23)
TOTAL	62,807	54,205	35,366	23,137	94,601	23,028	70,750	211,516	75,471	

**CAPITAL OUTLAY BUDGET (continued)****Auxiliary Enterprises Projects**

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise Budgeting Process.
2. The Smithfield parking lot project is complete with an expected cost of \$731,000 to be charged to this project. Another \$356,000 is expected to be charged to this project for the costs of planning a parking deck.
3. The project is complete and will be closed when final payments are processed. The total estimated cost is expected to be \$43.118 million. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
4. The project is essentially complete and will be closed when final payments have been processed, with an expected total cost of \$54.02 million. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
5. This project envisions a new residence hall of approximately 256 beds along with office space for residential services and judicial affairs. The project is in the design phase, with bids expected by fall 2007. The adjusted budget is \$23.041 million.
6. This project is envisioned to build dining, student activity, meeting, and classroom space. The project, which has been on hold for five years pending decisions regarding the site location and program priorities, is scheduled to be closed by the state this fiscal year.
7. This project is envisioned to expand the existing student center by adding dining, student activity, meeting, and classroom space. The project, which has been on hold for five years pending decisions regarding the site and program priorities, is scheduled to be closed by the state this fiscal year.
8. This project will address ongoing facility upgrade and improvement needs in the existing residence and dining system to keep the programs up-to-date with student expectations. Renovations may include the addition of air conditioning, upgrading electrical and infrastructure systems, exterior improvements, and modernization of room arrangements. The project is currently in the design phase and will address the planned renovation of East and West Ambler Johnston Hall.
9. This project will provide 43,000 gross square feet of new construction to meet the growing demand for increased student counseling and clinical space and additional recreational areas for the growing exercise and sports programs serving the University community. The project is currently in the design phase. The annual budget was adjusted to reflect revised cash outflows for fiscal year 2007.
10. The purpose of this project is to build a new, 120,000 gross square foot field house to increase the availability of indoor training time for football and other athletic programs. The project is on temporary hold to advance the Basketball Practice Facility.
11. This project has been authorized to implement planning of a 59,000 gross square foot athletic practice facility next to Cassell Coliseum for basketball and weight training programs for Olympic sports. Selection of an A/E firm is expected this fiscal year and design should begin in early fiscal year 2008.



## Capital Outlay Projects Authorized as of March 31, 2007 (Continued)

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT						
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES	
<u>Auxiliary Enterprises Projects</u>										
Maintenance Reserve	\$ 3,486	\$ 3,486	\$ 2,699	\$ 0	\$ 0	\$ 4,483	\$ 0	\$ 4,483	\$ 2,699	(1)
Parking Auxiliary Projects	1,087	700	530	0	0	79	19,505	19,584	530	(2)
Alumni/CEC/Hotel Complex	890	879	660	0	0	25,099	20,732	45,831	42,622	(3)
Expand Lane Stadium, West Side	5,149	3,700	2,617	0	0	4,962	54,740	59,702	51,489	(4)
New Residence Hall	1,000	1,000	534	0	0	1,041	22,000	23,041	622	(5)
Dining and Student Union Facility	0	0	0	0	0	0	6,250	6,250	0	(6)
G. Burke Johnston Student Center Addition	0	0	0	0	0	0	6,250	6,250	46	(7)
Major Residence and Dining Hall Improvements	600	100	0	0	0	0	14,000	14,000	0	(8)
Recreational, Counseling, Clinical Space	250	50	0	0	0	0	13,000	13,000	0	(9)
Indoor Athletic Training Facility	500	0	0	0	0	0	25,000	25,000	0	(10)
Basketball Practice Facility Planning	0	0	0	0	0	1,750	0	1,750	0	(11)
TOTAL	12,961	9,915	7,040	0	0	37,414	181,477	218,891	98,008	
GRAND TOTAL	\$ 105,771	\$ 88,150	\$ 56,967	\$ 69,633	\$ 94,601	\$ 74,455	\$ 316,585	\$ 555,274	\$ 197,711	

## 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, 2006 through March 31, 2007 and the Capital Outlay report be accepted.

## **2007-08 FACULTY COMPENSATION PLAN**

### **VIRGINIA TECH**

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 a board-approved faculty compensation plan.

In accordance with the most recent guidance provided by the Secretary of Education, the 2007-08 Faculty Compensation Plan provides information about (1) the promotion and tenure process, (2) the annual evaluation and salary adjustment process for teaching and research faculty, administrative and professional faculty, and special research faculty, (3) salary adjustments within the evaluation period, and (4) the 2007-08 pay structure.

#### **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 averages in 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, and percentage of graduate degrees conferred. 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 60th percentile in the ranking of salary averages in individual benchmark groups. The 2006 General Assembly budget included language that requires the State Council of Higher Education (SCHEV) to review and update, as may be appropriate, each institution's Faculty Salary Peer Group by July 1, 2007. The University is closely monitoring this process.

The authorized salary average for 2006-07 for Virginia Tech is \$83,672. This places Virginia Tech at the 33rd percentile of its peer group for 2006-07. Because the General Assembly is expected to provide funding for an average increase of 4.00 percent in 2007-08, the authorized salary average is projected to increase to

\$87,019 while the rank is projected to increase to the 36th percentile (assuming a 3.0 percent increase at the peer institutions). Attachment A provides a list of the University's peer group and the comparative salary averages for 2006-07.

In November of each year, the University will submit a report to the Board of Visitors concerning the status of the consolidated salary average and the University's standing within its benchmark group.

### **2007-08 Pay Structure**

In accordance with the intent of the Consolidated Salary Authorization, a pay structure for the teaching and research faculty for 2007-08 is presented. This plan is derived from the 2006-07 approved plan and shows the normal entrance rate for each faculty category and the change from the approved compensation rate for each rank. Because the merit increases for faculty will not be awarded until November 25, 2007, two salary levels are provided. The salary levels and changes recommended for the 2007-08 teaching and research faculty pay structure are presented on Attachment B.

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 (public service or extension). 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 requires 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 Outreach 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

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, and the Executive Vice President and Chief Operating Officer.

#### Administrative and Professional Faculty

Administrative faculty perform work directly related to management of the activities of the institution, department, or unit. Professional faculty positions are normally limited to librarians, counselors, extension agents, coaches, physicians, and other professional positions serving education, public service, research, athletic, medical, student affairs, and development functions or activities.

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, administrative and professional faculty members 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, vice provost, and vice president. At the university level, the dean, vice provost, or vice president reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, and the Executive Vice President and Chief Operating Officer.

#### 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, and the Executive Vice President and Chief Operating Officer.

### **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 administrative or professional faculty member may also be approved in lieu of the November raise. The President, Provost, and Executive Vice President and Chief Operating 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. All salary changes established through this process will be submitted for ratification to the Board of Visitors on a quarterly basis in the Personnel Changes Report.

### **Implementation of the 2007-08 Merit Review and Compensation Process**

The General Assembly will provide funding for 2007-08 for an average increase of 4.00 percent for Teaching and Research faculty and 4.00 percent for administrative and professional faculty. The University will conduct the salary merit process for continuing faculty based on the overall 2007-08 salary increase along with possible modifications of the allocations as described below.

To implement the 2007-08 merit review and compensation program, the Budget Office will develop salary pools for each academic and administrative area, based upon the existing faculty salary allocations. While making salary decisions based on merit as described in this plan, 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 alter the percentage increase provided by the state to achieve certain salary compensation needs. For example, in some years the University has allocated additional funds to address issues such as salary compression and equity needs. For 2007-08, such changes may result from one or more of the following processes:

- The University provides the vice presidents and deans the flexibility to use savings from vacant positions to make special salary adjustments beyond the

capacity of their budget pools upon justification that situations within their units require different total allocations. The total of such incremental allocations is expected to be within a minor range of their salary pools, and is subject to approval by the President during the salary hearings.

- 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 2007-08 Faculty Compensation Plan for Teaching and Research, Administrative and Professional, and Special Research Faculty be approved.



**Attachment A****VIRGINIA TECH****2006-07 Fiscal Year**

<u>Institution</u>	Average Salary	Rank
Cornell University (Endowed)	\$108,700	1
California, University of (Berkley)	107,100	2
Southern California, University of	99,600	3
Rutgers University (New Brunswick)	96,800	4
Michigan, University of (Ann Arbor)	94,800	5
Maryland, College Park, University of	94,200	6
Illinois at Urbana, University of	94,100	7
Ohio State University	92,500	8
Texas at Austin, University of	89,500	9
Arizona, University of	87,500	10
Wisconsin, University of (Madison)	87,300	11
SUNY at Buffalo	87,100	12
Iowa, University of	85,300	13
Pittsburgh, University of (Main Campus)	84,500	14
Purdue University	84,000	15
Michigan State University	83,900	16
<b>Virginia Tech</b>	<b>83,672</b>	<b>17</b>
Pennsylvania State University	81,400	18
Colorado State University	81,300	19
North Carolina State University	80,600	20
Texas A&M University, Main Campus	80,100	21
Colorado, University of (Boulder)	79,400	22
Iowa State University	77,200	23
Missouri, University of (Columbia)	74,600	24
Tennessee at Knoxville, University of	73,400	25
<b>Virginia Tech's Percentile Ranking</b>	<b>33rd</b>	

**Attachment B****2007-08 Pay Structure****Virginia Tech****July 1 through November 24, 2007**

	<u>9-Month Faculty</u>		<u>12-Month Faculty</u>		<u>Distribution</u>
	<u>Entrance</u>	<u>Change</u>	<u>Entrance</u>	<u>Change</u>	Approximate % of Total Faculty <u>By Rank</u>
Professor	\$73,537	--	\$89,688	--	38%
Associate Professor	56,243	--	68,151	--	31%
Assistant Professor	46,527	--	56,594	--	20%
Instructor	32,609	--	42,427	--	11%

**November 25, 2007 through June 30, 2008**

	<u>9-Month Faculty</u>		<u>12-Month Faculty</u>		<u>Distribution</u>
	<u>Entrance</u>	<u>Change</u>	<u>Entrance</u>	<u>Change</u>	Approximate % of Total Faculty <u>By Rank</u>
Professor	\$76,478	\$2,941	\$93,276	\$3,588	38%
Associate Professor	58,493	2,250	70,877	2,726	31%
Assistant Professor	48,388	1,861	58,858	2,264	20%
Instructor	33,913	1,304	44,124	1,697	11%

**PROPOSED 2007-08 OPERATING AND CAPITAL BUDGETS****VIRGINIA TECH****June 2007**

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 authorization of approximately \$1.0 billion during 2007-08 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 Cooperative Extension/Agricultural Experiment Station Division has been assigned incremental nongeneral fund revenue authorization that cannot be utilized because revenue from outside funding sources, such as the federal government, remain level; this authority cannot be internally budgeted unless additional revenue is identified. In addition, the University has positioned external appropriations to accommodate growth in sponsored programs. On the other hand, the University's expenditure authorization will increase during 2007-08 when the Virginia Military Institute transfers the Unique Military Activities appropriation of \$1.57 million to the University and when the State transfers funds from its Central Appropriation to the University to cover the General Fund share of classified staff salary increases and other central adjustments, such as the General Fund for the tuition moderation incentive fund. In addition, as a part of restructuring the University has sum sufficient authority to establish nongeneral fund appropriations as needed.

For 2007-08, the net of these transactions results in an annual internal budget for all operations of approximately \$967.2 million. This is an increase of \$66.7 million over the original 2006-07 budget. This increase reflects changes in nongeneral fund revenues for 2007-08 as well as actions in the 2007 General Assembly session that will impact the 2007-08 General Fund appropriation. The overall change includes an increase of \$36.2 million attributable to the Educational and General program and \$17.1 million of projected growth in auxiliary enterprises. The General Fund allocation is estimated to be approximately \$278.5 million, an increase of \$20.0 million from 2006-07. General Fund revenues will provide \$260.2 million in support for the instructional, research, and extension programs, \$16.7 million for student financial assistance, and \$1.6 million for the Unique Military Activities program. The General Fund appropriation represents 46.7 percent of the Educational and General budget (as compared to 58.6 percent in the original 2001-02 budget, prior to the 2002-04 budget reductions), 40.2 percent of the University Division's Educational and General budget (as compared to 53.6 percent in the original 2001-02 budget), and 28.8 percent of the total budget.

Schedule 1 displays the proposed operating budgets for 2007-08, 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 2006-07 budget, as approved in June 2006, and the current revised 2006-07 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 \$539.6 million in 2007-08. 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)		
	<u>208</u>	<u>229</u>	<u>Total</u>
General Fund	\$183,443	\$68,358	\$251,801
Tuition and Fees	238,851		238,851
Federal Funds		14,173	14,173
Other	<u>33,934</u>	<u>808</u>	<u>34,742</u>
Total Educational and General	\$456,228	\$83,339	\$539,567

Percent of Total			
General Fund	40.2%	82.0%	46.7%
Tuition and Fees	52.4%	0.0%	44.3%
Federal Funds	0.0%	17.0%	2.6%
Other	<u>7.4%</u>	<u>1.0%</u>	<u>6.4%</u>
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 \$36.2 million. The proposed 2007-08 budget is 7.2 percent larger than the original 2006-07 budget. This increase results from increased General Fund support and incremental tuition revenue. The General Assembly budget includes the provision of General Fund support for its share of faculty and staff salary increases and fringe benefit rate increases. The budget also includes \$3.3 million for base budget adequacy and enrollment growth as well as \$1.3 million from the Tuition Moderation Incentive Fund. While General Fund support in the University Division increased by \$13.9 million over the original 2006-07 budget, the percentage of the Educational and General budget for the University Division provided by the General Fund remained essentially flat at 40.2 percent as compared to 2006-07. The 2007-08 tuition and fee budget is \$14.8 million, or 6.6 percent, higher as compared to the original 2006-07 budget. The difference in the tuition and fee budget reflects the increase in the tuition rates, updated enrollment plans, an increase in the allotment of unfunded scholarships to student aid programs, specialized program fees, and adjustments to the other E&G fee budgets, i.e., the academic fee and the technology fee. The revenue from the Capital and Equipment fee will be transferred to the Commonwealth for debt service on new facilities and equipment; thus, there is no material impact on the University's annual revenue budget resulting from this out-of-state student fee. All tuition and fee revenues are based on the rates approved by the Board of Visitors at the March 2007 meeting.

## **Auxiliary Enterprises**

The total auxiliary revenue will grow 9.8 percent over the original 2006-07 budget in 2007-08, with a significant portion of the increase attributable to growth in Residential and Dining Programs, increased electricity sales revenue for Virginia Tech Electric Services, continuing business growth at the Inn at Virginia Tech and Skelton Conference Center, and an increase in Intercollegiate Athletics revenue. This increase includes resources to cover the cost of funding legislated salary increases plus entry level and competitive pay increases; adjustments to fringe benefit rates; increased utility and fuel costs, including a significant increase in wholesale electricity costs due to the expiration of the previous purchase agreement with Appalachian Power Company; increased demand for services provided by such auxiliaries as Dining Programs and the Inn at Virginia Tech; enhancements to critical student health and counseling services; equipment repair and replacement; maintenance of existing facilities and planning for new facilities.

## **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 the Research Initiative. The most significant activity in this category is externally sponsored research. The Higher Education Research Initiative will continue to provide \$7.525 million of support from the General Fund for Biomedical Research, Biomaterials Engineering, and nanotechnology initiatives. The University anticipates \$12.1 million of growth over 2006-07 due to projected increases in research activities.

## **Student Financial Assistance**

The projected annual budget for the Student Financial Assistance Program includes state General Fund support for Undergraduate Scholarships, Graduate Fellowships, Soil Scientist Scholarships, and the Multicultural Academic Opportunity Program. The University's Student Financial Assistance Program is anticipated to increase by 5.7 percent in 2007-08 over the original 2006-07 budget, with \$16.7 million available for state-supported student financial assistance.

## **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 \$0.3 million or 5.4 percent over the original budget for 2006-07. This change is due primarily to an increase in Unique Military Activities funding and higher than previously budgeted activity in both Alumni Affairs and Investment and Debt Management programs.

## **Budget Allocations**

The process of finalizing the 2007-08 operating budget allocations for the colleges and major operating units is currently underway. This process will be completed during June

2007 and issued to the University community by the Executive Vice President and Chief Operating 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.

### **Capital Outlay Projects**

Virginia Tech's capital outlay program includes projects for the University Division and the Cooperative Extension/Agricultural Experiment Station Division. Each project, independent of funding source, has traditionally required a state authorization for its initiation, and the majority of projects on the 2007-08 program were approved by the state. Under the restructuring legislation and the 2006 Management Agreement between the Commonwealth and the University, the Board of Visitors has the authority to approve the budget, size, and funding of nongeneral fund capital projects. New state authorized projects on the plan 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 budget by fund source and an estimated annual budget for each capital outlay project that will be active in 2007-08. The program includes only projects appropriated by the state or authorized by the Board of Visitors. Each project for 2007-08 is listed with the total budget by revenue source, available balance for the fiscal year, estimated budget, and estimated balance at the close of the fiscal year.

The current capital outlay program for 2007-08 (Schedule 3) is comprised of 14 Educational and General projects, 11 General Obligation Bond projects, and 10 Auxiliary Enterprise projects for a total of 35 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 2008 includes approximately \$598.5 million of authorizations with an estimated available balance of about \$374.6 million. Of the available balance, the University plans to spend about \$97.5 million in 2007-08. Some projects are near completion and may close prior to June 30<sup>th</sup>. Projects that close will be removed from the Financial Performance Report for fiscal year 2008 with minimal impact on the planned expenditure level for 2007-08.

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 2007-08 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved.

**TOTAL OPERATING BUDGET FOR VIRGINIA TECH**Fiscal Year 2007-08  
(Dollars in Thousands)

	2006-07 Original Budget	2006-07 Adjusted Budget	2007-08 Recommended Budget
<b><u>Revenues</u></b>			
Educational and General			
University Division			
General Fund	\$169,507	\$166,509	\$183,443
Tuition and Fees	224,024	231,294	238,851
All Other Income	<u>30,639</u>	<u>30,819</u>	<u>33,934</u>
Subtotal	424,170	428,622	456,228
CE/AES Division			
General Fund	64,889	63,072	68,358
Federal Funds	13,624	13,624	14,173
All Other Income	<u>695</u>	<u>703</u>	<u>808</u>
Subtotal	79,208	77,399	83,339
Total Educational and General	503,378	506,021	539,567
Auxiliary Enterprises	175,334	186,588	192,466
Financial Assistance for E&G Programs <sup>(a)</sup>			
General Fund	6,841	8,427	8,427
Nongeneral Fund	<u>193,668</u>	<u>193,668</u>	<u>204,225</u>
Total	200,509	202,095	212,651
Student Financial Assistance			
General Fund	15,839	15,628	16,743
All Other Programs <sup>(b)</sup>	<u>5,514</u>	<u>5,496</u>	<u>5,812</u>
Total	\$900,574	\$915,828	\$967,239
<b><u>Expense</u></b>			
Educational and General			
University Division	\$424,170	\$428,622	\$456,228
CE/AES Division	<u>79,208</u>	<u>77,399</u>	<u>83,339</u>
Subtotal	503,378	506,021	539,567
Auxiliary Enterprises	170,068	178,844	182,380
Financial Assistance for E&G Programs <sup>(a)</sup>	200,509	202,095	212,651
Student Financial Assistance	15,839	15,628	16,743
All Other Programs <sup>(b)</sup>	<u>5,514</u>	<u>5,670</u>	<u>5,812</u>
Total	\$895,308	\$908,258	\$957,153
<b><u>Planned Change in Reserve</u></b>			
Reserve Drawdown/(Deposit) <sup>(c)</sup>	(5,266)	(7,570)	(10,086)
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

(a) Financial Assistance for E&amp;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.

**TOTAL OPERATING BUDGETS FOR AUXILIARY ENTERPRISES**  
**Fiscal Year 2007-08**  
**(Dollars in Thousands)**

	2006-07 Original Budget	2006-07 Adjusted Budget	2007-08 Recommended Budget
<b>Residence and Dining Hall System</b>			
Revenues	\$57,001	\$59,671	\$63,164
Expenses	-55,961	-58,034	-60,644
Reserve Drawdown (Addition)	-1,040	-1,637	-2,520
Net	\$0	\$0	\$0
<b>Parking and Transportation</b>			
Revenues	\$5,163	\$5,163	\$5,780
Expenses	-5,050	-5,504	-5,244
Reserve Drawdown (Addition)	-113	341	-536
Net	\$0	\$0	\$0
<b>Telecommunications Services</b>			
Revenues	\$15,767	\$16,917	\$16,456
Expenses	-15,709	-16,903	-16,396
Reserve Drawdown (Addition)	-58	-14	-60
Net	\$0	\$0	\$0
<b>University Services System</b>			
Revenues	\$22,863	\$22,863	\$24,915
Expenses	-22,444	-23,116	-24,233
Reserve Drawdown (Addition)	-419	253	-682
Net	\$0	\$0	\$0
<b>Intercollegiate Athletics</b>			
Revenues	\$42,345	\$48,644	\$43,276
Expenses	-39,424	-42,481	-38,360
Reserve Drawdown (Addition)	-2,921	-6,163	-4,916
Net	\$0	\$0	\$0
<b>Electric Service System</b>			
Revenues	\$17,643	\$18,040	\$22,816
Expenses	-17,632	-18,083	-22,616
Reserve Drawdown (Addition)	-11	43	-200
Net	\$0	\$0	\$0
<b>Inn at Virginia Tech and Skelton Conference Center</b>			
Revenues	\$8,679	\$9,379	\$10,105
Expenses	-8,879	-9,583	-9,885
Reserve Drawdown (Addition)	200	204	-220
Net	\$0	\$0	\$0
<b>Other Enterprise Functions</b>			
Revenues	\$5,873	\$5,911	\$5,954
Expenses	-4,969	-5,140	-5,002
Reserve Drawdown (Addition)	-904	-771	-952
Net	\$0	\$0	\$0
<b>TOTAL</b>			
Revenues	\$175,334	\$186,588	\$192,466
Expenses	-170,068	-178,844	-182,380
Reserve Drawdown (Addition)	-5,266	-7,744	-10,086
Net	\$0	\$0	\$0



## Schedule 3

## EDUCATIONAL AND GENERAL CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2008

(Dollars in Thousands)

as of April 26, 2007

	TOTAL PROJECT BUDGET					ESTIMATED TOTAL EXPENSES June 30, 2007	ESTIMATED BALANCE AVAILABLE FOR FY2008	ESTIMATED ANNUAL BUDGET FY2008	ESTIMATED BALANCE AT CLOSE OF FY2008
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL BUDGET				
<u>Educational and General Projects</u>									
Maintenance Reserve	\$ 17,385	\$ 0	\$ 0	\$ 0	\$ 17,385	\$ 7,429	\$ 9,956	\$ 7,348	\$ 2,608
Blanket Authorizations	0	0	4,643	0	4,643	1	4,642	1,300	3,342
Career Services Facility	0	0	0	4,608	4,608	4,608	0	0	0 (a)
Fisheries and Aquatics Research Center	0	0	870	0	870	802	68	68	0
Boiler Pollution Controls	3,850	0	0	2,000	5,850	5,621	229	229	0
Upgrade Campus Heating Plant	17,250	0	2,750	11,500	31,500	3,593	27,907	15,000	12,907
Graduate School Facility	0	0	250	3,000	3,250	3,250	0	0	0 (a)
Surge Space Building	0	0	0	8,500	8,500	6,695	1,805	911	894
Institute for Critical Technology and Applied Science II	13,519	0	0	17,500	31,019	200	30,819	1,000	29,819
Infectious Disease Research Facility	3,137	0	4,000	0	7,137	20	7,117	500	6,617
Administrative Services Building	0	0	0	12,000	12,000	0	12,000	600	11,400
New Visitor and Admissions Center	0	0	0	5,250	5,250	0	5,250	100	5,150
Hazardous Waste Facility	3,500	0	0	0	3,500	0	3,500	100	3,400
Hampton Roads Extension Center Classroom	500	0	0	0	500	0	500	100	400 (b)
Total Educational and General Projects	\$ 59,141	\$ 0	\$ 12,513	\$ 64,358	\$ 136,012	\$ 32,219	\$ 103,793	\$ 27,257	\$ 76,536
<u>2002 General Obligation Bond Program</u>									
Latham Hall	2,555	23,168	2,756	0	28,479	28,479	0	0	0 (a)
Life Sciences I	4,987	26,263	0	8,750	40,000	31,194	8,806	8,806	0
Bishop-Favrao Hall	1,048	2,500	6,048	0	9,596	3,780	5,816	5,518	298 (b)
Classroom Improvements, Phase I	2,740	4,530	0	0	7,270	4,200	3,070	2,374	697
Cowgill Hall HVAC and Power	3,825	7,500	0	0	11,325	1,375	9,950	8,000	1,950 (b)
Litton-Reaves Hall Exterior Repairs	1,630	2,500	0	0	4,130	2,346	1,784	1,784	0
Main Campus Chilled Water Central Plant	0	2,800	0	0	2,800	2,800	0	0	0 (a)
Henderson Hall	3,875	6,542	2,235	0	12,652	1,227	11,425	6,800	4,625
Performing Arts Center	0	0	5,000	58,000	63,000	0	63,000	0	63,000
Agnew, & Burruss Renovation	0	4,802	0	0	4,802	1,689	3,113	2,450	663
Institute for Critical Technology and Applied Science I	9,994	13,996	6,989	17,000	47,979	17,220	30,759	16,000	14,759 (b)
Total 2002 General Obligation Bond Program	\$ 30,654	\$ 94,601	\$ 23,028	\$ 83,750	\$ 232,033	\$ 94,309	\$ 137,723	\$ 51,731	\$ 85,992

## AUXILIARY ENTERPRISE CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2008

(Dollars in Thousands)

as of April 26, 2007

	TOTAL PROJECT BUDGET					ESTIMATED TOTAL EXPENSES June 30, 2007	ESTIMATED BALANCE AVAILABLE FOR FY2008	ESTIMATED ANNUAL BUDGET FY2008	ESTIMATED BALANCE AT CLOSE OF FY2008
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL BUDGET				
<u>Auxiliary Enterprises Projects</u>									
Maintenance Reserve	\$ 0	\$ 0	\$ 5,600	\$ 0	\$ 5,600	\$ 0	\$ 5,600	\$ 5,000	\$ 600 (c)
Parking Auxiliary Projects	0	0	79	19,505	19,584	700	18,884	387	18,497
Alumni/CEC/Hotel Complex	0	0	25,099	20,732	45,831	42,841	2,990	0	2,990 (a)
Expand Lane Stadium, West Side	0	0	4,962	54,740	59,702	52,571	7,130	1,449	5,682
New Residence Hall	0	0	1,041	22,000	23,041	1,088	21,953	7,200	14,753
Major Residence and Dining Hall Improvements	0	0	0	10,000	10,000	100	9,900	1,600	8,300
Recreational, Counseling, Clinical Space	0	0	0	13,000	13,000	50	12,950	350	12,600
Indoor Athletic Training Facility	0	0	0	25,000	25,000	0	25,000	0	25,000
Basketball Practice Facility Planning	0	0	1750	0	1,750	0	1,750	1,750	0
New Residence Hall II	0	0	0	27,000	27,000	0	27,000	800	26,200
Total Auxiliary Enterprise Projects	\$ 0	\$ 0	\$ 38,531	\$ 191,977	\$ 230,508	\$ 97,351	\$ 133,158	\$ 18,536	\$ 114,622
 GRAND TOTAL ALL CAPITAL PROJECTS	<u>\$ 89,795</u>	<u>\$ 94,601</u>	<u>\$ 74,072</u>	<u>\$ 340,085</u>	<u>\$ 598,553</u>	<u>\$ 223,879</u>	<u>\$ 374,674</u>	<u>\$ 97,524</u>	<u>\$ 277,150</u>

(a) This project is scheduled to close at the end of fiscal year 2007 pending receipt and payment of final bills.

(b) Project includes supplement authorized in central appropriation pool funded from general funds, with oversight by the Department of General Services.

(c) The total budget shown for the Auxiliary Maintenance Reserve reflects an estimated budget carryforward of \$1.4 million from fiscal year 2007 and an estimated \$4.2 million revenue budget from the auxiliary enterprises for this program for fiscal year 2008.

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY****STUDENT FINANCIAL ASSISTANCE****2007-08 GENERAL FUND APPROPRIATION**

The General Assembly appropriates discretionary financial assistance from the General Fund for students attending state colleges and universities in Virginia. Historically, discretionary financial aid for undergraduates has been distributed based on a formula which incorporates unmet need and the average amount of loan carried by students at each institution. The available funds have been allocated in proportion to the composite of these two factors at the individual institutions of higher education. Money has also been allocated to institutions for graduate fellowships. These funds have been distributed based on a programmatic assessment of institutional justification of funds for this purpose.

For 2006-07, a total of \$15,838,648 was allocated to Virginia Tech for undergraduate and graduate financial assistance. For 2007-08 the University received an additional allocation of \$903,989 for need based awards to undergraduate Virginians. Thus, a total of \$16,742,637 is anticipated to be available for state-supported student financial assistance in 2007-2008.

The recommended distribution of the \$16,742,637 appropriation for Scholarships and Fellowships in 2007-08 is shown below.

I. \$11,000 for Soil Scientist Scholarships

These funds are appropriated by the General Assembly in support of up to 20 annual soil scientist scholarships. They provide University fees for Virginia residents majoring in agronomy. In return, recipients agree to work as soil scientists for the State of Virginia for a period equal to the number of years they received the scholarship.

II. \$307,500 for the Multicultural Academic Opportunities Program

These funds are appropriated by the General Assembly for "Scholarships, internships, and graduate assistantships administered by the Multicultural Academic Opportunities Program at the University . . . Eligible students must have financial need and participate in an academic support program."

III. \$16,424,137 for Scholarships and Fellowships

1. \$4,222,580 for Graduate Fellowships

In 2006-07, \$4,222,580 was approved for graduate fellowships. No additional funding was appropriated for this category in 2007-2008. Fellowship awards will be made to graduate students in amounts not to exceed the instructional fees to be paid by the student for the year in which the award is made. Not more than 50 percent of these funds will be awarded to persons who are not eligible to be classified as Virginia domiciliary resident students. Approximately 548 full-time equivalent fellowships can be awarded from this fund in 2007-08.

2. \$12,201,557 for Undergraduate Scholarships

In 2006-07, \$11,297,568 was approved for undergraduate scholarships. An increase of \$903,989 was appropriated for this category for 2007-08. Scholarship awards will be made to Virginia domiciliary residents in amounts not to exceed total University tuition and fees depending on financial need and other sources of financial aid available. Approximately 1,981 full-time equivalent scholarships can be awarded from this fund in 2007-08.

**RECOMMENDATION:**

That the recommended allocations for student financial assistance for the fiscal year 2007-08 be approved.

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**  
**HOTEL ROANOKE CONFERENCE CENTER COMMISSION BUDGET**

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 2007-08. Virginia Tech and the City of Roanoke will make equal contributions of \$100,000 to the Commission for fiscal year 2007-08. The recommended budget is shown on the following page.

**HOTEL ROANOKE CONFERENCE CENTER COMMISSION**  
**BUDGET**  
**JULY 2007 - JUNE 2008**

**Revenues**

City of Roanoke	\$ 100,000
Virginia Tech	<u>100,000</u>
	\$ 200,000

**Expenses**

Personal Services for part-time director	\$ 60,289
Professional Fees – legal, audit, insurance consultant	75,550
Technology, training, travel	7,500
FF & E Reserve	51,161
Operations	<u>5,500</u>
	\$ 200,000

**RECOMMENDATION:**

That the budget for The Hotel Roanoke Conference Center Commission for 2007-2008 be approved.

**VIRGINIA TECH-WAKE FOREST UNIVERSITY  
SCHOOL OF BIOMEDICAL ENGINEERING AND SCIENCES  
2007-08 OPERATING BUDGET  
June 2007**

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 2007-08 recommended budget 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**

**OPERATING BUDGET**

**2007-08**

**Revenues**

University Allocation	\$ 1,579,147
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**Expenses**

Faculty	\$ 702,726
Staff	178,632
Graduate Students	252,589
Fringes	265,809
Subtotal Personnel Costs	1,399,756

Operating Costs	179,391
Faculty Start Up Packages (one-time)	-
Subtotal Non-personnel Costs	179,391

Total Expenses	\$ 1,579,147
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Net	-
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**RECOMMENDATION:**

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



# VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

## DORMITORY AND DINING HALL SYSTEM

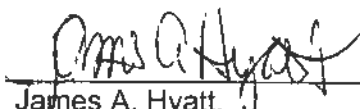
### 2007-08 Operating Budget

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, 2007 to June 30, 2008 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	\$24,200,265	\$30,384,578	\$54,584,843
Other Income	3,603,001	4,975,884	8,578,885
Total Resources	<u>\$27,803,266</u>	<u>\$35,360,462</u>	<u>\$63,163,728</u>
<u>Current Expenses</u>			
Personnel Services	\$8,938,298	\$14,980,903	\$23,919,201
Operations	8,574,755	16,271,176	24,845,931
Administrative Charges	1,002,206	1,825,552	2,827,758
Maintenance Reserve	1,922,150	640,717	2,562,867
Debt Service	5,364,863	1,123,193	6,488,056
Total Expenses	<u>\$25,802,272</u>	<u>\$34,841,541</u>	<u>\$60,643,813</u>
Reserve Contribution (Draw)	\$2,000,994	\$518,921	\$2,519,915
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, 2007 to June 30, 2008 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.

  
 James A. Hyatt,  
 Executive Vice President and  
 Chief Operating Officer

## **ANNUAL INSPECTION AND RECOMMENDATIONS CONCERNING DORMITORY AND DINING HALL SYSTEM**

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, 2007 to June 30, 2008:

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 \$100,000,000 coverage for any one property occurrence, \$500,000,000 coverage for any one fine arts occurrence and \$100,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$250.
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.



James A. Hyatt,  
Executive Vice President and  
Chief Operating Officer

### **RECOMMENDATION:**

That the recommended budget for the fiscal year July 1, 2007 to June 30, 2008 for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.

# VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

## ELECTRIC SERVICE SYSTEM

### 2007-08 Operating Budget

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, 2007 to June 30, 2008 and a recommended budget of current expenses for the System for the same period.

#### Estimated Revenues

Sales to University Departments	\$13,095,327
All Other Sales	9,480,323
Investment Income	240,000
Total Revenues	<u>\$22,815,650</u>

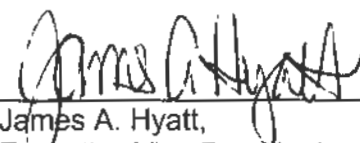
#### Current Expenses

Personnel Services	\$2,179,259
Purchase of Electricity	16,486,531
Operating Expenditures	2,286,956
Capital Maintenance Reserve Projects	350,000
Maintenance, Repairs and Equipment Replacement	570,719
Debt Service	742,185
Total Expenses	<u>\$22,615,650</u>

Reserve Contribution (Drawdown)	\$200,000
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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, 2007 to June 30, 2008 represent an accurate estimate of the income to be received and current expenses of operating the Electric Service System for the fiscal year.

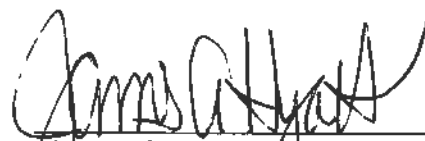
  
 James A. Hyatt,  
 Executive Vice President and  
 Chief Operating Officer

## **ANNUAL INSPECTION AND RECOMMENDATIONS CONCERNING ELECTRIC SERVICE SYSTEM**

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, 2007 to June 30, 2008:

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 \$100,000,000 coverage for any one property occurrence, \$500,000,000 coverage for any one fine arts occurrence and \$100,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$250.
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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James A. Hyatt,  
Executive Vice President and  
Chief Operating Officer

### **RECOMMENDATION:**

That the recommended budget for the fiscal year July 1, 2007 to June 30, 2008 for the operation of the Electric Service System and the report of the Annual Inspection be approved.

# VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

## UNIVERSITY SERVICES SYSTEM

### 2007-08 Operating Budget

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, 2007 to June 30, 2008 and a recommended budget of current expenses for the System for the same period.

#### Estimated Revenues

Student Fees	\$22,521,612
Sales and Services	2,030,994
Other Income	362,322
Total Revenues	<u>\$24,914,928</u>

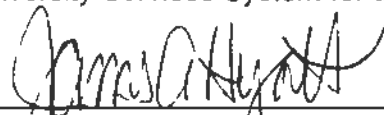
#### Current Expenses

Personnel Services	\$13,792,405
Operating	4,630,498
Debt Service	3,833,311
Capital Maintenance Reserve	662,554
Non-Capital Maintenance Reserve	114,208
Student Organization Allocation	1,199,885
Total Expenditures	<u>\$24,232,861</u>

Reserve Contribution (Drawdown)	\$682,067
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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, 2007 to June 30, 2008 represent an accurate estimate of the income to be received and current expenses of operating the University Services System for the fiscal year.

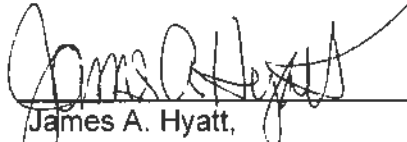
  
 James A. Hyatt,  
 Executive Vice President and  
 Chief Operating Officer

## **ANNUAL INSPECTION AND RECOMMENDATIONS CONCERNING UNIVERSITY SERVICES SYSTEM**

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, 2007 to June 30, 2008:

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 \$100,000,000 coverage for any one property occurrence, \$500,000,000 coverage for any one fine arts occurrence and \$100,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$250.
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.

  
James A. Hyatt,  
Executive Vice President and  
Chief Operating Officer

### **RECOMMENDATION:**

That the recommended budget for the fiscal year July 1, 2007 to June 30, 2008 for the operation of the University Services System and the report of the Annual Inspection be approved.

# VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

## INTERCOLLEGIATE ATHLETICS SYSTEM

### 2007-08 Operating Budget

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, 2007 to June 30, 2008 and a recommended budget of current expenses for the System for the same period.

#### Estimated Revenues

Student Fees	\$5,955,095
Sales and Services	32,599,699
Other Income	4,721,678
Total Revenues	<u>\$43,276,472</u>

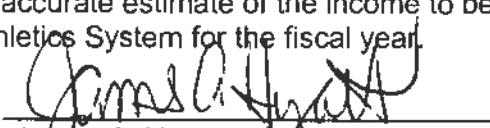
#### Current Expenses

Personnel Services	\$15,315,688
Operations	11,418,594
Administrative Charge	1,647,230
Capital Maintenance Reserve	360,000
Maintenance, Repairs, and Equipment Replacement	1,433,126
Debt Service	8,015,732
One-Time Projects	169,339
Total Expenses	<u>\$38,359,709</u>

Reserve Contribution (Drawdown)	\$4,916,763
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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, 2007 to June 30, 2008 represent an accurate estimate of the income to be received and current expenses of operating the Athletics System for the fiscal year.


  
 James A. Hyatt,  
 Executive Vice President and  
 Chief Operating Officer

## **ANNUAL INSPECTION AND RECOMMENDATIONS CONCERNING INTERCOLLEGIATE ATHLETICS SYSTEM**

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, 2007 to June 30, 2008:

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 \$100,000,000 coverage for any one property occurrence, \$500,000,000 coverage for any one fine arts occurrence and \$100,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$250.
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.



James A. Hyatt,  
Executive Vice President and  
Chief Operating Officer

### **RECOMMENDATION:**

That the recommended budget for the fiscal year July 1, 2007 to June 30, 2008 for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.



## APPROVAL OF 9(c) FINANCING RESOLUTIONS

The following projects have been authorized to be financed pursuant to Section 9(c) of Article X of the Constitution of Virginia for up to \$32,000,000 plus amounts needed to fund issuance costs, reserve funds and other financing expenses:

- Construct New Residence Hall (Project #16682) \$22,000,000
- Improve Residence and Dining Halls (Project #17294) \$10,000,000

**Construct New Residence Hall:** The new residence hall of approximately 93,300 gross square feet will be located parallel to Washington Street between Harper Hall and the Career Services Facility. It will consist of residential support programs on the first floor and approximately 256 beds on floors 2, 3 and 4. Moving forward with the new residence hall is critical for the residential system's long-term strategic plan and is consistent with the University's six-year financial plan.

**Improve Residence and Dining Halls:** The renovation of East and West Ambler Johnston residence halls will occur in three phases. The first phase will consist primarily of planning while the second and third phases will renovate the East and West wings of Ambler Johnston. Although the exterior Hokie stone structure on the 38-year old building is sound, the mechanical systems, bathrooms, lounges and electrical systems are all in need of repair or replacement. The project will replace the mechanical systems including adding air conditioning, upgrading electrical wiring, and replacing the elevators. The project will also refurbish all bathrooms and add additional bathrooms to create a ratio of about 35 residents per shared bath. Finally, the project will create more programming space within the residence hall to facilitate co-curricular learning. In addition to the initial \$10 million authorization, it is anticipated that an additional \$55 million authorization will be sought to complete phases two and three, for an estimated total project cost of \$65 million.

The proposed resolutions request the issuance of 9(c) bonds through the Treasury Board on behalf of the University, and pledge the net revenues of the Dormitory Auxiliary to the payment of debt service. The resolution identifies and authorizes (1) the Executive Vice President and Chief Operating Officer, and (2) the University Treasurer to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the bonds.

**RESOLUTION OF THE BOARD OF VISITORS OF  
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**

**CONSTRUCT NEW RESIDENCE HALL 9(c) FINANCING**

**WHEREAS**, there has been passed by the General Assembly of Virginia an act entitled "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2006" (the "2006 Act") which has been signed by the Governor;

**WHEREAS**, the 2006 Act may be repealed but the Project, as defined below, continues as an authorized project for bond financing through subsequent legislation (the 2006 Act and any such subsequent legislation, the "Act");

**WHEREAS**, pursuant to the Act, the Treasury Board of the Commonwealth of Virginia (the "Treasury Board") is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia for the purpose of providing funds, with other available funds, for paying the cost of acquiring, constructing, renovating, enlarging, improving and equipping certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds and other financing expenses (the "Financing Expenses"), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

**WHEREAS**, such revenue-producing capital projects includes improvements for Construct New Residence Hall, Capital Outlay Project Number 16682, (the "Project") for Virginia Polytechnic Institute and State University (the "Institution"); and

**WHEREAS**, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Act for such revenue-producing capital projects, in one or more series;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY:**

**Section 1.** The Board of Visitors of the Institution (the "Board") requests the Treasury Board to sell and issue bonds or bond anticipation notes ("BAN's") in an aggregate principal amount not to exceed \$22,000,000 to finance all or a portion of the costs of the Project plus Financing Expenses (individually, the "Project Bonds" or "Project Notes", collectively, the "Project Borrowing"). The Project Borrowing will be identified by amount by the State Treasurer upon issuance of any bonds or BAN's.

**Section 2.** The Board (a) covenants to fix, revise, charge and collect residential fees and other rates, fees and charges, for or in connection with the use, occupation and services of the Project and (b) pledges such rates, fees and charges remaining

after payment of (i) the expenses of operating the Project and (ii) the expenses related to all other activities funded by the rates, fees and charges ("Net Revenues") to the payment of the principal of, premium, if any, and interest on the Project Borrowing. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the Project Borrowing and on any other obligations secured by Net Revenues (such payments collectively the "Required Payments"). The Project Borrowing shall be secured on a parity with such other obligations so secured by Net Revenues (other than any obligations secured by a prior right in Net Revenues). Any Net Revenues pledged herein in excess of the Required Payments may be used by the Institution for any other lawful purpose.

**Section 3.** It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution that the anticipated Net Revenues pledged herein will be sufficient to pay the Required Payments so long as the aggregate amount of net debt service on the Project Borrowing actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study.

**Section 4.** The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts which shall include a schedule of revenues and expenditures for auxiliary enterprise systems. If Net Revenues are insufficient to pay Required Payments during such period, the Institution shall provide evidence of a plan to generate Net Revenues sufficient to make Required Payments in the future.

**Section 5.** The Board covenants that so long as any of the Project Notes are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest payment date, an amount estimated by the State Treasurer to be due and payable on such date as interest on the Project Notes. The Board covenants that so long as any of the Project Bonds are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date, the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Bonds.

**Section 6.** The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of bonds that includes Project Bonds or Project Notes and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

**Section 7.** The Board covenants that the Institution will not take or omit to take any action the taking or omission of which will cause the Bonds to be "arbitrage bonds" within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the "Code"), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

**Section 8.** The Board covenants that the Institution will proceed with due diligence to undertake and complete the Project and that the Institution will spend all of the available proceeds derived from the sale of the Project Borrowing for costs associated with the Project and appropriated for the Project by the General Assembly.

**Section 9.** The Board covenants that the Institution will not permit the proceeds of the Project Borrowing to be used in any manner that would result in (a) 5% or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5% or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5% or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

**Section 10.** The Board covenants that for so long as any of the Bonds are outstanding the Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of the Project without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

**Section 11.** The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of any or any part of the Project without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

**Section 12.** The Board hereby approves and authorizes the Executive Vice President and Chief Operating Officer, and the University Treasurer of the Institution (the “Authorized Officers”) to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Project Bonds.

**Section 13.** The Board acknowledges that the Treasury Board will rely on the representations and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

**Section 14.** This resolution shall take effect immediately.

**RECOMMENDATION:**

That the above resolution authorizing the issuance of 9(c) bonds through the Treasury Board on behalf of the University for the “Construct New Residence Hall” project be approved.

June 4, 2007

**RESOLUTION OF THE BOARD OF VISITORS OF  
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**

**IMPROVE RESIDENCE AND DINING HALLS 9(c) FINANCING**

**WHEREAS**, there has been passed by the General Assembly of Virginia an act entitled "Commonwealth of Virginia Higher Educational Institutions Bond Act of 2006" (the "2006 Act") which has been signed by the Governor;

**WHEREAS**, the 2006 Act may be repealed but the Project, as defined below, continues as an authorized project for bond financing through subsequent legislation (the 2006 Act and any such subsequent legislation, the "Act");

**WHEREAS**, pursuant to the Act, the Treasury Board of the Commonwealth of Virginia (the "Treasury Board") is authorized, by and with the consent of the Governor, to sell and issue bonds or bond anticipation notes of the Commonwealth of Virginia for the purpose of providing funds, with other available funds, for paying the cost of acquiring, constructing, renovating, enlarging, improving and equipping certain revenue-producing capital projects at certain institutions of higher learning of the Commonwealth and for paying issuance costs, reserve funds and other financing expenses (the "Financing Expenses"), all in accordance with the provisions of Section 9(c) of Article X of the Constitution of Virginia;

**WHEREAS**, such revenue-producing capital projects includes improvements for Improve Residence and Dining Halls, Capital Outlay Project Number 17294, (the "Project") for Virginia Polytechnic Institute and State University (the "Institution"); and

**WHEREAS**, the Treasury Board is proposing to sell and issue bonds or bond anticipation notes pursuant to the Act for such revenue-producing capital projects, in one or more series;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY:**

**Section 1.** The Board of Visitors of the Institution (the "Board") requests the Treasury Board to sell and issue bonds or bond anticipation notes ("BAN's") in an aggregate principal amount not to exceed \$10,000,000 to finance all or a portion of the costs of the Project plus Financing Expenses (individually, the "Project Bonds" or "Project Notes", collectively, the "Project Borrowing"). The Project Borrowing will be identified by amount by the State Treasurer upon issuance of any bonds or BAN's.

**Section 2.** The Board (a) covenants to fix, revise, charge and collect residential fees and other rates, fees and charges, for or in connection with the use, occupation and services of the Project and (b) pledges such rates, fees and charges remaining

after payment of (i) the expenses of operating the Project and (ii) the expenses related to all other activities funded by the rates, fees and charges ("Net Revenues") to the payment of the principal of, premium, if any, and interest on the Project Borrowing. The Board further covenants that it will fix, revise, charge and collect such rates, fees and charges in such amounts so that Net Revenues will at all times be sufficient to pay, when due, the principal of, premium, if any, and interest on the Project Borrowing and on any other obligations secured by Net Revenues (such payments collectively the "Required Payments"). The Project Borrowing shall be secured on a parity with such other obligations so secured by Net Revenues (other than any obligations secured by a prior right in Net Revenues). Any Net Revenues pledged herein in excess of the Required Payments may be used by the Institution for any other lawful purpose.

**Section 3.** It is hereby found, determined and declared that, based upon responsible engineering and economic estimates and advice of appropriate officials of the Institution that the anticipated Net Revenues pledged herein will be sufficient to pay the Required Payments so long as the aggregate amount of net debt service on the Project Borrowing actually payable in any bond year does not exceed the amounts assumed in the Financial Feasibility Study.

**Section 4.** The Board covenants that the Institution will furnish the Treasury Board its general purpose financial statements, within 30 days of their issuance and receipt, audited by a firm of certified public accountants or the Auditor of Public Accounts which shall include a schedule of revenues and expenditures for auxiliary enterprise systems. If Net Revenues are insufficient to pay Required Payments during such period, the Institution shall provide evidence of a plan to generate Net Revenues sufficient to make Required Payments in the future.

**Section 5.** The Board covenants that so long as any of the Project Notes are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest payment date, an amount estimated by the State Treasurer to be due and payable on such date as interest on the Project Notes. The Board covenants that so long as any of the Project Bonds are outstanding, the Institution will pay to the State Treasurer, not less than 30 days before each interest or principal payment date, the amount certified by the State Treasurer to be due and payable on such date as principal of, premium, if any, and interest on the Project Bonds.

**Section 6.** The Board covenants that the Institution will pay from time to time its proportionate share of all expenses incurred in connection with the sale and issuance of any series of bonds that includes Project Bonds or Project Notes and all expenses thereafter incurred in connection with the Bonds, including without limitation the expense of calculating any rebate to the United States of the earnings derived from the investment of gross proceeds of the Bonds, all as certified by the State Treasurer to the Institution.

**Section 7.** The Board covenants that the Institution will not take or omit to take any action the taking or omission of which will cause the Bonds to be "arbitrage bonds" within the meaning of Section 148 of the Internal Revenue Code of 1986, as amended, including regulations issued pursuant thereto (the "Code"), or otherwise cause interest on the Bonds to be includable in the gross income of the owners thereof for federal income tax purposes under existing laws. Without limiting the generality of the foregoing, the Institution will pay from time to time its proportional share of any rebate to the United States of the earnings derived from the investment of the gross proceeds of the Bonds.

**Section 8.** The Board covenants that the Institution will proceed with due diligence to undertake and complete the Project and that the Institution will spend all of the available proceeds derived from the sale of the Project Borrowing for costs associated with the Project and appropriated for the Project by the General Assembly.

**Section 9.** The Board covenants that the Institution will not permit the proceeds of the Project Borrowing to be used in any manner that would result in (a) 5% or more of such proceeds being used in a trade or business carried on by any person other than a governmental unit, as provided in Section 141(b) of the Code, (b) 5% or more of such proceeds being used with respect to any output facility within the meaning of Section 141(b)(4) of the Code, or (c) 5% or more of such proceeds being used directly or indirectly to make or finance loans to any persons other than a governmental unit, as provided in Section 141(c) of the Code. The Institution need not comply with such covenants if the Institution obtains the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such covenants need not be complied with to prevent the interest on the Bonds from being includable in the gross income of the owners thereof for federal income tax purposes.

**Section 10.** The Board covenants that for so long as any of the Bonds are outstanding the Institution will not enter into any operating lease, management contract or similar agreement with any person or entity, other than a state or local governmental unit, for all or any portion of the Project without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that entering into such agreement will not cause the interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.

**Section 11.** The Board covenants that for so long as any of the Bonds are outstanding, the Institution will not sell or dispose of any or any part of the Project without first obtaining the written approval of the State Treasurer and an opinion of nationally recognized bond counsel acceptable to the Treasury Board that such sale or disposition will not cause interest on the Bonds to be included in the gross income of the owners thereof for federal income tax purposes.



**Section 12.** The Board hereby approves and authorizes the Executive Vice President and Chief Operating Officer, and the University Treasurer of the Institution (the “Authorized Officers”) to execute and deliver all certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the sale and issuance of the Project Bonds.

**Section 13.** The Board acknowledges that the Treasury Board will rely on the representations and covenants set forth herein in issuing the Bonds, that such covenants are critical to the security for the Bonds and the exclusion of the interest on the Bonds from the gross income of the owners thereof for federal income tax purposes, that the Board will not repeal, revoke, rescind or amend any of such covenants without first obtaining the written approval of the Treasury Board, and that such covenants will be binding upon the Board so long as any of the Bonds are outstanding.

**Section 14.** This resolution shall take effect immediately.

**RECOMMENDATION:**

That the above resolution authorizing the issuance of 9(c) bonds through the Treasury Board on behalf of the University for the “Improve Residence and Dining Halls” project be approved.

June 4, 2007

## **PRATT FUNDS OVERVIEW**

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 1975, \$1,330,000 in 1977, \$47,000 in 1979, and \$30,164 in 1981, for a total of \$10,968,983. Over the years, the Pratt endowment has grown to \$44.5 million, as of March 31, 2007. 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 established as a nationally recognized leader in engineering education. The Pratt Endowment has played a significant role over the years 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.

The expenditure of income funds from the Pratt Endowment provides an unusual opportunity to support an animal nutrition program of high quality. Use of these endowment earnings has 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.

## 2007-2008 PRATT FUND BUDGET PROPOSAL

Pursuant to the spending policy adopted for the Pratt Estate Fund, it is anticipated that additional income of \$1,972,520 will be available for expenditure in FY 2007-2008. Targets of \$915,000 and \$1,057,520 were given respectively to the College of Engineering and to the Animal Nutrition Programs.

### **College of Engineering**

Source of Funds:

Endowment Income	\$915,000
Carryover (estimated)	<u>\$ 20,000</u>
<b>Total Regular Resources</b>	<b><u>\$935,000</u></b>

Proposed Expenditures:

Undergraduate Scholarships	345,000
Undergraduate Study Abroad Scholarships	25,000
Graduate Study Abroad Programs	50,000
Graduate Research Assistantships	25,000
Graduate Fellowships	360,000
Graduate Recruitment Programs	<u>130,000</u>
<b>Total Proposed Expenditures</b>	<b><u>\$ 935,000</u></b>

### **Animal Nutrition**

Source of Funds:

Endowment Income	\$1,057,520
Carryover (estimated)	<u>\$ 35,000</u>
<b>Total Resources</b>	<b><u>\$1,092,520</u></b>

Proposed Expenditures:

Ph.D. and M.S. Fellowship Program	\$ 515,000
Undergraduate Program Scholarships and Research	\$ 125,000
Visiting Scholars and Seminars	\$ 10,000
Equipment Purchases and Maintenance	\$ 306,520
Nutrition Technicians	\$ 130,000
Miscellaneous Administrative and Publication Costs	<u>\$ 6,000</u>
<b>Total Proposed Expenditures</b>	<b><u>\$1,092,520</u></b>

### **RECOMMENDATION:**

That the proposed 2007-2008 allocation and use of Pratt Funds be approved.

June 4, 2007

## **Information Technology Security and Authority Resolution**

**Whereas**, threats to information technology security are growing in number and sophistication; and,

**Whereas**, Virginia Tech's distributed computing environment offers flexibility in computing technology but challenges in protecting information technology resources; and,

**Whereas**, the university looks to the Information Technology organization for guidance in protecting information technology resources; and,

**Whereas**, the Vice President for Information Technology is accountable for providing that guidance and accountable for ensuring compliance; and,

**Whereas**, university policy 7010, Policy for Securing Technology Resources (<http://www.policies.vt.edu/7010.pdf>), assigns the responsibility and authority to the Vice President for Information Technology to establish and ensure compliance with standards for securing university information technology resources; and,

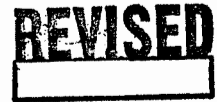
**Whereas**, all departments are obligated to support the Vice President for Information Technology in compliance with university security policies;

**Now, therefore, be it resolved** that the Board of Visitors affirms the authority of the Vice President for Information Technology to ensure compliance with established security standards throughout the university.

### **Recommendation:**

That the above Information Technology Security and Authority Resolution be approved.

March 26, 2007



## **CAPITAL OUTLAY PLAN FOR 2008-2014**

**As of April 17, 2007**

At its March 2007 meeting, the Board of Visitors considered a recommendation that a list of potential projects for inclusion in the 2008-2014 Capital Outlay Plan be approved and that the University be authorized to develop and submit a final Plan to the state, in accordance with future guidance from the state and based on the projects in the approved list. The recommendation was approved and the University has proceeded accordingly.

On March 9, 2007, the state issued instructions for the preparation and submission of the 2008-2014 Capital Outlay Plan and budget requests. The deadline for submission of the Six Year Plan was April 18, 2007. The University prepared and submitted the necessary documents in accordance with the instructions.

The list of capital projects for the 2008-2014 plan is outlined by biennium and priority on Schedules 1, 2, and 3. The projects listed in the first biennium are considered for funding, and the out biennia projects are for planning purposes. The projects and their arrangement on the 2008-2014 plan are consistent with the programmatic needs established for the planning period and with the strategic plan of the University, and they position the University with options to respond to various funding abilities of the state in the future. A brief description of each capital project in the 2008-2014 plan follows.

The state is implementing a two phase submission process for capital budget requests. For the first phase, the state may authorize institutions to submit a full budget request for certain unfunded projects in the Governor's 2006-2012 Six-Year Capital Implementation Plan. On April 9, 2007, the state notified the University to submit budget requests for two projects for this phase: Replace Deteriorated Section of Davidson Hall and Construct Sciences Research and Academic Building. These budget requests are due to the state on June 8, 2007. For the second phase, the state will review the University's 2008-2014 Capital Outlay Plan submitted in April and on July 12, 2007 will authorize the University to submit a full budget request for a specified subset of projects in the first biennium. These budget requests are due to the state on August 17, 2007. The Governor is then scheduled to submit his 2008-2014 Capital Improvement Plan to the General Assembly on November 1, 2007.

The University's capital plan includes several 100 percent nongeneral fund projects. Under the restructuring authority and management agreements, the Board may authorize these projects when and as needed to achieve University objectives. The University will bring forward a resolution for each item on a project-by-project basis. These 100 percent nongeneral fund projects are included in the Plan as a result of a decision by the three Management Agreement Institutions to inform the Commonwealth about the projects, when possible, through the planning process.

In cases where a 100 percent nongeneral project includes debt as a component of a project's funding plan, the University may elect to pursue state approval to participate in a pooled bond program. The state pooled bond program is an efficient issuance instrument and may have lower overall costs of capital compared to a university issuance, depending on issuance size. Thus, nongeneral fund debt requests may be presented to the state to

establish an option for the University to use the more favorable cost of capital for its projects.

## **2008-10 Biennium**

### **University Division**

#### **1. Maintenance Reserve**

Since 1982, the Commonwealth has allocated General Fund support for preserving state-owned facilities. The Executive and Legislative Branches have mandated that maintenance reserve requests be the first priority in all capital outlay requests. Individual projects to repair and maintain plant, property, or equipment are identified in the umbrella project request. These projects include roof repair or replacement, elevator repair and maintenance, repairs to air-handling systems, heating systems, storm sewers, and water and sewer systems. In 1994, the University established a parallel Maintenance Reserve program for the auxiliary enterprise facilities funded with enterprise resources.

#### **2. Replace Deteriorated Section of Davidson Hall**

This project request has been on the University's plan since 1993, formerly titled Renovation/Addition of Davidson Hall. The project originally envisioned renovation of the entire facility; however, the cost of addressing the entire building as a single project was too large. Thus, the University has divided the project into two components that are more reasonable from the cost and construction management standpoint. This project reflects the first component - to raze and fully replace the unrecoverable center and north sections of the existing Davidson Hall facility. The proposed project will restore the level of space needed for the program and will enable students to be optimally trained to move into today's industrial, governmental, and academic laboratories that specialize in nanotechnology, chemical biology, computational chemistry, environmental chemistry, drug discovery, and macromolecular chemistry to serve the commercial and governmental needs of the Commonwealth.

#### **3. Renovate Liberal Arts Building**

This project has been on the University's plan since 1993, formerly titled Renovation of Performing Arts Building. The project was renamed to more accurately reflect the intended programmatic use of the facility after the renovation is complete. The requested project scope will fully renovate the 15,900 gross square foot building, including exterior envelope repairs, HVAC and ventilation systems replacement, plumbing system replacement and upgrade, electrical system replacement, hazardous material abatement, and provision of accessible circulation and exiting meeting life safety requirements. These renovations will renew the building and serve as quality academic space in the core of the liberal arts zone of campus.

#### 4. Sciences Research and Academic Building

This project has been on the University's plan since 2005 and is included as a high priority to provide the College of Science expanded instruction and research space. This project is envisioned as a 93,300 gross square foot scientific laboratory facility to support interdisciplinary science focused on geosciences programs that are growing in enrollment and extramural research funding. The building will include a combination of undergraduate class laboratories, classrooms, research laboratories, and graduate student space.

#### 5. Cyber Arts and Creative Technologies Laboratory

This is a new project on the University's plan and is included as a priority project in the first biennium to provide space for the School of Education's Science Technology Engineering and Mathematics PK-12 Outreach Initiative (VT-STEM). Virginia Tech's solution to establish the facilities necessary to support this initiative is to renovate an existing dining facility, Shultz Hall, which will be vacated when a replacement dining facility is completed. A renovated 55,400 gross square foot Shultz Hall will provide excellent teaching and learning facilities and will be reinforced by the adjacent new state-of-the-art Performance Hall and Visual Arts Gallery.

#### 6. Chiller Plant, Phase I

This project has been on the University's plan since 2005 and is included in the first biennium as a high priority to shift to a high efficiency central plant cooling strategy on the southwest section of campus. The project request is to construct a central chiller plant building on the southwest area of campus with capacity to hold 12,000-tons of chilling service, install 2,000 tons of chiller output, and install distribution piping. The savings of a central plant compared to stand-alone chillers are significant. One study estimates a cost avoidance of about \$40 million over the next 20 years for the southwest area of campus.

#### 7. Classroom Building

This project has been on the University's plan since 2005 and is included in the first biennium as a high priority to increase the quantity of high quality general assignment classrooms to address the significant unmet demand for class registrations and to meet student expectations of state-of-the-art instruction space. This project includes construction of a 64,000 gross square foot building with 36 large-size classrooms on the north side of campus in the academic core of campus.

#### 8. Veterinary Medicine Instruction Addition

This project has been on the University's plan since 1993, formerly titled Veterinary Medicine Addition. The project requests authorization to construct an addition of about 32,300 gross square feet of instructional space to provide adequate classrooms, to relieve overcrowding of the existing facility, and to accommodate planned hires. These issues must be addressed to meet the requirements of the American Veterinary Medical Associations' Council on Education, which is the accrediting body for the College of Veterinary Medicine.



## 9. Engineering Signature Building

This is a new project on the University's plan, and is included as a priority item in the first biennium to address severely deteriorated undergraduate academic space for the College of Engineering. The proposed 160,000 gross square foot facility will be a combination of classrooms, class laboratories, and research laboratories to house a number of departments and programs in the college. This will be a state-of-the-art instruction facility focused on undergraduates with highly specialized laboratories that will support hands-on, problem solving oriented learning in the engineering disciplines.

## 10. Library High Density Storage – High Speed Access Facility

This project has been on the University's plan since 2001, formerly titled Newman Library Addition. The project request is to construct a 5,000 gross square foot addition to the east side of Newman Library between the existing loading dock and Squires Student Center. The addition will contain high-density, self-supporting, heavy-duty storage shelving and an automated, robotic retrieval system capable of handling up to one million volumes. The addition will increase the ability to efficiently store and quickly retrieve materials without delay and without additional staff or floor space. This project will also free up library floor space to restore needed student study areas that have been lost to accommodate the growth of critical on-site volume storage.

## 11. Renovate Lane Hall and Construct Addition

This project has been on the University's plan since 1993, formerly titled Renovation of Lane Hall. Lane Hall was constructed in 1888, includes about 26,500 gross square feet, and has been operated and maintained as a key university landmark. The requested project will fully renovate the building, including exterior envelope repairs, HVAC and ventilation systems replacement, plumbing system replacement and upgrades, electrical system replacement, hazardous material abatement, and provision of accessible circulation and exiting meeting life safety requirements. The project will also construct a 15,500 gross square foot addition that will house several new general assignment classroom spaces and instructional spaces supporting the University's Corps of Cadets and the three Reserve Officer Training programs (ROTC).

## 12. Academic and Student Affairs Building

This project has been on the University's plan since 2005 and is included in the first biennium as a high priority to provide instructional space, dining services, and student union services on the north side of campus. The proposed project is envisioned as a 91,200 gross square foot, five story building. The building plan includes two floors of instructional space, two floors of dining service space, and one floor of student union space. The two lower floors will be dining services, the third floor will be student union space, and the top two floors will be instructional space. This project is a precursor to the Cyber Arts and Creative Technologies Laboratory project; it will provide the necessary dining space to vacate and convert Shultz Hall to a new use.

### 13. Code Compliance: Fire Alarm Systems and Access

This project has been on the University's plan since 2001, formerly titled Health, Safety, and Accessibility. The University's health, safety, and accessibility initiative for the campus is an ongoing effort. The University has made important progress toward improving the campus in this regard with prior funding authorizations that supported critical safety and accessibility improvements. This project request is for authorization and funding to continue progress on needed campus improvements in several educational and general facilities. The focus of this request is accessibility improvements, fire alarm systems, and updating needs assessment and planning that are beyond the scope of the Maintenance Reserve program.

### 14. Addition to VBI

This is a new project on the University's plan, and it is included in the second biennium in order to provide additional private and open office space for faculty, researchers, research associates, and support personnel for growing Virginia Bioinformatics Institute (VBI) departments. Additional conference, meeting, and assembly space of varying sizes, serving interdisciplinary science in the Virginia Bioinformatics Institute, are also required. This 50,000 gross square foot addition to the Bioinformatics II facility will facilitate expansion of the research programs under the Network Dynamics and Simulation Science Laboratory and Cyber Infrastructure Group. The existing facility is in short supply of meeting and assembly space, and the addition of faculty and researchers will amplify this shortfall.

### 15. Repair McComas Hall Exterior Wall Structure

This is a new item on the University's plan and is included in the first biennium as a priority to correct structural and moisture penetration problems of the exterior wall of McComas Hall, a 118,225 gross square foot building. The project includes removal and replacement of the exterior building envelope. McComas Hall was constructed in 1998 as a combined use recreational sports and student health services building. The building has experienced ongoing leaks for several years and problems with door and window operations. Structural evaluation and facilities condition studies completed in 2006 identified numerous problems with structural supports and connections of precast panels that support the exterior walls.

### 16. Basketball Practice Facility

This is a new project on the University's plan and is included in the first biennium to meet the expectations of players and coaches for practice facilities. The proposed 59,500 gross square foot new stand-alone Basketball Practice Facility will provide contemporary intercollegiate athletic facilities that will support student-athlete development and serve as a critical recruiting tool for Virginia Tech's Atlantic Coast Conference (ACC) men's and women's basketball. Planning work is in progress under a Board approved project.

### 17. Renovate East and West Ambler Johnston

This project has been on the University's plan since 2005, formerly titled Improve Residence and Dining Halls. The University's facility inventory includes a system of 44 residence halls. In order to ensure this substantial facilities asset remains up-to-date, the University has developed a long-range improvements strategy with the help of a consultant that minimizes service disruption and minimizes the financial impact to the students. The

top priority item of the initiative is the upfit of Ambler Johnston Hall. This facility was built in 1969, includes 272,019 gross square feet, houses 1,288 students, and has a replacement cost estimated at \$88,300,000. This building currently does not meet the needs of today's students. Further, the mechanical systems are beyond repair, and the building is not air conditioned. This project will modernize the entire building and address all deferred maintenance. The renovation program includes additional hall lounges, community meeting rooms, and study rooms; refurbishing and expanding bathroom facilities to reach a ratio of about 35 residents per shared bath; updating residential rooms, consolidating multiple building entries to improve controlled access and centralized resident services; replacing the mechanical systems including the HVAC system with air conditioning, and upgrading electrical wiring, elevators, and lighting systems.

#### **18. Renovate Owens and West End Market Food Courts**

This is a new project on the University's plan and is included as a high priority in order to provide improved and expanded dining service at two of the University's most in demand dining venues: West End Market and Owens Hall. The West End Market opened in 1998 as an 8,100 gross square foot addition to the Cochrane Hall student residence. This project requests funding to renovate and expand the kitchen and food preparation areas, including staff support functions, such as restrooms and locker rooms. To accommodate additional seating demand, a building addition as an extension of the dining area is proposed, seating an additional 100 diners. Owens Hall is a 97,600 gross square foot dining facility constructed in 1939. It has undergone four interior renovations, the latest completed in 1991. Several dining stations require equipment and service upgrades to provide efficient service and delivery. This project requests funding to renovate dining area, food service, and dining venue stations to improve functionality and appearance.

### **Cooperative Extension/Agricultural Experiment Station Division**

#### **1. Human & Agricultural Biosciences Building I**

This project has been on the University's plan since 2005 and is included in the first biennium as a high priority to provide the Agricultural Experiment Station in the College of Agriculture and Life Sciences expanded modern research space. The 93,000 gross square foot facility will be a combination of faculty offices, research offices and laboratories, and graduate student research space that will be used to house a number of research programs in the station. The proposed construction is a state-of-the-art laboratory facility to meet the modern demands of animal science research and discovery. New technologies, such as genetic engineering and information technology, are revolutionizing agriculture, the life sciences, and other natural resources, like forestry and wildlife. The laboratory facilities at Virginia Tech are not sufficient to meet the demands of this rapidly evolving area; thus, a new, modern laboratory is needed.

## **2010-2012 Biennium**

### **University Division**

#### **1. Maintenance Reserve**

Since 1982, the Commonwealth has allocated General Fund support for preserving state-owned facilities. The Executive and Legislative Branches have mandated that maintenance reserve requests be the first priority in all capital outlay requests. Individual projects to repair and maintain plant, property, or equipment are identified in the umbrella project request. These projects include roof repair or replacement, elevator repair and maintenance, repairs to air-handling systems, heating systems, storm sewers, and water and sewer systems. In 1994, the University established a parallel Maintenance Reserve program for the auxiliary enterprise facilities funded with enterprise resources.

#### **2. Renovate Historic Section of Davidson Hall**

This project has been on the University's plan since 1993, formerly titled Renovation/Addition of Davidson Hall. This project reflects the second phase of improvements to Davidson Hall and will renovate and rehabilitate the historic front section of the building. This includes the replacement and upgrade of electrical, plumbing, and mechanical ventilation systems, air-conditioning (connection to the central plant), and disposal of hazardous materials. These renovations will also renew the historic façade by cleaning and tuck pointing the masonry exterior and replacing any damaged masonry or coping. In addition, the windows, doors, and weather stripping will be replaced in order to realize increased energy savings.

#### **3. Engineering/Computational Sciences Instructional Facility**

This project has been on the University's plan since 2003, formerly titled Computational Sciences Instructional Facility, to address a shortage of modern academic space capable of supporting the advanced technologies employed in the growing fields of computer science and engineering. To meet the current demands for modern instructional space in computational science, the University temporarily leases 45,000 square feet of off-campus space in the research center. In order to provide permanent space for the program, the University is requesting this proposed 61,000 gross square foot building to meet the needs of the Department of Computer Science for modern classroom, laboratory, and academic office space. The proposed building will provide a highly advanced computing infrastructure with considerable flexibility in its instructional spaces and research laboratories.

#### **4. Renovate Price Hall**

Price Hall was constructed in 1904 and is one of the oldest buildings on the campus. It has not received major renovations, upgrades, or improvement projects since the original construction was completed. The building has become outdated and deterioration is progressing beyond the scope of normal operations and maintenance reserve repairs and replacements. The infrastructure, architectural finishes, mechanical, electrical, and plumbing systems have long outlived their useful lives and require replacement. The existing building is not air conditioned and does not have mechanical ventilation systems. The building is in need of significant upgrades to improve compliance with accessibility, building, and life safety codes and to improve overall building function. This project requests

authorization to gut and renovate the building for offices, conference/seminar rooms, classrooms, and computer laboratories for departments of the School of Education.

#### 5. Renovate Sandy Hall

Sandy Hall was constructed in 1924 and has not had any major improvements or renovations since the original construction. The building includes about 12,400 gross square feet, and the building's support systems and infrastructure are outdated and inefficient. Further, the building is not air-conditioned and does not have mechanical ventilation systems. Sandy Hall currently houses the Interior Design and Building Construction programs, which are moving to new facilities. This will vacate Sandy Hall for renovation activities. This project is requested to renovate the building with minor structural improvements; upgrades to mechanical, electrical, fire protection and plumbing systems; improvements to accessibility and egress; installation of air-conditioning; refurbishment of architectural finishes; and building envelope repairs. These improvements will extend the useful life of the building for continued service for academic and academic support programs.

#### 6. Renovate Classroom Infrastructure, Phase II

This project directly supports a key University initiative, the Instructional Development Initiative, by systematically improving general assignment classrooms. This Phase II project will follow the Phase I project scheduled for completion in fiscal year 2008. A substantial number of the 168 general assignment classrooms throughout the academic buildings do not have adequate infrastructure to support a technology-based educational program. This project plans improvements to 17 medium to large size general assignment classrooms. Improvements will include installation of a variety of computer-based learning/teaching stations and supporting upgrades to provide computer integrated class labs, presentation classrooms, and multimedia instructional spaces. In order to achieve these improvements in the learning environments, the classrooms need upgrades to various building systems, such as electrical, HVAC, and telecommunications distribution, as well as improved acoustical and security applications.

#### 7. Translational Medicine Laboratory

The Translational Medicine Laboratory project requests an authorization for a 92,300 gross square foot scientific laboratory facility to fully support the expansion of the life sciences programs and to house the Center for Infectious Disease (CMMID). A key component of the University's strategic plan is to advance the University's research program through the development of expanded basic and applied research in the biological and life sciences. This facility is planned to specifically meet the needs of the University to engage in translational medicine research and clinical interventions. Increasingly, biomedical research and basic research in bacteriology, immunology, and oncology require access to animal tissue and clinical settings to investigate disease in animals and to test initial drug and procedural innovations.

## 8. Life Sciences Research Laboratory II

This project requests an authorization for a 92,300 gross square foot scientific laboratory facility to fully support the envisioned life sciences program. A key component of the University's strategic plan is to advance the University's research program through the development of expanded basic and applied research in the biological and life sciences. The University has made strides toward this goal with the implementation of the Bioinformatics program, its joint degree program in biomedical engineering and research with Wake Forest University, and recent restructuring efforts designed to reorganize existing University resources in microbiology, cell biology, macromolecular sciences, and genomics to more effectively accomplish its life sciences goals. The University is confronted with an aging inventory of science laboratory space, with much of it built in the 1970's, 1980's, and before, that is inadequate, even with significant renovation, to support the new protocols and instrumentation these micro- and nano-scale investigations require. This facility is needed to provide the sophisticated, state-of-the-art research laboratory space that is required by the technologies utilized in these expanding research science fields.

## 9. Renovate Randolph Hall

The building was constructed in 1952, with an addition in 1959, and several non-capital, small-scale improvements over the years. The building includes about 166,000 gross square feet and houses several departments in the College of Engineering, including Aerospace and Ocean Engineering, Chemical Engineering, Engineering Education, and Mechanical Engineering. The building is outdated and does not support teaching and research in the 21st century in engineering disciplines. This project involves the renovation of the building envelope, interior infrastructure upgrades, improved handicapped accessibility, and mechanical system upgrades. The requested renovation provides for improved functional layouts and departmental adjacencies for units within the building and spaces for offices, classrooms, instructional/research laboratories, and associated support spaces.

## 10. Undergraduate Science Laboratory Building

This is a new project on the University's capital plan and is included in the second biennium as a priority to provide new instructional space serving undergraduate science programs. This project requests authorization to construct a new facility of 74,300 gross square feet for undergraduate science laboratories, laboratory support services, and office space for faculty in the departments of Biology and Human Nutrition and Foods. The existing laboratory facilities currently being used to deliver instruction in Derring, Engel, and Wallace Halls are old, with outdated infrastructure, and in space not in compliance with current building codes. Efforts to upgrade these facilities to accommodate the modern technology involved in teaching science courses are encountering major obstacles, including structural barriers and limitations, such as low floor-to-floor heights and bearing walls interfering with space reconfigurations. The only practical option is to construct a new science laboratory facility and reprogram Derring Hall for less intensive non-laboratory uses. The same situation is repeated in Engel Hall, built in 1961, and in Wallace Hall, constructed in 1968.

## 11. Renovate Newman Library

Newman Library was constructed in 1955, with an addition in 1980, and serves as the central materials storage for the entire university. With the anticipated construction of the



Newman Library Addition high-density volume management system requested in the 2008-2010 biennium, existing stack space will become available for other academic program use. This project request is for the reorganization and modernization of the library. The goal is to provide a quality library environment with up-to-date interactive learning formats that serve the 21st century university campus. Improvements include main floor reorganizations to enhance general circulation space, additional student study spaces, and more efficient, consolidated staff work areas.

## 12. Renovate Derring Hall for Architecture and Business

Derring Hall was constructed in 1969, and the building has not had any major improvements or renovations since the original construction was completed. The building includes about 208,000 gross square feet and houses general assignment instructional laboratories and components of the biology, chemistry, geological sciences, and physics programs. The building has become outdated and deterioration is progressing beyond the scope of normal operations and maintenance reserve repairs. This project requests authorization to renovate Derring Hall and address the need for upgraded HVAC systems, upgraded electrical systems, rehabilitated and improved plumbing systems, and overall renovations intended to meet accessibility and life safety codes, and to improve the programmatic function of the building. These building renovations will extend the useful life of the facility as an academic building.

## 13. Chiller Plant, Phase II

This approach will also allow for an on-going phasing out (decommissioning) of existing individual building chillers as initiated by the Phase I project included in the first biennium. This project has been on the University's plan since 2005 and is included in the second biennium as a high priority in order to "piggyback" the Chiller Plant, Phase I project included in the first biennium. This Phase II project is envisioned to meet cooling capacity requirements in the future as new construction expands in the south and west portions of campus where a "central" chilled water plant will be required to avoid inefficient operations and costly stand-alone chillers and cooling towers.

## 14. Renovate Robeson Hall

The building includes about 66,000 gross square feet and is a critical science building housing a major portion of the Physics department. Robeson Hall was constructed in 1960 and there have been no major improvements or renovations since original construction was completed. The building has become outdated and deterioration is progressing beyond the scope of normal operations and maintenance reserve repairs and replacements. This project requests authorization to renovate Robeson Hall and address the need for upgraded HVAC systems, air conditioning, upgraded electrical systems, rehabilitated and improved plumbing systems, and renovations to attain facility building and life safety code compliance. These building renovations will extend the useful life of the facility as a critical science building on the University's campus.

## 15. Wood Science Department Building

This is a new project on the University's capital plan and is included in the second biennium as a priority to provide new instructional space serving Wood Science and Forest Products instructional and research programs. This project requests authorization to construct a new

facility of 92,300 gross square feet for science classrooms, laboratories, laboratory support services, and office space for faculty in the College of Natural Resources. There is not sufficient total space currently available within the College of Natural Resources to provide the volume and types of space needed. Based on estimates of personnel, teaching, and research needs for the Wood Science and Forest Products department, a classroom and research facility with 60,000 square feet of assignable space is needed. This estimate is based on the need for 74 offices, 12 research laboratories, 4 general purpose classrooms, 18 computational and teaching labs, 5 storage rooms, 3 conference rooms, and 1 flex space open office suite. The program estimates the need for housing 36 faculty, 80 graduate students, 30 post doctoral and research associates, and 10 support staff.

#### 16. Replace CIMMID Laboratories

This is a new project on the University's capital plan and is included to replace antiquated life sciences research laboratories and support facilities currently located at the Center for Molecular Medicine and Infectious Disease (CMMID) complex. CMMID is engaged in a variety of research to understand the disease process and to design prevention strategies by using animal models of diseases that affect humans and domesticated animals. Research programs explore bacteriology, immunology, virology, parasitology, avian medicine, aquatic medicine and cellular biology.

#### 17. Repair Hahn Hall Exhaust Fan

Hahn Hall was constructed in 1988 and is a 71,000 gross square foot chemistry instructional research facility. The equipment components of the high velocity exhaust system of the building are not performing as intended, and the original design is not achieving the planned results. These deficiencies are causing long-term, serious building use and maintenance problems. The exhaust fans are critical to maintaining safety in the laboratories and need to be replaced due to their poor performance and decreasing reliability.

#### 18. Code Compliance: Fire Alarm Systems and Access

The University's health, safety, and accessibility initiative for the campus is an ongoing effort. The University has made important progress toward improving the campus in this regard with prior funding authorizations that supported critical safety and accessibility improvements. This project request is for authorization and funding to continue progress on needed campus improvements in several educational and general facilities. The focus of this request is accessibility improvements, fire alarm systems, and updating needs assessment and planning.



### 19. VTTI Building III – Capital Lease

This is a new project on the University's plan, and it is included in the second biennium in order to provide additional private and open office space for faculty, researchers, and support personnel for expansion of the Virginia Tech Transportation Institute (VTTI). Additional conference and meeting space of varying sizes are also required. A vehicle garage and laboratory will also be integrated into the facility, along with additional parking for approximately 200 vehicles. VTTI is engaged in applied research in exploring and solving transportation problems. This 50,000 gross square foot building will facilitate expansion of the interdisciplinary, multidisciplinary research center. The existing two buildings comprising the center have no additional space available, and an adjoining facility accommodating staff and program growth is essential.

### 20. Additional Lodging Rooms at the Inn (55 Rooms)

This is a new project on the University's capital plan and is included in the second biennium to provide additional visitor accommodations on campus. Lodging at the Inn at Virginia Tech has been in high demand since the opening of the Inn during July 2005. The Inn has 147 lodging rooms, primarily double rooms, and a few suites. Often the lodging rooms are fully booked, requiring patrons to go elsewhere for accommodations. This presents significant logistical challenges for larger conferences and sometimes results in loss of business. Initial design of the Inn and Conference Center planned the future expansion of a wing of lodging rooms. This project will be the continuation of that planning. The Inn management projects an additional 55 guest rooms are needed to meet normal demand, particularly in support of the Conference Center programs and events.

### 21. Technology Infrastructure

This is a new project on the University's capital plan and is included to transform the University's technology environment to support current and future instruction, research, and outreach. The project will replace aging wires with updated traditional communications networks and systems, and will create a radically advanced high performance, flexible, cost effective collaboration and analysis infrastructure and tools that will be under the control of and subtly responsive to the needs of researchers, educators, students, and administrators. This comprehensive, underlying infrastructure will support this new information environment for Virginia Tech now and in the future. The project includes four key areas of improvement: access spaces, distribution, intelligent infrastructure, and pervasive access.

### 22. Olympic Sports Locker Rooms and Training Facility

This new project on the University's plan is included to provide Olympic sports teams with locker room, changing, and training facilities convenient to the outdoor sports facilities and venues, and Rector Field House. The proposed 15,000 gross square foot facility will comprise additions to Rector Field House, anticipated to be located along the long ends of the existing facility. On the north side, facing the intercollegiate soccer field, viewing stands will be placed above the locker room, changing, and training facilities, providing additional game seating. The program will include men's and women's locker rooms, changing and shower rooms, training rooms, a sports medicine room, and equipment/supply storage. The Olympic sports teams planning to use the facilities include baseball, softball, lacrosse, track and field, and soccer.

## **Cooperative Extension/Agricultural Experiment Station Division**

### **1. Plant Growth Center Laboratory Building**

This is a new project on the University's capital plan and is included in the second biennium to construct a 92,300 gross square foot plant growth center to replace the outdated and inadequate existing greenhouse complex. The instructional head-house was constructed in 1954 and the greenhouses added in 1973. The existing greenhouses and instructional head-house building lack space for growing transgenic plants and do not have functional growth chambers, severely limiting any ability to undertake plant growth research programs. A modern, technologically-advanced facility is needed to meet current and future program, research, and instructional needs. The Plant Growth Center Laboratory Building, in addition to greenhouse space, is planned to include a conservatory, greenhouse technology development laboratory, growth chamber, tissue culture laboratory, pesticide storage and mixing area, environmental control chambers, classrooms, an exhibition area, offices, and general storage. The greenhouse space will include BL1P – 4P space, incorporating state of the art temperature and environmental controls and containment for transgenic plant growth and development.

### **2. Renovate Kentland Facilities**

This project has been on the University's plan since 1993, formerly titled Kentland Renovations/Addition. The original Kentland facility was constructed in 1818. This requested project includes a complete renovation of the existing facility to restore the building and to correct deterioration and deficiencies. The project also includes new construction of a general-purpose facility that would house classroom, conference, laboratory, and office space, along with an equipment repair facility for the repair, maintenance, and covered storage of farm equipment.

## **2012-2014 Biennium**

### **University Division**

#### **1. Maintenance Reserve**

Since 1982, the Commonwealth has allocated General Fund support for preserving state-owned facilities. The Executive and Legislative Branches have mandated that maintenance reserve requests be the first priority in all capital outlay requests. Individual projects to repair and maintain plant, property, or equipment are identified in the umbrella project request. These projects include roof repair or replacement, elevator repair and maintenance, repairs to air-handling systems, heating systems, storm sewers, and water and sewer systems. In 1994, the University established a parallel Maintenance Reserve program for the auxiliary enterprise facilities funded with enterprise resources.

## 2. Renovate Patton Hall

Patton Hall was constructed in 1926, and it has not had any major renovations or improvements since it went into service. The building totals about 53,000 gross square feet and houses the Civil Engineering program and the Science and Mechanics Engineering program. The building is outdated and does not support engineering discipline teaching and research in the 21st century. This project involves the renovation of the building envelope, interior upgrades, accessibility improvements, life safety upgrades and building systems replacement. This project is requested to renovate the building with upgrades to include mechanical systems, electrical systems, fire protection and plumbing systems, telecommunications systems, installation of air-conditioning, and refurbishment of architectural finishes. These improvements will extend the useful life of the building for continued service for academic, research, and academic support programs.

## 3. Renovate Norris Hall

Norris Hall was constructed in two phases: the west wing in 1960 and the east wing in 1962. There have been no major building improvements or renovations since the original construction was completed. The building is about 72,400 gross square feet and serves Engineering Science and Mechanics and a portion of Civil and Environmental Engineering. This project is requested to renovate the building with upgrades to include mechanical systems, electrical systems, fire protection and plumbing systems, telecommunication systems, accessibility, egress, installation of air-conditioning, refurbishment of architectural finishes, and building envelope repairs. These improvements will extend the useful life of the building for continued service for academic, research, and academic support programs.

## 4. Renovate Holden Hall

Holden Hall was constructed in 1940 and has not had any major renovations or building improvements since it went into service. The building totals about 42,100 gross square feet and houses the Mining and Minerals Engineering program and the Materials Science and Engineering program. The building is outdated and does not support engineering discipline teaching and research in the 21st century. This project involves major renovations to the building to improve classrooms, academic office space, and laboratories. The scope of the project is envisioned to include renovation of offices, laboratories, classrooms, and support spaces. This project is requested to renovate the building with upgrades to include mechanical systems, electrical systems, fire protection and plumbing systems, telecommunication systems, accessibility, egress, installation of air-conditioning, refurbishment of architectural finishes, and building envelope repairs. These improvements will extend the useful life of the building for continued service for academic, research and academic support programs.

## 5. Chiller Plant, Phase III

This is a new project on the University's capital plan and is included in the third biennium as a high priority in order to "piggyback" the Chiller Plant, Phase II project included in the second biennium. This Phase III project is envisioned to meet cooling capacity requirements in the future as new construction expands in the south and west portions of campus where a "central" chilled water plant will be required to avoid inefficient operations and costly stand-alone chillers and cooling towers. The University is proposing a proactive approach that will discontinue the trend of increasing O&M costs and purchase of stand-

alone chillers and cooling towers within the scope of new capital project construction budgets.

#### 6. Renovate Hutcheson/Smyth Halls

Hutcheson Hall was constructed in 1940 and Smyth Hall was constructed in 1939. These connected buildings are, in general, in structurally sound condition, and renovations are needed to continue to provide appropriate 21st century teaching and learning environments. The buildings have become outdated, and deterioration is progressing beyond the scope of normal operations and maintenance reserve repairs and replacements. The buildings are no longer able to provide a satisfactory environment for current academic instruction. This project is requested to renovate the facility with upgrades to include mechanical systems, electrical systems, fire protection and plumbing systems, telecommunications systems, accessibility, egress, installation of air-conditioning, refurbishment of architectural finishes, and building envelope repairs. These improvements will extend the useful life of the facility for continued service for academic, research, and academic support programs.

#### 7. Renovate Thomas Hall for Academic Programs

Thomas Hall was constructed in 1949 with a renovation in 1970. The building totals about 38,000 gross square feet and currently serves as a residence hall. The building is significantly outdated and deteriorated, and since the residential system has shifted capacity to the south portion of campus, its location is no longer contiguous with the overall residential system. This project will renew a building that has exceeded its original useful life and will provide a modern facility for departments in the College of Liberal Arts and Human Sciences. This project is requested to renovate the building with upgrades to include mechanical systems, electrical systems, fire protection and plumbing systems, telecommunications systems, accessibility, egress improvements, and improved functional layouts for offices, classrooms, and associated academic support spaces. These building renovations will extend the useful life of the facility as a critical academic building on the University's campus.

#### 8. Replace Femoyer Hall

The building was constructed in 1949 as a dormitory, with no major building improvements or renovations since it was originally constructed. The building includes about 36,000 gross square feet that houses components of the engineering, sociology, ROTC, academic advising, and university studies programs. These programs will be moved to other projects on the capital plan to make way for this building to be razed. The building condition has exceeded the cost-benefits of renovation work and the University has determined that razing the facility and replacing it with a new 35,500 gross square foot building is the most effective use of this prime campus real estate.

#### 9. Code Compliance: Fire Alarm Systems and Access

The University's health, safety, and accessibility initiative for the campus is an ongoing effort. The University has made important progress toward improving the campus in this regard with prior funding authorizations that supported critical safety and accessibility improvements. This project request is for authorization and funding to continue progress on needed campus improvements in several educational and general facilities. The focus of

this request is accessibility improvements, fire alarm systems, and updating needs assessment and planning.

#### 10. Architecture Research Facility

The proposed research facility is envisioned to centralize research of architectural, engineering, and environmental concerns facing K-12 educational facilities in the Commonwealth of Virginia. This research center will focus on the issues affecting design and construction of the existing aging schools in the nation, as well as future schools. It is estimated that the Commonwealth of Virginia will spend billions of dollars in the next two decades renovating and building new primary and secondary public school facilities. Many of the research operations for this facility need to be modeled in environments that closely replicate actual conditions. This facility will provide laboratory space and adjacent specialized testing and support equipment areas capable of accommodating mock-ups built to full scale. Shop areas will include metal, woodworking, and fiberglass capabilities.

#### 11. Northwest Student Union Facility

This project has been on the University's plan since 2005 and is included in the third biennium to provide student union services to the northwest section of campus. The northwest corner of campus currently includes over 15 major academic and administrative buildings, and has been identified as a prime area for future campus development. The lone student services facility in the area is the G. Burke Johnston Student Center, which only includes one fast food franchise and one coffee bar. The proposed Northwest Student Union Facility will provide much needed campus-wide student service support functions. The Squires Student Center houses most of the facilities supporting student organization, club, and government groups, including work spaces, meeting rooms, and support functions. Numerous student groups can not be accommodated in Squires due to a lack of space and are forced to do without accommodations. The Northwest Student Union Facility will greatly alleviate this overcrowding and will provide capacity to meet the expectations of current and prospective students.

#### 12. Renovate Cadet Residence Halls (Brodie, Rasche, Monteith)

The Corp of Cadets reside in three residence halls; Rasche Hall and Brodie Hall house about 294 beds each and were constructed in 1894 and 1900, respectively; and Monteith Hall houses about 232 beds and was constructed in 1949. Few improvements have been undertaken since the original construction of each of these residence halls. Extensive accessibility improvements and provisions are required, including developing a means to negotiate differing floor heights between commons areas and hall wings, and upgrading bathrooms with widespread ADA deficiencies. Means of egress and fire protection systems require upgrades to meet current code requirements. Finishes are worn out and many furnishings require replacement. Social gathering, lounge, and study space is inadequate and cannot adequately serve the Cadet program and its organizational needs.

#### 13. Oak Lane Commons Building

This commons is envisioned to create a common group facility providing shared dining, community development, and student services. The Oak Lane Community Special Purpose Housing currently includes living facilities for 18 groups with a resident capacity of 616. The

individual 18 housing units have limited meeting spaces that are sized to accommodate the number of residents in each house, but there are no spaces to allow combined groups of residents to get together. This 20,000 gross square foot facility is envisioned to contain the following spaces/functions: food service, meeting/seminar, social, lounge, fitness, service and offices.

#### 14. CNS Storage Facility

As part of the transformation of teaching and learning environments through the use of technology, a consistent, reliable, on-demand supply of communications technology infrastructure is critical to the key missions of Virginia Tech. The University currently leases storage space for communications network services materials and equipment to ensure adequate response times. This project requests authorization to construct a new warehouse facility that will replace the leased space. This space will be used to store, test, certify, and stage equipment that must be readily available for utilization on the campus. New warehouse space will continue the service readiness at an overall lower facility cost because the university will have ownership of the building.

Recommendation: That the proposed Capital Outlay Plan for 2008-2014 be ratified.

## CAPITAL OUTLAY PLAN FOR 2008-2014

## FIRST BIENNIUM -- 2008-2010

## VIRGINIA TECH

as of April 17, 2007

	Estimated Cost in Thousands		
	General Funds	Nongeneral Fund	Total
<b>UNIVERSITY DIVISION (208)</b>			
1 Maintenance Reserve	\$ 24,000	\$ 8,000	\$ 32,000
2 Replace Deteriorated Section of Davidson Hall	31,400		31,400
3 Renovate Liberal Arts Building	7,550		7,550
4 Sciences Research and Academic Building	31,450	16,800	48,250
5 Cyber Arts and Creative Technologies Laboratory	19,200		19,200
6 Chiller Plant, Phase I	12,060	8,040	20,100
7 Classroom Building	23,050		23,050
8 Veterinary Medicine Instruction Addition	10,725	1,400	12,125
9 Engineering Signature Building	45,250	35,000	80,250
10 Library High Density Storage-High Speed Access Facility	7,800		7,800
11 Renovate Lane Hall and Construct Addition	16,275		16,275
12 Academic and Student Affairs Building	8,450	33,800	42,250
13 Code Compliance: Fire Alarm Systems and Access	3,000		3,000
14 Addition to VBI		29,575	29,575
15 Repair McComas Hall Exterior Wall Structure		1,500	1,500
16 Basketball Practice Facility		20,000	20,000
17 Renovate East and West Ambler Johnston		65,000	65,000
18 Renovate Owens and West End Market Food Courts		5,000	5,000
<b>TOTAL</b>	<b>240,210</b>	<b>224,115</b>	<b>464,325</b>
<b>COOPERATIVE EXTENSION/AGRICULTURAL EXPERIMENT STATION DIVISION (229)</b>			
1 Human and Agricultural Biosciences Building I	54,275		54,275
<b>TOTAL</b>	<b>54,275</b>		<b>54,275</b>
<b>BIENNIUM TOTAL</b>	<b>\$294,485</b>	<b>\$224,115</b>	<b>\$518,600</b>

**NOTE:**

Costs reflect midpoint of construction in 2011 at 5 percent annual inflation.

## CAPITAL OUTLAY PLAN FOR 2008-2014

## SECOND BIENNIUM -- 2010-2012

## VIRGINIA TECH

as of April 17, 2007

	Estimated Cost in Thousands		
	General Funds	Nongeneral Fund	Total
<b>UNIVERSITY DIVISION (208)</b>			
1 Maintenance Reserve	\$ 26,000	\$ 8,000	\$ 34,000
2 Renovate Historic Section of Davidson Hall	16,425		16,425
3 Engineering/Computational Sciences Instructional Facility	21,970	11,830	33,800
4 Renovate Price Hall	34,154		34,154
5 Renovate Sandy Hall	6,700		6,700
6 Renovate Classroom Infrastructure, Phase II	4,800		4,800
7 Translational Medicine Laboratory	31,200	31,200	62,400
8 Life Sciences Research Laboratory II	30,175	30,175	60,350
9 Renovate Randolph Hall	55,763	18,587	74,350
10 Undergraduate Science Laboratory Building	41,150		41,150
11 Renovate Newman Library	53,550		53,550
12 Renovate Derring Hall for Architecture and Business	47,050		47,050
13 Chiller Plant, Phase II	12,000	8,000	20,000
14 Renovate Robeson Hall	32,350		32,350
15 Wood Science Department Building	40,568	13,522	54,090
16 Replace CIMMID Laboratories	7,700	7,700	15,400
17 Repair Hahn Hall Exhaust Fan	2,700		2,700
18 Code Compliance: Fire Alarm Systems and Access	3,000		3,000
19 VTTI Building III -- Capital Lease		20,000	20,000
20 Additional Lodging Rooms at the Inn (55 rooms)		15,800	15,800
21 Technology Infrastructure		31,000	31,000
22 Olympic Sports Locker Rooms and Training Facility		4,800	4,800
<b>TOTAL</b>	<b>467,255</b>	<b>200,614</b>	<b>667,869</b>
<b>COOPERATIVE EXTENSION/AGRICULTURAL EXPERIMENT STATION DIVISION (229)</b>			
1 Plant Growth Center Laboratory Building	59,900		59,900
2 Renovate Kentland Facilities	6,100		6,100
<b>TOTAL</b>	<b>66,000</b>		<b>66,000</b>
<b>BIENNIUM TOTAL</b>	<b>\$533,255</b>	<b>\$200,614</b>	<b>\$733,869</b>

**NOTE:**

Costs reflect midpoint of construction in 2013 at 5 percent annual inflation.



## Schedule 3

## CAPITAL OUTLAY PLAN FOR 2008-2014

## THIRD BIENNIUM -- 2012-2014

## VIRGINIA TECH

as of April 17, 2007

	Estimated Cost in Thousands		
	General Funds	Nongeneral Fund	Total
<b>UNIVERSITY DIVISION (208)</b>			
1 Maintenance Reserve	\$ 28,000	\$ 8,000	\$ 36,000
2 Renovate Patton Hall	28,350		28,350
3 Renovate Norris Hall	27,360		27,360
4 Renovate Holden Hall	20,400		20,400
5 Chiller Plant, Phase III	12,000	8,000	20,000
6 Renovate Hutcheson/Smyth Halls	45,300		45,300
7 Renovate Thomas Hall for Academic Programs	14,800		14,800
8 Replace Femoyer Hall	18,315		18,315
9 Code Compliance: Fire Alarm Systems and Access	3,000		3,000
10 Architecture Research Facility		14,770	14,770
11 Northwest Student Union Facility		44,120	44,120
12 Renovate Cadet Residence Halls (Brodie, Rasche, Monteith)		40,000	40,000
13 Oak Lane Commons Building		9,500	9,500
14 CNS Storage Facility		5,545	5,545
<b>TOTAL</b>	197,525	129,935	327,460
<b>COOPERATIVE EXTENSION/AGRICULTURAL EXPERIMENT STATION DIVISION (229)</b>			
<b>TOTAL</b>	-	-	-
<b>BIENNIUM TOTAL</b>	\$197,525	\$129,935	\$327,460
<b>TOTAL OF 2008-2014 PLAN</b>	\$1,025,265	\$554,664	\$1,579,929

**NOTE:**

Costs reflect midpoint of construction in 2015 at 5 percent annual inflation.

## **APPROVAL OF AUXILIARY MAINTENANCE RESERVE PROJECT**

### **VIRGINIA TECH**

**April 27, 2007**

Virginia was one of the first states to recognize the need to provide supplemental ongoing funding for major maintenance of facilities. Beginning in the 1982-84 biennium, the General Assembly appropriated state funds to the public institutions of higher education to accomplish major repair projects for Educational and General facilities which could not be accomplished within existing appropriations. The program is conducted through an on-going capital project called Maintenance Reserve. The state appropriates General Fund resources each biennium to address major maintenance needs, and, since 1982, the state has allocated \$88 million to Virginia Tech for deferred maintenance.

By state definition, a maintenance reserve project is a major repair or replacement to plant, property, or equipment that is intended to extend its useful life. Each project usually costs between \$25,000 and \$1,000,000 and must meet one or more of the following criteria:

- Repair or replacement of functionally obsolete, damaged, or inoperable built-in equipment such as elevators, furnaces, plumbing fixtures, air conditioning, and ventilation.
- Repair or replacement of components of a plant, such as exterior wood, masonry, ceilings, floors, floor coverings, doors, windows, roofs, sidewalks, parking lots, fencing, and exterior lighting.
- Repair or replacement of existing utility systems, such as steam lines, natural gas, air, electrical, water, and sewer.
- Correction of problems resulting from erosion and drainage.
- Work related to handicapped access, energy conservation, building and safety codes compliance, lead paint abatement, or asbestos correction.

In 1994, the University established a Maintenance Reserve program for auxiliary enterprise facilities. This program is authorized and managed under a capital project like the Educational and General program. Major maintenance repair needs are identified as part of routine facility inspections and assessments, priorities are established jointly by facilities and the auxiliary enterprise units, and each planned activity on subprojects is approved by finance. Auxiliary enterprise units are self-supporting and their resources are nongeneral fund. The auxiliary enterprise units with facilities allocate resources to support Maintenance Reserve costs on an annual basis as an integral part of the auxiliary budget planning process. The Auxiliary Maintenance Reserve project is a 100 percent nongeneral fund project. The project is currently authorized on the state books and the appropriation level is increased by the state on an as needed basis.

Under the 2006 Management Agreement between the Commonwealth of Virginia and the University, the Board of Visitors has the authority to approve nongeneral fund capital outlay projects. This request is to establish a local Auxiliary Maintenance Reserve project to shift the program from the state to the University. The project is envisioned to be an on-going program with future resource allocations and adjustments identified as part of the auxiliary budget planning process and with expense budget adjustments reflected on the capital outlay section of the Financial Performance Report. The initial budget level for the proposed project is \$5.2 million and includes an estimated \$1 million of outstanding authorization on the state books that will be closed June 30, 2007 and \$4.2 million of resources budgeted for fiscal year 2007-2008.

## **Resolution on Auxiliary Maintenance Reserve Project**

**WHEREAS**, the Auxiliary Maintenance Reserve project is an on-going capital project for major maintenance repairs to extend the useful life of facilities; and

**WHEREAS**, the University has an existing Auxiliary Maintenance Reserve project authorized on the state books; and

**WHEREAS**, major maintenance repair needs are identified as part of routine facility inspections and assessments, priorities are established jointly by facilities and the auxiliary enterprise units, and subprojects are approved by finance; and

**WHEREAS**, the Auxiliary Enterprise units are self-supporting; and

**WHEREAS**, the existing Auxiliary Maintenance Reserve project is a 100 percent nongeneral fund capital project; and

**WHEREAS**, the University allocates resources to support the Auxiliary Maintenance Reserve project as part of the auxiliary enterprise budget planning process; 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, and funding of nongeneral funded major capital outlay projects; and

**WHEREAS**, this request is to establish a university Auxiliary Maintenance Reserve project to replace the existing state project with an initial budget of \$5.2 million; and

**WHEREAS**, the University will make future allocations and adjustments to the Auxiliary Maintenance Reserve project budget as part of the auxiliary budget planning process and will adjust expense budgets as reflected on the capital outlay section of the Financial Performance Report;

**NOW THEREFORE BE IT RESOLVED**, that the University be authorized to move forward with establishing a locally managed Auxiliary Maintenance Reserve project.

### **RECOMMENDATION:**

That the resolution authorizing Virginia Tech to establish a locally managed Auxiliary Maintenance Reserve project be approved.

June 4, 2007

## **APPROVAL OF PLANNING PROJECT FOR ACADEMIC AND STUDENT AFFAIRS BUILDING**

**VIRGINIA TECH**

**April 27, 2007**

This project has been on the University's plan since 2005 and is included in the first biennium as a high priority to provide instructional space, dining services, and student union services on the north side of campus. The proposed project is envisioned as a 91,200 gross square foot, five story building. The building plan includes two floors of instructional space, two floors of dining service space, and one floor of student union space. The two lower floors will be dining services, the third floor will be student union space, and the top two floors will be instructional space with shared student union programming in the evenings.

Overall, the University does not have adequate instructional support space for students seeking individual and group work space and group seminar space. The new problem-based curricula requirements for students to work in teams to research and develop cross-disciplinary solutions have evolved after the construction of virtually all of the academic space on the Virginia Tech campus. These informal work areas are not available in sufficient quantities on the University campus. This project will include instructional space to address the most pressing of these requirements for the University's students.

The north side of campus includes outdated dining and limited student union space. The existing dining facility, Shultz Hall (constructed in 1962), is obsolete for dining service and its structure prohibits adequate renovations to meet student expectations. Shultz Hall will be vacated by the dining program and turned over to the academic program for conversion to a fitting instruction program, the Cyber Arts and Creative Technologies Laboratory. The existing student union facilities, Squires and G. Burke Johnston (constructed in 1990), are overcrowded and can not meet increasing student demand for study, group meeting, and student organization space and address the changing needs and expectations of today's college students. This project will help address the need for these auxiliary enterprise services.

This project will provide undergraduate and graduate students a convenient facility with an array of needed spaces and services. The instructional space will provide needed class and seminar space during the class day, which will double as student activity space, tutorial space, and student group-work space after hours. Several offices that serve students, for example, Services to Students with Disabilities, likely will be housed in the facility where students can gain easy access throughout the class day. The opportunity to share space with student auxiliary services will be an innovation for Virginia Tech as it works to meet student expectations.

The dining and student union spaces are auxiliary enterprises. These programs are essential from the student perspective, particularly for undergraduates. The dining space will include multiple, modern food service venues. The student union space will include an information desk, office space, study and lounge areas, student meeting rooms, and student organization and group spaces that are in high demand on the academic core of campus.

The project total cost is \$42.25 million and the funding plan calls for \$8.45 million of General Fund support and \$33.8 million of nongeneral fund support. The nongeneral fund component is

planned as debt that will be repaid by revenue generated from the dining program operations and student fees related to the university unions and student activities.

To expedite the project and avoid a year of inflation associated with the state budget process, the University requests Board of Visitors' approval to initiate planning under restructuring as a 100 percent nongeneral fund activity. The University may move forward with this strategy at some risk to the potential future General Fund support for the instructional component. If General Fund support is approved for the project, the planning may convert to the state funded project, and the construction component will be managed as a state activity. The benefit of this strategy is saving about 12 months of inflation, which is estimated at approximately \$2.0 million. If General Fund support is not approved for the project in 2008, the University may move forward with only the auxiliary enterprise components and the instructional program would be deferred; on the other hand, the instructional component may proceed through the use of other nongeneral fund revenue.

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, and funding of nongeneral fund capital outlay projects. This request is for a \$2.72 million planning authorization to move forward with design of the proposed \$42.25 million Academic and Student Affairs Building. The University will bring forward a subsequent request to move forward with construction when design is underway and costs and schedule are validated.

## **Resolution on Planning Project for the Academic and Student Affairs Building**

**WHEREAS**, this project has been on the University's plan since 2005 and is included in the first biennium of the 2008-2014 capital outlay plan as a high priority to provide instructional space, dining services, and student union services on the north side of campus; and

**WHEREAS**, the University does not have adequate instructional support space for students seeking individual and group work space and group seminar space; and

**WHEREAS**, on the north side of campus, existing dining facilities are outdated and student union space is limited; and

**WHEREAS**, the proposed project is envisioned as a 91,200 gross square foot, five story building including two floors of dining services, a floor of student union space, and two floors of instructional space with shared student union programming in the evenings; and

**WHEREAS**, this project will provide undergraduate and graduate students a convenient facility with an array of needed spaces and services; and

**WHEREAS**, the estimated project cost inclusive of design and construction is \$42.25 million and the funding plan calls for \$8.45 million of General Fund support and \$33.8 million of nongeneral fund support; and

**WHEREAS**, the nongeneral fund component is planned as debt that will be repaid by revenue generated from the dining program operations and student fees related to the university unions and student activities; 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, and funding of nongeneral funded major capital outlay projects; and

**WHEREAS**, to expedite the project and avoid about a year of inflation associated with the state budget process, the University requests Board of Visitors' approval to initiate planning under restructuring as a 100 percent nongeneral fund activity in anticipation of state approval; and

**WHEREAS**, this request is for a \$2.72 million nongeneral fund planning authorization to move forward with design of the estimated \$42.25 million Academic and Student Affairs Building;

**NOW THEREFORE BE IT RESOLVED**, that the University be authorized to move forward with design of an Academic and Student Affairs Building.

### **RECOMMENDATION:**

That the resolution authorizing Virginia Tech to enter into design of an Academic and Student Affairs Building be approved.

June 4, 2007

**REVISED****APPROVAL OF REPAIR McCOMAS HALL EXTERIOR WALL STRUCTURE  
PROJECT (PHASE I)****VIRGINIA TECH****April 27, 2007**

This project is a new item on the University's 2008-2014 capital outlay plan and is included as a priority repair project to address structural and moisture penetration problems of the exterior wall of McComas Hall, a 118,225 gross square foot building. McComas Hall was constructed in 1998 as a combined use recreational sports, student health, and student counseling services building. The building has experienced ongoing leaks for several years and problems with door and window operations. Structural evaluation and facilities condition studies completed in 2006 identified numerous problems with the building envelope. Further, the studies identified multiple wide spread failures in masonry flashings, sealants, mortar joints, and material connections that are resulting in progressive and extreme moisture penetration (leaks), resulting in masonry veneer failure and damage to interior building components, finishes, and equipment.

The needed corrections are significant and repairs must be implemented expediently to stop the on-going damage from water leaks and mitigate any further damage. The project includes removal and replacement of the exterior building envelope, and the estimated project costs to address the initial phase is \$1.5 million. McComas Hall houses three auxiliary enterprise units, and the funding plan calls for 100 percent nongeneral fund support. The plan includes a debt issuance to cover project costs with repayment from student fees related to auxiliary enterprises. This project is included on the 2008-2014 Capital Plan submitted to the state as a way to inform the Commonwealth about 100 percent nongeneral fund projects through the normal budget process, when possible. The University may elect to pursue state approval to participate in a pooled bond program. The state pooled bond program is an efficient issuance instrument and may have lower overall costs of capital compared to a university issuance, all depending on issuance size.

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, and funding of nongeneral fund capital outlay projects. This request is for a \$1.5 million Phase 1 project authorization to correct McComas Hall's exterior wall system and for a debt authorization to finance the costs.

*REVISED*

**Resolution on Repair McComas Hall Exterior Wall Structure Project (Phase I)**

**WHEREAS**, McComas Hall was constructed in 1998 as a combined use recreational sports, student health, and student counseling services building; and

**WHEREAS**, the building has experienced ongoing leaks for several years and problems with door and window operations; and

**WHEREAS**, structural evaluation and facilities condition studies completed in 2006 identified numerous problems with the building envelope; and,

**WHEREAS**, this project is an item on the University's 2008-2014 capital plan; and

**WHEREAS**, the needed corrections are significant and repairs must be implemented expediently to stop the on-going damage from water leaks and mitigate any further damages; and,

**WHEREAS**, the project includes removal and replacement of the exterior building envelope, and the estimated project costs to correct the building exterior are \$1.5 million for Phase I; and,

**WHEREAS**, the University has developed a financing plan that can successfully support the \$1.5 million project costs; 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, and funding of nongeneral funded major capital outlay projects; and

**WHEREAS**, this request is to move forward with a \$1.5 million project to address McComas Hall's exterior wall system (Phase I) and for a debt authorization to finance the costs;

**NOW THEREFORE BE IT RESOLVED**, that the University be authorized to initiate Phase I of the Repair McComas Hall Exterior Wall Structure project.

**RECOMMENDATION:**

That the resolution authorizing Virginia Tech to initiate the Repair McComas Hall Exterior Wall Structure (Phase I) project be approved.

June 4, 2007



## **Approval of Planning Project for the VBI Addition Facility**

### **VIRGINIA TECH**

**May 21, 2007**

The Virginia Bioinformatics Institute (VBI) was established in 2000 with the mission to lead the Commonwealth's efforts to become a national and international leader in the field of bioinformatics and to enhance the Commonwealth's overall efforts in the life sciences. Since opening in 2000, VBI has grown from five staff in a small temporary leased space in the Corporate Research Center (CRC) to a major research engine with over 200 employees and with about 130,000 gross square feet of on-campus state-of-the-art laboratory space.

While VBI's growth over the past seven years has been outstanding, it continues to grow and needs more space to accommodate several key functions. The proposed addition is needed to support the relocation of the Network Dynamics and Simulation Science Laboratory (NDSSL) to the main VBI facility from the CRC and to provide for expansion space to support large computationally based research groups. VBI is leasing space in the CRC to house the initial setup of the NDSSL, a critical and growing research unit. This unit has about 25 personnel and is anticipated to reach about 100 employees over the next few years to support several U.S. Department of Defense funded projects. The CRC space is limited and can not accommodate NDSSL's projected growth. Further, collaboration among VBI research groups is a critical part of the success of the overall VBI program, and the dislocation from the main VBI facility hinders collaboration between the NDSSL faculty and other VBI faculty. Beyond the space needs of the NDSSL, other large VBI research groups, like the Cyber Infrastructure Group, need capacity for about 54 additional workstation areas to support ongoing funded projects.

The proposed solution to the space needs is a 50,000 gross square foot addition to the Bioinformatics II facility to accommodate the NDSSL and the Cyber Infrastructure Group with private and open office space for faculty, researchers, research associates, and support personnel, as well as additional conference, meeting, and assembly space of varying sizes for all VBI research groups. This project is placed in the second biennium of the University's 2008-2014 Capital Plan and is being expedited to address the faster than expected growth of NDSSL funded projects.

The estimated project cost of the proposed facility, inclusive of design, construction, and equipment, is \$29.575 million. As with all self-supporting projects, the University has developed a financing plan to provide assurance regarding the financial feasibility of the overall project. This plan calls for a debt issuance serviced by overhead revenues generated from grants and contracts and lease savings from the reallocation of the CRC lease. The estimated annual debt service of the proposed project is \$2.5 million. VBI currently earns between \$4.5 and \$5 million of overhead annually, the lease savings are about \$118,000 annually, and the annual debt service amount for the existing building is about \$1.6 million. The revenue amounts above do not include anticipated growth of the NDSSL group. As a result, the University is confident that the financial plan is sufficient to move forward with a planning authorization.

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, and funding of nongeneral fund capital outlay projects. This request is for a \$2.4 million planning authorization to move forward with design of the proposed \$29.575 million VBI Addition Facility. The University will bring forward a subsequent request to move forward with construction when design is underway and costs and schedule are validated.

## **Resolution on Planning Project for the VBI Addition Facility**

**WHEREAS**, the Virginia Bioinformatics Institute (VBI) is a dedicated, growing research enterprise that is projected to outgrow its existing on-campus research facilities; and

**WHEREAS**, the available space does not adequately support projected grant and contract activity and constrains growth; and

**WHEREAS**, a portion of the existing unmet space demand is being addressed with temporary space in the Corporate Research Center and a permanent space solution is needed that is co-located with the on-campus facilities; and

**WHEREAS**, the proposed VBI Addition Facility is envisioned as a 50,000 gross square foot building located adjacent to the existing on-campus VBI facilities including space to accommodate the Cyber Infrastructure Group, the Network Dynamics and Simulation Science Laboratory, and conferencing space; and

**WHEREAS**, this project will address the critical facility needs of the VBI program; and

**WHEREAS**, the estimated total project cost of the envisioned facility inclusive of design and construction is \$29.575 million with a funding plan that includes a debt issuance serviced by overhead from grant and contract activity; and

**WHEREAS**, the University has developed a financing plan that can successfully support the estimated \$29.575 million facility; 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, and funding of nongeneral funded major capital outlay projects; and

**WHEREAS**, this request is for a \$2.4 million planning authorization to move forward with design of the envisioned VBI Addition Facility; and

**WHEREAS**, the University will bring forward a subsequent request to move forward with construction when design is underway and costs and schedule are validated;

**NOW THEREFORE BE IT RESOLVED**, that the University be authorized to move forward with design of a VBI Addition Facility.

### **RECOMMENDATION:**

That the above resolution authorizing Virginia Tech to enter into design of a VBI Addition Facility be approved.

June 4, 2007

## Minutes

### STUDENT AFFAIRS AND ATHLETICS COMMITTEE OF THE BOARD OF VISITORS

June 4, 2007

Old Guard Salon  
The Inn at Virginia Tech  
8:30 a.m.

**PRESENT:** Mr. Michael Anzilotti, Chair  
Mr. L. Bruce Holland  
Mr. Greg Sagstetter  
Dr. Lori Wagner

**GUESTS:** Ms. Kim Beisecker, Dr. Cynthia Bonner, Mr. Tom Brown, Mr. Greg Esposito, Dr. Rick Ferraro, Mr. Tom Gabbard, Mr. Tim Hall, Dr. Zenobia Hikes, Ms. Donna Sanzenbach, Dr. Guy Sims, Mr. Ryan Smith, Dr. Edward Spencer, Ms. Meghan Williams, Mr. Ray Williams

1. **Opening remarks and approval of March 26, 2007, minutes.** Mr. Michael Anzilotti, Chair, thanked everyone for the support provided following the tragedy of April 16. He then submitted the minutes of the March 26 Student Affairs and Athletics Committee meeting to the committee for review and approval. The minutes were approved as written.
2. **Athletic Department Quarterly Report.** Mr. Tom Gabbard, Associate Director of Athletics, provided the quarterly report on the Athletic Department. On behalf of the athletics staff, he added his thanks for the way the university responded following April 16. Mr. Gabbard's presentation focused on three areas of athletics: academic performance, athletic performance, and facilities.

*Academic performance:* Virginia Tech has 431 student athletes on the team rosters, 48% maintain a cumulative GPA of 3.0 or higher, 70% achieved 3.0 or higher this semester, 29 student athletes earned a 4.0 semester GPA, the average team cumulative GPA was 3.08, the average semester team GPA was 3.29, 16 teams achieved a 3.0 or greater semester GPA, 13 teams maintain a 3.0 or greater cumulative GPA, the top team semester GPA was men's tennis at 3.65, the top cumulative GPA is tied between men's tennis and women's cross country at 3.46, the top graduate in the College of Engineering was women's soccer player Mallory Solder, who received a post graduate scholarship to MT.

*Athletic performance highlights:* The football team is one of only three teams in the country that have won 10 regular season games in each of the last three seasons; Bud Foster, defensive coordinator, won the Broyles Award as the nation's top assistant coach; fifteen of the 21 teams participated in post season play. Eight of our sports teams finished in the top four in the conference, four of the eight had conference championships: women's indoor and outdoor track, men's golf, and softball. The women's track and field team won the NCAA East Regional Championship.

*Facilities:* Funding for the basketball facility project has been approved by the Board of Visitors and the design phase has begun. The facility should be completed by 2009. They are adding 700-800 seats to the softball facility and lighting to Moseley Field so practices can be held in the evening. The soccer field in front of McComas Hall will add an operations booth to the top of the bleachers so cameras can be used for broadcasts. Mr. Gabbard indicated that the Athletics Department had a good year and they expect this trend to continue. Mr. Anzilotti asked for an update on the loss of tennis courts to the basketball practice facility. Mr. Gabbard responded that replacing the lost tennis courts is part of the plan for the basketball facility. Dr. Rick Ferraro also responded that some tennis courts will remain in their current location while others will be relocated.

3. **Student Affairs Update.** Before turning the floor over to Dr. Zenobia Hikes, Vice President for Student Affairs, Mr. Anzilotti congratulated Dr. Hikes on her selection as a Fulbright in Japan this summer. Dr. Hikes began her presentation by acknowledging the Student Affairs Team for their crisis response and consequence management following the April 16 tragedy. She indicated that during the summer, the division and other departments within the university will be involved in a review of emergency activities and procedures, health and wellness, support services, and facilities. Dr. Hikes discussed some areas of immediate focus for the division, such as New Student Orientation, parent communication and programming, and our currently enrolled students. In addition, the report of the Alcohol Abuse Prevention Task Force will be completed this summer. She reported that Ambler Johnston residence hall has been selected for the first phase of the 15-20 year renovation project for residence halls. Construction on the East Wing will begin in May 2009, and construction of the West Wing in May 2011. Each construction phase should be completed in two years.

Dr. Hikes updated the committee on some searches taking place in the division's leadership. Four openings have been filled: Dean of Students, Director of Fraternity and Sorority Life, Director of Health Education, and a Psychiatrist position. Two openings are still pending: Director of Residence Life and Medical Director. She announced that Mr. Tom Brown has been named Dean of Students. She introduced him to the committee and asked him to speak briefly on their future plans in the office. Mr. Brown indicated that the Dean of Students office will continue to focus on student advocacy, orientation, and parent relations. The orientation team is planning a new program called Hokie Camp, based on the Fish

Camp experience at Texas A&M University. A pilot program for Hokie Camp will run during summer of 2008 and 2009. They are in their new location on Roanoke Street and students have said they feel the new environment is very welcoming. Mr. Anzilotti congratulated Mr. Brown on his new position and said the committee is pleased to have him on board.

4. **Multicultural Programs and Services.** Mr. Ray Williams, Director of Multicultural Programs and Services (MPS), provided an overview of the department. The office of Multicultural Programs and Services was founded in 2005 for the purpose of creating a welcoming environment that affirms and celebrates the diversity of Virginia Tech's community, particularly those from underrepresented and historically marginalized populations. MPS provides a combination of programs and services that promote opportunities for dialogue across differences, student leadership training, cultural celebrations, mentoring, organization advising, faculty interaction, diversity training, and community building. MPS values diversity and strives to transform the Virginia Tech community through cross-cultural exchange. Mr. Greg Sagstetter indicated the students have been very pleased with the programs and services provided by MPS.
5. **Cranwell International Center.** Ms. Kim Beisecker, Director of Cranwell International Center, provided an overview of the center. Cranwell International Center was a gift to Virginia Tech by the William Cranwell family and recently celebrated its 20<sup>th</sup> anniversary. The center thrives as a central focal point for international community activity, providing an array of educational, cultural, and social activities. While the center was established to respond to the specific needs of the international community and continues to do so, another goal has been to encourage interchange between the international guests and their U.S. colleagues, including members of the local community. At the start of this academic year, 2,009 students from 115 countries held non-immigrant visas. These students are joined by more than 300 researchers/scholars.

The center is a busy office involved with various activities, programs, and services such as orientation for all international students, visa-related services for undergraduate internationals and dependents, cultural exchange programs like the International Friendship Program and Conversation Groups, communications through their website, and travel cards for students and faculty traveling abroad. The center also provides space for meetings, activities, and events. Cranwell International Center seeks to fulfill the mission set forth on 9/11/2001—that Virginia Tech be the “microcosm of the peaceful world living together.”

6. **Repair of McComas Hall.** Dr. Rick Ferraro, Assistant Vice President for Student Affairs, discussed the immediate need for repairs to McComas Hall. McComas Hall has experienced water infiltration problems since 1998. The original contractor and the Virginia Tech physical plant department have made numerous repairs over the years, which resulted in some improvement. However, the building is still subject to multiple points of water entry in rainy weather. In order to

enhance the functionality of the building and protect it from structural damage, this matter needs to be remedied through comprehensive facade repairs.

This project, which includes the removal and replacement of much of the exterior facade, will be done in four phases and is estimated to cost no more than \$6 million. The first phase, valued at \$1.5 million, could begin this summer on the Washington Street side of the building. This repair project would be conceptually and practically integrated with upcoming expansion plans for McComas. Dr. Ferraro said it is prudent that the university be authorized to move ahead with the "Repair McComas Hall Exterior Wall Structure Project," with initial work to begin this summer. Dr. Ferraro will lead the committee on a tour of McComas Hall at the conclusion of the meeting and point out the areas needing repair.

7. **Adjournment.** Mr. Anzilotti thanked Mr. Greg Sagstetter for his service to the Board of Visitors as the Undergraduate Student Representative for 2006-2007. The meeting adjourned at 10:30 a.m. and the group departed for their tour of McComas Hall.

**RESEARCH AND DEVELOPMENT DISCLOSURE REPORT**  
**March 2007 through May 10, 2007**

<b>Reason for Conflict</b>	<b>External Entity</b>	<b>Owner</b>	<b>Principal Investigator</b>	<b>Co - P.I.'s</b>	<b>College</b>	<b>Period of Performance</b>	<b>Award Amount</b>	<b>Project Description</b>
Faculty-owned Business	Electrical Distribution Design	Robert Broadwater	Kwa Sur Tam Robert Broadwater	PI Co-PI	Electrical & Computer Engr	December 1, 2006 thru November 30, 2007	\$240,940	To develop electrical distribution technology for use on naval vessels and army bases.

**RESOLUTION FOR EMERITUS STATUS**  
**June 4, 2007**

**WHEREAS**, Dr. Colin B. Carrig did faithfully serve Virginia Tech with distinction for 27 years in the College of Veterinary Medicine, beginning in 1980; and

**WHEREAS**, as a member of the faculty in the Department of Small Animal Clinical Sciences, he was a dedicated teacher of a range of courses offered in the professional D.V. M. curriculum and at the graduate and post-graduate levels; and

**WHEREAS**, he advised and counseled D.V.M. students, graduate students, and served on numerous radiology resident committees, and served as major advisor to M.S. candidates, helping students achieve their career goals and contribute to their professional education; and

**WHEREAS**, he provided effective leadership to the professional programs as Associate Dean of Academic Affairs, and the University through participation in governance activities such as the Faculty Senate; and

**WHEREAS**, he contributed to the research and the furthering of knowledge in radiology and alternate imaging modalities, and to continuing educational programs of the College of Veterinary Medicine; and

**WHEREAS**, he served in numerous leadership positions in the specialty of the American College of Veterinary Radiology;

**THEREFORE**, be it resolved that the Board of Visitors recognizes Dr. Colin B. Carrig for his service to the university with the title of Professor Emeritus of Small Animal Clinical Sciences.

**RECOMMENDATION:**

That the above resolution recommending Dr. Colin B. Carrig for emeritus status be approved.



**RESOLUTION FOR EMERITUS STATUS**  
**June 4, 2007**

**WHEREAS**, Dr. J. Michael Duncan faithfully served Virginia Tech for 23 years in the College of Engineering, beginning in 1984; and

**WHEREAS**, as a member of the faculty of the Charles E. Via, Jr., Department of Civil and Environmental Engineering he was a most dedicated teacher and an outstanding example of professional and ethical behavior to countless undergraduate and graduate students; and

**WHEREAS**, during his academic career at Virginia Tech and the University of California at Berkeley he served as the major advisor to over 40 Ph.D. students and numerous M.S. students who completed their research work under his supervision; and

**WHEREAS**, he made substantial and lasting contributions to the discipline of geotechnical engineering through his work in areas including soil shear strength and slope stability, seepage through soils, embankment dam engineering, and finite element analysis methods for soil structures, leading to worthy major awards such as his election to the National Academy of Engineering and selection as an Honorary Member of the American Society of Civil Engineers; and

**WHEREAS**, he likewise is a much sought-after geotechnical consultant on numerous major geotechnical projects such as the Panama Canal and the levee and flood-control structure failures associated with Hurricane Katrina;

**THEREFORE**, be it resolved that the Board of Visitors recognizes Dr. J. Michael Duncan for his service to the university with the title of University Distinguished Professor Emeritus of Civil and Environmental Engineering.

**RECOMMENDATION:**

That the above resolution recommending Dr. J. Michael Duncan for emeritus status be approved.

**RESOLUTION FOR EMERITUS STATUS**  
**June 4, 2007**

**WHEREAS**, Dr. Roy S. Jones faithfully served Virginia Tech with distinction for 19 years in Outreach and International Affairs, beginning in 1988; and

**WHEREAS**, as a member of the faculty in Continuing and Professional Education, he was a dedicated contributor to the development of new programs and maintenance of the optimum mix of programs that met the institutional mission and organizational objects; and

**WHEREAS**, he has provided leadership in the national University Continuing Education Association as past secretary, treasurer and nominations chair; and

**WHEREAS**, he served in leadership positions in a number of professional organizations, including serving as a board member of New River Community College and Montgomery County Parks and Recreation, as a honorary member of the Virginia Association of Volunteer Rescue Squads, Virginia Extension and Outreach Faculty Association, and Student Budget Board;

**THEREFORE**, be it resolved that the Board of Visitors recognizes Dr. Roy S. Jones for his service to the university with the title of Associate Professor Emeritus of Continuing and Professional Education.

**RECOMMENDATION:**

That the above resolution recommending Dr. Roy Jones for emeritus status be approved.

**RESOLUTION FOR EMERITUS STATUS**  
**June 4, 2007**

**WHEREAS**, Dr. Edward H. Sewell, Jr. faithfully served Virginia Tech for 35 years in the College of Arts and Sciences, College of Human Sciences and Education, and College of Liberal Arts and Human Sciences, beginning in 1972; and

**WHEREAS**, he was a founding member of the communication studies program and a founding member of the Department of Communication at Virginia Tech; and

**WHEREAS**, he provided leadership to the Department of Communication as Program Chair 1974-77; Program Chair, 1979-1980; Acting Department Head, 1980-81; Assistant Department Head, 1990-1996; and Department Head, 1996-1997; and

**WHEREAS**, he faithfully served the university through governance and service as President of the Faculty Senate; member of multiple university commissions and committees including the Commission on Equal Opportunity and Diversity, Commission on Undergraduate Student Policy, Commission on Student Affairs, University Core Curriculum Committee; judicial panel faculty representative in the University Honors System; faculty advisor to the Student Publications Photo Staff and board member of the Educational Media Company of Virginia Tech; and

**WHEREAS**, as a member of the faculty in the Department of Communication at Virginia Tech, he advised and counseled hundreds of undergraduate communication majors and led curriculum development in the areas of visual media, new communication technologies, international communication; and initiated and developed the study abroad program for the Department of Communication; and

**WHEREAS**, he contributed to research on the impact of visual images in politics and culture, authoring more than 30 articles and book chapters and presenting more than 50 scholarly papers at national and international conferences;

**THEREFORE**, be it resolved that the Board of Visitors recognizes Dr. Edward H. Sewell, Jr. for his service to the university with the title of Associate Professor Emeritus of Communication.

**RECOMMENDATION:**

That the above resolution recommending Dr. Edward H. Sewell, Jr. for emeritus status be approved.

**RESOLUTION FOR EMERITUS STATUS**  
**June 4, 2007**

**WHEREAS**, Dr. Larry T. Taylor faithfully served Virginia Tech for 40 years in the College of Arts and Sciences and the College of Science, beginning in 1967; and

**WHEREAS**, as a member of the faculty in the Department of Chemistry as a Professor of Chemistry, he was a dedicated teacher of a wide range of courses from freshman to advanced graduate level; and

**WHEREAS**, he advised and counseled numerous undergraduate and graduate students during his career in the Chemistry Department, serving as the graduate advisor for 29 masters and 39 doctoral students; and

**WHEREAS**, he was Department of Chemistry chair for five years, and has been a member of the Academy of Teaching Excellence at Virginia Tech since 1977; and

**WHEREAS**, he was a recipient of the Sporn Award for Excellence in Freshman Teaching 1977; and

**WHEREAS**, he made contributions to the understanding of development and application of hyphenated analytical techniques; and

**WHEREAS**, he authored 323 publications, 2 books, and 12 patents; and

**WHEREAS**, he served in a number of international professional technical societies;

**THEREFORE**, be it resolved that the Board of Visitors recognizes Dr. Larry T. Taylor for his service to the university with the title of Professor Emeritus of Chemistry

**RECOMMENDATION:**

That the above resolution recommending Dr. Larry T. Taylor for emeritus status be approved.

**RESOLUTION FOR EMERITUS STATUS**  
**June 4, 2007**

**WHEREAS**, Dr. Marshall S. White faithfully served Virginia Tech with distinction for 32 years in the College of Natural Resources beginning in 1975; and

**WHEREAS**, as a member of the faculty in the Department of Wood Science and Forest Products, he began his career as an extension specialist, serving the needs of the Virginia forest industry; and

**WHEREAS**, he advised and counseled undergraduates and graduate students, served on numerous doctoral committees, and served as major advisor to Ph.D. and M.S. candidates, helping students achieve their career goals and contribute to the forest industry profession; and

**WHEREAS**, he provided effective leadership as director of the William H. Sardo, Jr. Pallet and Container Laboratory from 1980 to 2007, bringing world-wide acclaim to Virginia Tech, the College of Natural Resources and the Department of Wood Science and Forest Products as the world leader in pallet and container research and service to the industry; and

**WHEREAS**, he provided visionary leadership in charting the establishment of the Center for Unit Load Design, serving as founding director from 1996 to 2007, and simultaneously being named one of the top ten materials handling professionals in the materials handling industry; and

**WHEREAS**, he envisioned the establishment of the undergraduate degree program and minor in packaging science and through his leadership brought these degree programs to reality, and has successfully recruited undergraduate and graduate students to these programs and secured exceptional scholarship support for students studying packaging science; and

**WHEREAS**, he co-authored the development of the Pallet Design System (PDS), the leading engineering software platform for the pallet and container industry, and through his leadership helped Virginia Tech profit considerably through private sector commercialization and license fees for this platform; and

**WHEREAS**, as a result of his research expertise, Dr. White has written many national and international standards for pallets and containers and has served as the head of the United States delegation to the International Organization of Standardization (IS) TC51 Committee on International Pallet Standards and continues to chair the American Society of Engineers MH1 Committee on Pallet & Container Standards;

**THEREFORE**, be it resolved that the Board of Visitors recognizes Dr. Marshall S. White for his service to the university with the title of Professor Emeritus of Wood Science and Forest Products.

**RECOMMENDATION:**

That the above resolution recommending Dr. Marshall S. White for emeritus status be approved.

## **CHANGE OF DUTY STATION**

A change of duty station is requested for Dr. Taranjit Kaur, Assistant Professor of Biomedical Sciences and Pathobiology, who needs to relocate to a research field station in Tanzania in order to closely monitor the health of a population of chimpanzees. Dr. Kaur and her research team members have conducted short-term visits for the past 4 years to collect biological samples from this population using non-invasive procedures. This particular troop of chimpanzees has suffered severe die-offs in each of the past two years due to respiratory infections, especially during May – September. A population of about 150 individuals is now reduced to about 50. This trend, if left unchecked, will decimate the wild chimpanzee population, which is the basis of an eco-tourism program in the Mahale Mountains National Park. The gravity of the situation has led the government of Tanzania to require an on-site presence over the next year of a qualified veterinarian for continuation of the research permit. This research project is part of Dr. Kaur's study supported by a five-year NSF Career Award. The objective of the field research is to ascertain the cause of deaths, the related risk factors, determine epidemiology of the disease, and design and implement interventions to save the chimpanzee population.

It is planned that Dr. Kaur will be located at an encampment in the Mahale Mountains National Park in Tanzania for the period late May 2007 to late May 2008.

### **RECOMMENDATION:**

That a change of duty station to Tanzania be approved for Dr. Taranjit Kaur to conduct field research.

**ENDOWED PROFESSORSHIP**  
**The G. Truman Ward Endowed Professor in Architecture**

The G. Truman Ward Endowed Professorship in Architecture was established by the generous gift of Mr. Ward, with the specification that this honor be awarded to a senior faculty in Architecture. The incumbent holds the title and receives financial support until retirement or departure from the university. Dean A. J. (Jack) Davis has recommended Professor Donna W. Dunay to hold this Professorship in concurrence with the recommendation of the College of Architecture and Urban Studies' Promotion and Tenure Committee.

Professor Dunay, a member of the faculty since 1974, brings to the profession an outstanding body of work that explores cultural and civic understanding in practice through design research. Her work has gained a wide audience through her leadership of the International Archive for Women in Architecture; through her book, articles and presentations at numerous national and international events, she has contributed greatly as a professional involved in the community.

As chair of the International Archive of Women in Architecture (IAWA) – the only institution of its kind in the world – Professor Dunay initiated and helped set the protocols through which the Archive now thrives. The IAWA collects and preserves the work of women architects throughout the world and is a critical source of information for researchers. Active in town planning and policy matters for the Town of Blacksburg, she founded the Township Committee that has remained a strong advocacy voice for long-term planning for the past 20 years, led an international design competition focused on the Montgomery/Floyd Regional Library in downtown Blacksburg and has been recognized as an exemplary teacher in Architectural Design and Town Planning.

**RECOMMENDATION:**

That Professor Donna W. Dunay be appointed the G. Truman Ward Professor of Architecture, effective August 10, 2007, with a salary supplement as provided by the G. Truman Ward Endowment and the eminent scholar match if available.

## **ALUMNI DISTINGUISHED PROFESSOR**

Dr. Gary Downey, professor in the Department of Science and Technology in Society and an affiliated faculty member of the Department of Engineering Education, is a superb teacher and scholar who has earned international recognition for his pioneering approach to engineering education.

Dr. Downey bridges the technological and human dimensions of society using the integrated view of an engineer and an anthropologist. He developed and teaches the award-winning course Engineering Cultures, and is credited for helping students to develop concrete strategies for understanding cultural differences and engaging in shared problem solving amidst differences.

Since 1983, Dr. Downey has designed 15 new courses in Science and Technology in Society, served on 72 graduate committees (chairing 34) and mentored 16 STS graduate students to teach Engineering Cultures. He is the chief curricular architect of the highly successful, interdisciplinary graduate program in Science and Technology Studies (STS) as well as the principal adviser to its students since its founding.

Professor Downey's teaching prowess has been recognized with the 2004 William E. Wine Award for career excellence in teaching and the 2003 XCaliber Award for high-quality instructional technology. He is the recipient of the 1997 Diggs Teaching Scholar Award for original scholarship in teaching, and three Certificates of Teaching Excellence. He is also adjunct professor in Women's Studies and in Sociology.

Dynamic and provocative, Professor Downey shares his thinking through curricula conversations not only across the university but in such prestigious national bodies as the Carnegie Foundation for the Advancement of Teaching, whose president describes Downey as having "rare pedagogical imagination". The Foundation will feature the Engineering Cultures course in two of its reports.

Downey has been a key contributor to the emerging academic field of engineering education. He serves as Senior Fellow at the U.S. National Academy of Engineering and is co-founder of the International Network for Engineering Studies. A keynote address to the World Congress of Chemical Engineering has become an influential policy document at the National Science Foundation and at the National Academy of Engineering. He is the author or co-author of three books, one special journal, 22 refereed journal articles and 11 book chapters, and he has been principal investigator on 13 NSF projects totaling \$1.1 million. An NSF division director writes, "If we are truly able to transform engineering education for the 21 century, we will look back at his writing as the seminal work that defined what we should be doing."

### **RECOMMENDATION:**

That Dr. Gary Downey be appointed Alumni Distinguished Professor effective August 10, 2007 for a period of 10 years with a salary supplement as provided by the endowment and eminent scholar match.



## UNIVERSITY DISTINGUISHED PROFESSOR

Dr. Michael F. Hochella, Jr., professor of geosciences, is an extraordinary teacher and scholar who has gained the respect and admiration of students, colleagues, and scientists around the world.

Dr. Hochella is a pioneer in the emergent field of nano- bio- geochemistry, an area believed by many to be a critical part of studies of the global environment. He was the first in his field to use atomic-force and scanning-tunneling microscopes as well as high-resolution transmission electron microscopes to study surface properties at the atomic level. He has applied this research to many areas of earth sciences and mineralogy, particularly environmental contamination issues.

Dr. Hochella's sponsored research programs to date total more than \$12 million. He is a prolific author with more than 120 scientific publications in internationally recognized journals and books, including the prestigious journal *Science*, in which his fourth article will appear this summer. His published work has had more than 3,000 citations, and in the past 15 years, he has advised more than 20 graduate students and post-docs, many of whom have become preeminent scientists in their own right.

Dr. Hochella is not only a researcher but also an extraordinary teacher and consistently receives an average evaluation rating of 3.9 out of a possible 4.0 by his students. Examples of written comments by students who have taken his courses include: "Professor Hochella is the best teacher I have ever had...period.," and "He's given me a new outlook on my future and has changed my life."

In addition to his outstanding research and teaching, Dr. Hochella has been heavily involved in education and outreach activities at Virginia Tech, spearheading an elegant introduction of nanoscience and nanotechnology into the curricula of Virginia high schools. He is a highly sought after international speaker, and he has given nanoscience and technology briefings to the U.S. Senate Committee on the Environment and Public Works, the General Accountability Office in Washington, D.C., and the Virginia legislature. He is also one of three founding editors of *Elements*, a major international magazine of cutting edge research articles in the fields of mineralogy, petrology, and geochemistry.

Dr. Hochella has received dozens of professional accolades. Just a few of them are: the Geochemical Society's Distinguished Service Medal, induction as a fellow in the American Geophysical Union, Virginia Scientist of the Year in 2005, Virginia Tech Alumni Award for Research Excellence, and the Alexander von Humboldt Research Award.

### **RECOMMENDATION:**

That Dr. Michael F. Hochella, Jr., be appointed University Distinguished Professor effective August 10, 2007.

## **UNIVERSITY DISTINGUISHED PROFESSOR**

The contributions made by Dr. Hanif Sherali in the classroom and in the field of industrial engineering since he joined the Virginia Tech faculty in 1979 have been acclaimed at the university, state, national, and international levels. A professor in the Grado Department of Industrial and Systems Engineering and the W. Thomas Rice Chair of Engineering, Dr. Sherali is one of the university's most respected teachers, admired by fellow faculty and sought after by students. He has received the university's Alumni Award for Excellence in Teaching, two College of Engineering Dean's Awards for Excellence in Teaching, and four college certificates of teaching excellence. Dr. Sherali is the only member of the engineering faculty to receive the Dean's Award of Excellence in all three categories — teaching, research, and service.

The State Council of Higher Education for Virginia has recognized Dr. Sherali's contributions as an educator with the Outstanding Faculty Award, the Commonwealth's highest honor for faculty. He received another major state faculty honor, the Dan H. Pletta Award for Engineering Educator of the Year, presented by the Virginia chapters of national engineering societies. In addition, the Institute of Industrial Engineers (IIE) presented Dr. Sherali with the Albert G. Holzman Distinguished Educator Award, the national organization's highest teaching honor.

Among Dr. Sherali's contributions to engineering system design based on optimization theory is the invention, in collaboration with graduate students, of the ground-breaking Reformulation-Linearization Technique.

His research has resulted in the publication of six books and more than 230 refereed articles in top-tier journals, as well as a number of honors, including the Virginia Tech Alumni Award for Research Excellence; the IIE Transactions Best Paper Award; the David F. Baker Distinguished Research Award, which is IIE's highest research honor; the Operations Research Challenge Competition Prize from the National Institute of Justice; the Computer Science Technical Section Research Award from the Institute for Operations Research and Management Sciences (INFORMS); and the INFORMS Koopman Prize for military operations research contributions.

Dr. Sherali's record of service also is substantial, extending from his academic department to the international reaches of professional organizations. For example, he co-founded the Grado Department's Faculty Mentoring Program; he co-founded and co-directs two of Virginia Tech's premier research groups, the Simulation and Optimization Laboratory and the FAA National Center of Excellence in Aviation Operations Research; he has served on the editorial boards of eight top-tier journals; and he has helped organize and chair a number of national and international conferences. INFORMS has presented him with the Meritorious Service Award.

In recognition of this remarkable career, Dr. Sherali has been chosen by his peers from throughout the nation for three of the most prestigious honors in the field of engineering. He has been elected a Fellow of both IIE and INFORMS and, in 2000, he was elected to membership in the National Academy of Engineering, the highest professional distinction accorded an engineer.

### **RECOMMENDATION:**

That Professor Hanif Sherali be appointed University Distinguished Professor, effective August 10, 2007.

## **HONORARY DISTINGUISHED FACULTY APPOINTMENTS**

The Provost recommends to the Board that the five faculty members who were tragically taken from our Virginia Tech community on April 16, 2007 be appointed honorary distinguished faculty members to honor their lives and service to Virginia Tech. The true mark of distinction for each faculty member is the legacy they leave behind: a dedication to their students, a commitment to their disciplines, the admiration of their colleagues, and a great love for their families.

**HONORARY DISTINGUISHED INSTRUCTOR**  
**June 4, 2007**

**WHEREAS**, Mr. Jamie Bishop, beloved husband, devoted son, gentle colleague and generous friend, died at the age of 35 while teaching introductory German. Although his courses were legendarily rigorous, "Herr Bishop" was popular with students as he was always available to give whatever individual attention they needed to succeed. Jamie was fun-loving but no-nonsense; easy-going but passionate about the environment, nature, art, and teaching. Tall and thin, with a striking long pony tail, Jamie regularly cut his hair to donate it to Locks of Love; and

**WHEREAS**, Jamie moved to Blacksburg in 2005, when he and his wife, Stefanie Hofer, both joined the faculty in the Department of Foreign Languages and Literatures. Jamie also worked as an instructor for the Faculty Development Institute. Prior to this, Jamie lived and worked as an academic technology liaison at the University of North Carolina at Chapel Hill; and

**WHEREAS**, Jamie had a reputation as a techno guru and a passionate and gifted photographer. His art vibrantly captures the intensity with which he viewed the world, and the beauty he found there. Jamie also designed book jacket covers and created multimedia science fiction art, an interest likely cultivated by his father, Michael Bishop, an award-winning science fiction author. Jamie had planned to enter the BFA program at Virginia Tech in fall 2007 to study graphic art; and

**WHEREAS**, Jamie hailed from the small town of Pine Mountain, Ga., and earned bachelors and master's degrees at the University of Georgia. Jamie interned at the Pentagon in Washington, DC, and then spent many years abroad. As a Fulbright Scholar, Jamie studied at the Christian-Albrechts-Universität in Kiel, Germany, and also worked as a freelance translator, German tutor, and teacher of English in Heidelberg; and

**WHEREAS**, a man of keen wit with a contagious enthusiasm for life, Jamie was an avid hiker, film connoisseur, and devoted fan of the Atlanta Braves. Jamie shared the conviction that studying foreign languages and cultures is not only a joy but also fundamental to learning about and understanding humanity. To honor his memory, the Department of Foreign Languages and Literatures established a scholarship for German majors at Virginia Tech;

**THEREFORE**, be it resolved that the Board of Visitors, on behalf of the entire university community, recognizes the dedication and significant contributions of Mr. Jamie Bishop with an appointment as Honorary Distinguished Instructor.

**RECOMMENDATION:**

The Board of Visitors, on behalf of the entire university community, recognizes the dedication and significant contributions of Mr. Jamie Bishop with an appointment as Honorary Distinguished Instructor.

**HONORARY DISTINGUISHED PROFESSOR**  
**June 4, 2007**

**WHEREAS**, Dr. Kevin P. Granata, a professor in the Department of Engineering Science and Mechanics (ESM), was known by friends and colleagues as a man who was passionate — first and foremost about his wife, Linda, and their children, Eric, Alex, and Ellen, and also about his work as an educator and researcher; and

**WHEREAS**, “Professor Granata distinguished himself by making many outstanding scholarly contributions,” said ESM Department Head Dr. Ishwar Puri. “He has been hailed by experts in the field of biomechanics as one of the top five researchers in the nation for his studies of movement dynamics in cerebral palsy”; and

**WHEREAS**, Kevin was also an athlete who participated in biathlons and triathlons and coached his sons’ Lacrosse teams; and

**WHEREAS**, born in Toledo, Ohio, in 1961, Kevin completed undergraduate degrees in electrical engineering and physics at Ohio State University (OSU) and a master’s degree in physics at Purdue University, where he met Linda. He worked in the Applied Physics Laboratory at Johns Hopkins University, later returning to OSU to earn his Ph.D. in biomedical engineering; and

**WHEREAS**, in 1997 Dr. Granata was recruited by the Department of Orthopaedic Surgery at the University of Virginia to direct research in the Motion Analysis and Motor Performance Laboratory, a position he held until joining the Virginia Tech ESM faculty in 2003; and

**WHEREAS**, at Virginia Tech he established the Musculoskeletal Biomechanics Laboratory, a top-flight research facility he co-directed with colleague Dr. Michael Madigan of ESM. “Dr. Granata’s research vision was to develop a center to study the essence of human movement and how machines, braces and walking devices could be developed to overcome human disability,” wrote Dr. Mark Abel, a professor of orthopaedics at UVA; and

**WHEREAS**, “Kevin was a visionary scientist who truly believed in the possibilities of changing the world through theoretical and empirical research,” said Dr. Thurmon Lockhart of Virginia Tech’s Grado Department of Industrial and Systems Engineering. “As a friend, he was caring and pure of heart. He gave me guidance about living a simple life. He was my friend, my colleague, and my mentor, and he will be truly missed”;

**THEREFORE**, be it resolved that the Board of Visitors, on behalf of the entire university community, recognizes the dedication and significant contributions of Dr. Kevin P. Granata with an appointment as Honorary Distinguished Professor.

**RECOMMENDATION:**

The Board of Visitors, on behalf of the entire university community, recognizes the dedication and significant contributions of Dr. Kevin P. Granata with an appointment as Honorary Distinguished Professor.

**HONORARY DISTINGUISHED PROFESSOR**  
**June 4, 2007**

**WHEREAS**, the revelation that Dr. Liviu Librescu blocked the door of his classroom in Norris Hall on the morning of April 16 so that his students could escape through the windows came as no surprise to his family, friends and colleagues. The renowned aeronautical engineering educator and researcher had demonstrated profound courage throughout the 76 years of his life; and

**WHEREAS**, as a child in Romania during World War II, Liviu was confined to a Jewish ghetto, while his father was sent to a forced labor camp. After surviving the Holocaust, Liviu moved forward with stalwart determination to become an engineer; and

**WHEREAS**, during the rise of the Communist Party in Romania in the 1960s, Liviu earned his undergraduate aeronautical engineering degree from the Polytechnic Institute of Bucharest and completed his Ph.D. at the Institute of Fluid Mechanics, Academy of Science of Romania. He achieved academic prominence, but in order to have his papers on aerodynamics published anywhere except at the academy during Communist rule, he had to work in secrecy and — at great risk — to smuggle papers to publishers in other countries; and

**WHEREAS**, Dr. Librescu and his wife wanted to leave Romania for Israel, but obtaining the requisite visas was a difficult and lengthy process. After three years — and with the help of the government of Israel — the family finally was allowed to immigrate in 1978; and

**WHEREAS**, after serving as a professor for seven years at Tel-Aviv University, Dr. Librescu accepted a one-year position as visiting professor in the Virginia Tech Department of Engineering Science and Mechanics (ESM). The family decided to remain in Blacksburg, and Liviu became one of Virginia Tech's most respected educators and researchers in the field of aeronautical engineering; and

**WHEREAS**, the roster of his publications, awards, and honors is remarkably long and international in scope. Among recent honors were his selection as a member of the Board of Experts of the Italian Ministry of Education, University and Scientific Research, and his election as the Foreign Fellow of the Academy of Engineering of Armenia; and

**WHEREAS**, "Professor Librescu died as he lived, devoted to his students and to his profession," said Dr. Ishwar Puri, head of the ESM department at Virginia Tech. "He loved his position as a professor. A prolific researcher and wonderful teacher, he devoted himself to the profession, solely for the love of it"; and

**WHEREAS**, "It is a question of pleasures," Dr. Librescu said in 2005, when asked why he continued to work so hard. "It is not a question of organizations or calculations. If I had the pleasure to do this, then I will put time aside to do this. It is personal freedom. If you are limited, then you miss the freedom. And I — I would like to be fluid. I would like to be free as a bird and fly everywhere"; and

**WHEREAS**, Dr. Librescu is survived by his wife, Marlena, and his sons, Joseph and Arie, who reside in Israel. During his funeral in Israel, Marlena was presented with the Grand Cross of Romania, the nation's highest civilian honor, in honor of her husband's "scientific achievements and heroism";

**THEREFORE**, be it resolved that the Board of Visitors, on behalf of the entire university community, recognizes the dedication and significant contributions of Dr. Liviu Librescu with an appointment as Honorary Distinguished Professor.

**RECOMMENDATION:**

The Board of Visitors, on behalf of the entire university community, recognizes the dedication and significant contributions of Dr. Liviu Librescu with an appointment as Honorary Distinguished Professor.

## **HONORARY DISTINGUISHED PROFESSOR**

**June 4, 2007**

**WHEREAS**, the high regard and fondness that students in the Via Department of Civil and Environmental Engineering feel for Dr. G.V. Loganathan is a reflection of the fact that they were his top priority. Phrases such as “the best professor I ever had,” “the kindest person I’ve ever met,” and “incredibly wise and gentle” are common among the tributes paid to Dr. Loganathan by undergraduate and graduate students; and

**WHEREAS**, born in the state of Tamil Nadu, India, G.V. attended Madras University and the Indian Institute of Technology in Kanpur before journeying to the U.S., where he earned a Ph.D. in civil engineering at Purdue University; and

**WHEREAS**, in December 1981 he joined the faculty of Virginia Tech and embarked on a remarkable career as one of the university’s most accomplished educators and one of the nation’s most respected researchers in the fields of hydrology and water resources systems; and

**WHEREAS**, Dr. Loganathan published more than 150 peer-reviewed papers in major water resources journals throughout the U.S. and abroad. His research findings have been used extensively by municipal water supply professionals; and

**WHEREAS**, much of Dr. Loganathan’s time was devoted to training future generations of engineers and engineering faculty. In addition to the multitude of undergraduates who learned the principles and practices of water resources engineering under his guidance were numerous graduate students. G.V. directly supervised about 50 Ph.D. and master’s degree students at Virginia Tech, and many of them have flourished as faculty at major universities; and

**WHEREAS**, Virginia Tech recognized Dr. Loganathan’s talent as an educator and his exceptional devotion to students by presenting him with virtually every teaching honor offered by the university, including the 2006 W.E. Wine Award for Excellence in Teaching, as well as four College of Engineering awards and the Via Department’s Outstanding Faculty Award; and

**WHEREAS**, “Professor Loganathan was an exemplary educator who cared greatly for his students and their well-being,” said Dr. William R. Knocke, head of the Via Department. “He was a kind soul, pure in heart, who taught us through his words and actions how to answer the calling to be a teacher, a mentor, and a beloved friend”; and

**WHEREAS**, Dr. Loganathan is survived by his wife, Usha, and his daughters, Uma and Abhi, who characterized him in his obituary as “the best father a daughter could hope to have, and a loving husband”;

**THEREFORE**, be it resolved that the Board of Visitors, on behalf of the entire university community, recognizes the dedication and significant contributions of Dr. G.V. Loganathan with an appointment as Honorary Distinguished Professor.

### **RECOMMENDATION:**

The Board of Visitors, on behalf of the entire university community, recognizes the dedication and significant contributions of Dr. G.V. Loganathan with an appointment as Honorary Distinguished Professor.



**HONORARY DISTINGUISHED INSTRUCTOR**  
**June 4, 2007**

**WHEREAS**, Jocelyne Couture-Nowak was a beloved mother, wife, and a member of the Blacksburg community, in which she and her family have lived since 2001; Jocelyne was born in Montreal, Canada and lived both in Quebec and Nova Scotia before moving to Blacksburg; and

**WHEREAS**, her passion was teaching French language and culture, and inspiring her students who referred to her affectionately as “Madame”; and

**WHEREAS**, Jocelyne was dedicated to the preservation of her francophone heritage and would approach anyone she heard speaking French to welcome them to the local francophone community. She was instrumental in the development of the École Acadienne de Truro, Nova Scotia, to ensure access of francophone families to a safe school environment and French language education. The school opened in 1997. Her youngest daughter, Sylvie, was one of its first students; and

**WHEREAS**, Jocelyne met her future husband, Jerzy Nowak, while both were teaching at the Nova Scotia Agricultural College in Truro, in the 1990s. The couple left Truro after her husband was appointed as head of the Department of Horticulture at Virginia Tech; and

**WHEREAS**, her family, friends, students and colleagues will remember her community spirit, her love of nature, and her vibrant spirit. The circumstances of her death contrast sharply against her peaceful life, filled with family hikes in the bucolic countryside of her homes in the forests of Nova Scotia and southwest Virginia, her flower-filled home gardens, her congenial gatherings with friends and students, and her cherished family. She died in the school setting that had been the touchstone of her life; and

**WHEREAS**, Jocelyne’s “joie de vivre” touched all those who encountered her. An unusual blend of energy and grace, she was characterized in her memorial service as “effervescent” and a “vivacious swirl of life force.” Without a doubt, Jocelyne possessed the wonderful gift of bringing joy by living joy. May that spirit, her spirit, be lived by those who remember her so;

**THEREFORE**, be it resolved that the Board of Visitors, on behalf of the entire university community, recognizes the dedication and significant contributions of Ms. Jocelyne Couture-Nowak with an appointment as Honorary Distinguished Instructor.

**RECOMMENDATION:**

The Board of Visitors, on behalf of the entire university community, recognizes the dedication and significant contributions of Ms. Jocelyne Couture-Nowak with an appointment as Honorary Distinguished Instructor.

## **DESCRIPTION OF FACULTY PERSONNEL CHANGES**

(Prepared by Department of Human Resources)

### **I. FACULTY PERSONNEL & SALARY CHANGES**

This section includes new appointments and changes in appointments for the general faculty, including faculty in the colleges and in the library, and for administrative and professional faculty in all areas under educational and general funding.

#### **A. New Appointments**

This section includes documentation of all new faculty appointments for the positions noted above. Some appointments, for example visiting faculty, may be “restricted” with a fixed-term appointment. If a senior-level appointment (Associate or Full Professor) is to be made with tenure, it is so noted.

#### **B. Adjustments in Appointment and/or Salary**

This section includes a listing and brief explanation of all off-cycle salary adjustments, conversion of positions from classified to faculty status, changes in the percent of employment (example: 50% to 75%), etc.

### **II. SPONSORED RESEARCH FACULTY**

Section II documents appointments and changes to faculty positions funded by sponsored grants and contracts. These positions are usually “restricted” with a fixed-term appointment. Occasionally, appointments may be designated as regular (non-restricted) and will be noted as such.

#### **A. New Appointments**

This section includes appointments such as Visiting Assistant Professor, Professional Lecturer, or Instructor, as well as any of the various “Special Research-Ranked Faculty” titles, such as Research Associate, Postdoctoral Associate, or Research Scientist. Faculty appointed to these positions are funded from sponsored grants and contracts on one-year or multi-year appointments, which may be renewed depending on availability of funding, need for services, and performance.

#### **B. Adjustments in Appointment and/or Salary**

This section contains annual merit adjustments for faculty not included in the special research-ranked positions, changes in rank, special adjustments made for equity, funding availability, or changes in job responsibilities, and similar changes. Also included are adjustments in the percentage of employment and reappointments.

**FACULTY PERSONNEL CHANGES**  
**June 3 - 4, 2007**

**TEACHING AND RESEARCH FACULTY**

**NEW APPOINTMENTS**

NAME	TITLE	DEPARTMENT	CURRENT ACTION EFF DATE	CURRENT ACTION % APPT	CURRENT ACTION RATE	ANNUAL
<u>Agriculture &amp; Life Sciences</u>						
Hernick, Marcy	Assistant Professor	Biochemistry	10-Aug-07	100	\$	68,000
Kaufman, Eric	Assistant Professor	Agriculture and Extension Education	1-Jun-07	100	\$	70,000
Sobrado, Pablo	Assistant Professor	Biochemistry	10-Aug-07	100	\$	68,000
<u>Business</u>						
Abrahams, Alan	Assistant Professor	Business Information Technology	10-Aug-07	100	\$	120,000
Kim, Byung	Assistant Professor	Business Information Technology	10-Aug-07	100	\$	120,000
Oler, Mitchell	Assistant Professor	Accounting and Information Systems	10-Aug-07	100	\$	140,000
<u>Engineering</u>						
Achenie, Luke	Professor - Tenured	Chemical Engineering	10-Aug-07	100	\$	121,756
Agnew, Michael	Assistant Professor	Industrial and Systems Engineering	10-Aug-07	100	\$	72,000
Merzifonluoglu, Yasemin	Assistant Professor	Industrial and Systems Engineering	10-Aug-07	100	\$	72,000
Morgan, Abby	Assistant Professor	Materials Science and Engineering	25-Dec-07	100	\$	74,500
Socha, John	Assistant Professor	Engineering Science and Mechanics	10-Aug-08	100	\$	77,100
<u>Liberal Arts &amp; Human Sciences</u>						
Austin, Elisabeth	Assistant Professor	Foreign Languages and Literatures	10-Aug-07	100	\$	52,000
Colosimo, Jennifer	Visiting Assistant Professor - Rstr	Foreign Languages and Literatures	10-Aug-07	100	\$	38,000
Combiths, Zana	Instructor	English	10-Aug-07	100	\$	33,000
Efrid, Robert	Instructor - Rstr	Foreign Languages and Literatures	10-Aug-07	100	\$	33,450
Hoon, Parakh	Assistant Professor	Political Science	10-Aug-07	100	\$	54,000
Kajder, Sara	Assistant Professor	School of Education	10-Aug-07	100	\$	58,000
McGrath, Robert	Assistant Professor	Theatre Arts	10-Aug-07	100	\$	55,000
Meitner, Erika	Assistant Professor	English	10-Aug-07	100	\$	50,000
Mesmer, Heidi	Assistant Professor	School of Education	10-Aug-07	100	\$	62,500
Parlo, Amy	Assistant Professor - Rstr	School of Education	10-Aug-07	100	\$	55,000
Patton, Lydia	Assistant Professor	Philosophy	10-Aug-07	100	\$	54,000
Rawlings, Cara	Assistant Professor	Theatre Arts	10-Aug-07	100	\$	48,000
Savla, Jyoti	Assistant Professor	Center for Gerontology	10-Aug-07	100	\$	60,000
Stevens, Harry	Instructor	English	10-Aug-07	100	\$	33,000
Vollmer, Matthew	Instructor	English	10-Aug-07	100	\$	33,000
Waymer, Damion	Assistant Professor	Communication Studies	10-Aug-07	100	\$	58,000
Welfare, Laura	Assistant Professor	School of Education	10-Aug-07	100	\$	57,000
Wittenborn, Andrea	Assistant Professor	Human Development	10-Aug-07	100	\$	61,000
<u>Science</u>						
Fritz, Matthew	Assistant Professor	Psychology	25-Dec-07	100	\$	67,000
Guo, Feng	Assistant Professor	Statistics	10-Aug-07	100	\$	75,000
Jia, Ning	Visiting Assistant Professor - Rstr	Mathematics	10-Aug-07	100	\$	47,000
Kim, Dong-Yum	Assistant Professor	Statistics	10-Aug-07	100	\$	75,000
Kim, Inyoung	Assistant Professor	Statistics	10-Aug-07	100	\$	75,000
Leman, Scotland	Assistant Professor	Statistics	10-Aug-07	100	\$	75,000
Loehr, Nicholas	Assistant Professor	Mathematics	10-Aug-07	100	\$	72,000
Macieira, Joao	Assistant Professor	Economics	10-Aug-07	100	\$	80,000
Norton, Anderson	Assistant Professor	Mathematics	10-Aug-07	100	\$	70,000
Trost, Steven	Visiting Assistant Professor - Rstr	Economics	10-Aug-07	100	\$	60,000
Yang, Zhou	Assistant Professor	Economics	10-Aug-07	100	\$	82,000
<u>Veterinary Medicine</u>						
Hodgson, David	Professor - Tenured	Large Animal Clinical Sciences	30-Jul-07	100	\$	155,000
Hodgson, Jennifer	Associate Professor - Tenured	Biomedical Sciences and Pathobiology	1-Oct-07	100	\$	100,000
<u>Vice Provost for Outreach</u>						
Kennedy, John	Professor - Tenured	Institute for Advanced Learning and Research	5-Mar-07	100	\$	185,000

**TEACHING AND RESEARCH FACULTY****ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	CURRENT ACTION EFF DATE	CURRENT ACTION % APPT	CURRENT ACTION RATE	ANNUAL
<u>Architecture &amp; Urban Studies</u>						
Davis, Albert	Associate Professor	School of Architecture and Urban Studies	25-Mar-07	100	\$	210,000
Jensen, Laura	Associate Professor	School of Public and International Affairs	10-Feb-07	100	\$	73,500
Khademian, Anne	Associate Professor	School of Public and International Affairs	10-Feb-07	100	\$	86,744
Stephenson, Max	Associate Professor	School of Public and International Affairs	10-Feb-07	100	\$	94,200
<u>Agriculture &amp; Life Sciences</u>						
McIntyre, Christina	Instructor	Human Nutrition, Foods and Exercise	15-Apr-07	100	\$	67,218
Sobrero, Patricia	Professor	Agricultural and Extension Education	29-Apr-07	100	\$	120,500
<u>Business</u>						
Cliff, Michael	Assistant Professor	Finance, Insurance and Business Law	25-Nov-06	100	\$	153,780
Kadlec, Gregory	Professor	Finance, Insurance and Business Law	25-Nov-06	100	\$	175,205
Mansi, Sattar	Associate Professor	Finance, Insurance and Business Law	25-Nov-06	100	\$	170,310
<u>Engineering</u>						
Flintsch, Gerardo	Associate Professor	Civil and Environmental Engineering	10-May-07	100	\$	103,889
Wang, Ge	Professor	Biomedical Engineering and Sciences	10-Apr-07	100	\$	185,000
<u>Liberal Arts &amp; Human Sciences</u>						
Allnutt, Robin	Instructor	English	10-Aug-07	100	\$	35,535
Burton, John	Professor	School of Education	10-Aug-07	100	\$	136,246
Canter, Robert	Instructor	English	10-Aug-07	100	\$	37,200
Crone, William	Associate Professor/Dept Head	Music	1-Jul-07	100	\$	81,938
Fallon, Kathleen	Instructor	English	10-Aug-07	100	\$	33,000
Faulkner, Brandy	Instructor - Rstr	Political Science	10-Aug-07	100	\$	35,000
Frost, Serena	Instructor	English	10-Aug-07	100	\$	33,000
Giglio, James	Instructor - Rstr	Communication Studies	10-Aug-07	100	\$	36,000
Hall, Donald	Instructor	English	10-Aug-07	100	\$	37,000
Jurek, Nancy	Instructor - Rstr	Communication Studies	10-Aug-07	100	\$	35,500
Kanter, Erik	Instructor - Rstr	Communication Studies	10-Aug-07	100	\$	36,000
Klagge, James	Professor/Dept Head	Philosophy	10-Jul-07	100	\$	90,307
			10-Jul-07	100	\$	98,807
Lawrence, Jennifer	Instructor	English	10-Aug-07	100	\$	35,533
LeCorre, Victoria	Instructor	English	10-Aug-07	100	\$	33,000
Leslie, Lisa	Instructor	English	10-Aug-07	100	\$	35,913
LoMascolo, Alice	Instructor	English	10-Aug-07	100	\$	36,196
Martin, Stephanie	Instructor	English	10-Aug-07	100	\$	34,124
Mengert, Julie	Instructor	English	10-Aug-07	100	\$	34,062
Mitchell, Kimberly	Assistant Professor	Apparel, Housing, and Resource Management	10-Aug-07	100	\$	57,500
Morgan-Johnson, Kristen	Instructor	Theatre Arts	10-Aug-07	100	\$	34,000
Murphy, Aileen	Instructor	English	10-Aug-07	100	\$	37,300
Oakey, Steve	Instructor	English	10-Aug-07	100	\$	33,000
Petersen, William	Instructor - Rstr	Music	10-Aug-07	100	\$	36,500
Quesenberry, Brandi	Instructor -Rstr	Communication Studies	10-Aug-07	100	\$	36,000
Skinner, Linda	Instructor	English	10-Aug-07	100	\$	33,000
Stewart, Daisy	Assistant Professor	School of Education	10-Aug-07	100	\$	107,479
Trent, Tiffany	Instructor	English	10-Aug-07	100	\$	34,564
Vollmer, Matthew	Instructor	English	10-Aug-07	100	\$	33,000
Watson, Bruce	Instructor	English	10-Aug-07	100	\$	36,506
Wernhoener, Jane	Instructor	English	10-Aug-07	100	\$	36,537
Wood, Donald	Instructor - Rstr	Communication Studies	10-Aug-07	100	\$	36,000
<u>Science</u>						
Cothren, Marlene	Instructor	Mathematics	10-Aug-07	100	\$	37,000
Hart, Heath	Instructor	Mathematics	10-Aug-07	100	\$	33,982
Morgan, John	Professor	Statistics	10-Apr-07	100	\$	114,000
Peters, Leroy	Instructor	Mathematics	10-Aug-07	100	\$	33,978
Stephens, Catherine	Instructor	Mathematics	10-Aug-07	100	\$	37,000

continued

**TEACHING AND RESEARCH FACULTY**

***ADJUSTMENTS***

NAME	TITLE	DEPARTMENT	CURRENT ACTION EFF DATE	CURRENT ACTION % APPT	CURRENT ACTION RATE	ANNUAL
<u>Veterinary Medicine</u>						
Sullins, Kenneth	Professor	Equine Medical Center	10-Apr-07	100	\$	154,532

**ADMINISTRATIVE AND PROFESSIONAL FACULTY****NEW APPOINTMENTS**

NAME	TITLE	DEPARTMENT	CURRENT ACTION EFF DATE	CURRENT ACTION % APPT	CURRENT ACTION RATE	ANNUAL
<u>Agriculture &amp; Life Sciences</u>						
Baughman, Sarah	4-H Project Associate - Rstr	VA Cooperative Extension	19-Mar-07	100	\$	40,800
Bonnett, Erika	Associate Extension Agent	VA Cooperative Extension	25-Apr-07	100	\$	36,000
Chase, Melissa	Associate Extension Agent	VA Cooperative Extension	25-Apr-07	100	\$	45,000
Currence, Carrie	Associate Extension Agent	VA Cooperative Extension	10-Jun-07	100	\$	44,000
Deelo, Jessica	Area Specialist, Organic, Horticulture Crops Production	VA Cooperative Extension	10-May-07	100	\$	50,000
Diehl, Brenda	Associate Extension Agent	VA Cooperative Extension	25-Apr-07	100	\$	52,000
Johnson, Jane	Associate Extension Agent	VA Cooperative Extension	25-Mar-07	100	\$	52,000
Nibblins, Cristy	Associate Extension Agent	VA Cooperative Extension	10-Mar-07	100	\$	39,000
Sanderson, Lisa	Associate Extension Agent - Rstr	VA Cooperative Extension	25-Feb-07	100	\$	45,000
Smith, Danielle	Associate Extension Agent	VA Cooperative Extension	25-Apr-07	100	\$	38,000
<u>Athletics</u>						
Johnson, James	Assistant Men's Basketball Coach	Athletics	17-Apr-07	100	\$	100,000
<u>Executive Vice President</u>						
Wilson, Sherwood	Vice President	Vice President for Administrative Services	10-Jul-07	100	\$	220,000 22,000
<u>Provost</u>						
Flora, Bethany	Coordinator, Special Projects	Office of the Provost	19-Mar-07	100	\$	50,000
<u>Vice President for Development &amp; University Relations</u>						
Hall, Cara	Assistant Director of Development College of Liberal Arts and Human Sciences	University Development	9-Apr-07	100	\$	52,500
<u>Vice Provost for Outreach</u>						
Back, Donald	Director, English Language Institute	Outreach Program Development	1-May-07	100	\$	75,000

**ADMINISTRATIVE AND PROFESSIONAL FACULTY****ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	CURRENT ACTION EFF DATE	CURRENT ACTION % APPT	CURRENT ACTION RATE	ANNUAL
<u>Agriculture &amp; Life Sciences</u>						
Adkins, Barry	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
Blankenship-Baker, Jan	Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	50,983
Burns, Suzanne	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
Cauffman, Kiya	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
Collins, Daniel	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
Cox, Karen	Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
Dawley, Lindsay	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
Driskell, Cassie	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
Eigel, Bethany	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	38,000
Grau, Amanda	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	38,000
Gustafson, Krista	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
Hairston, Shewana	Associate Extension Agent	VA Cooperative Extension	10-Apr-07	100	\$	37,706
Hodges, Christine	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	38,000
Howland, Catherine	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
Jones, Bruce	Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	48,156
Jones, LaToyia	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
Kovacs, Lisa	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
Kvach, Erin	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
LaNore, Nicole	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
Liggon, Cathy	Associate Extension Agent	VA Cooperative Extension	10-Mar-07	100	\$	38,000
Marks, Darla	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
McBride, Donna	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
Merryman, Diane	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
Robinson, Barry	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
Rose, Antwan	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
Scott, Michael	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	36,000
Shelhamer, Julie	Associate Extension Agent	VA Cooperative Extension	10-Dec-06	100	\$	43,350
			25-Apr-07	100	\$	41,350
Ward, Dana	Associate Extension Agent	VA Cooperative Extension	5-Mar-07	100	\$	38,000
Weddle, Julie	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
Whittington, Robyn	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
Williams, Holly	Associate Extension Agent	VA Cooperative Extension	25-Feb-07	100	\$	33,000
Wilson, Amber	Associate Extension Agent	VA Cooperative Extension	10-Apr-07	100	\$	39,162
<u>Athletics</u>						
Odom, Robert	Assistant Men's Basketball Coach	Athletics	10-Apr-07	100	\$	110,805
Palmore, Stacey	Assistant Men's Basketball Coach	Athletics	10-Apr-07	100	\$	106,105
<u>Business</u>						
Skipak, Stephen	Associate Dean for Graduate Programs	Pamplin College of Business	10-Jul-07	100	\$	110,968
<u>President</u>						
Bickel, Jody	Director of Programs and Projects	Senior Fellow for Resource Development	10-Mar-07	100	\$	50,000
<u>Provost</u>						
Benson, Leslie	Research Analyst	Institutional Research and Effectiveness	25-Apr-07	100	\$	29,750
Kline, Karen	Research Analyst	Institutional Research and Effectiveness	1-May-07	100	\$	29,750
<u>Vice President for Development</u>						
Jackson, Tysus	Director of Development, College of Liberal Arts and Human Sciences	University Development	9-Apr-07	100	\$	66,500
Lerch, Dawn	Assistant Director of Development, College of Agriculture and Life Science	University Development	1-Jan-07	100	\$	50,000

continued

**ADMINISTRATIVE AND PROFESSIONAL FACULTY****ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	CURRENT ACTION EFF DATE	CURRENT ACTION % APPT	CURRENT ACTION RATE	ANNUAL
<u>Vice President for Research</u>						
Brady, David	Director, Office of Export and Secure Research Compliance	Export and Secure Research Compliance	10-Apr-07	100	\$	75,000
Orden, David	Director, Global Issues Initiative	Institute for Society, Culture and Environment	10-Jan-07	100	\$	145,000
<u>Vice President for Student Affairs</u>						
MacDonald, Michael	Associate Director Residence Life	Student Programs - Residence Life	10-Apr-07	100	\$	52,500
Mariger, Rewa	Assistant Commandant for Recruiting	Military Affairs	10-Apr-07	50	\$	24,099



**SPECIAL RESEARCH FACULTY****NEW APPOINTMENTS**

NAME	TITLE	DEPARTMENT	CURRENT ACTION EFF DATE	CURRENT ACTION % APPT	CURRENT ACTION RATE	ANNUAL
<u>Agriculture &amp; Life Sciences</u>						
Booze-Daniels, Jody	Research Associate - Rstr	Crop & Soil Environmental Sciences	1-Mar-07	50	\$	22,900
Burzacott, Mardi	Research Associate	Alson H Smith Agricultural Research and Extension Center	31-May-07	100	\$	55,000
Mahovic, Michael	Postdoctoral Associate - Rstr	Eastern Shore Agricultural Research and Extension Center	1-May-07	100	\$	34,000
Severson, Erik	Research Associate - Rstr	Crop & Soil Environmental Sciences	16-Apr-07	100	\$	50,000
Tiwari, Siddarth	Postdoctoral Associate - Rstr	Alson H Smith Agricultural Research and Extension Center	16-May-07	100	\$	38,000
Urschel, Kristine	Postdoctoral Associate - Rstr	Middleburg Agricultural Research and Extension Center	1-Apr-07	100	\$	35,000
Wang, Aihua	Postdoctoral Associate - Rstr	Animal and Poultry Sciences	1-May-07	100	\$	32,000
<u>Engineering</u>						
DePolo, Wade	Postdoctoral Associate - Rstr	Chemical Engineering	1-Apr-07	100	\$	40,000
Jammulamadaka, Anand	Postdoctoral Associate - Rstr	Mechanical Engineering	25-Feb-07	100	\$	37,000
Liu, Ying	Research Scientist - Rstr	Electrical and Computer Engineering	1-May-07	100	\$	80,000
Pyla, Pardha	Postdoctoral Associate - Rstr	Computer Science	10-Aug-07	100	\$	32,250
<u>Liberal Arts &amp; Human Sciences</u>						
Lloyd, Pamela	Project Associate - Rstr	Educational Research and Outreach	11-Jun-07	100	\$	52,000
<u>Natural Resources</u>						
Inge, Thomas	Project Associate - Rstr	Conservation Management Institute	21-Feb-07	100	\$	67,000
Stevens, Glen	Research Scientist - Rstr	Conservation Management Institute	15-May-07	100	\$	48,000
<u>Science</u>						
Bruggeman, Douglas	Postdoctoral Associate - Rstr	Biological Sciences	10-Mar-07	100	\$	41,000
Costa, Natalie	Postdoctoral Associate - Rstr	Psychology	10-Jun-07	100	\$	38,000
Fedele, Luca	Research Associate - Rstr	Geosciences	10-Mar-07	100	\$	36,000
Huntley, John	Postdoctoral Associate - Rstr	Geosciences	10-May-07	100	\$	32,500
Suga, Takeo	Postdoctoral Associate - Rstr	Chemistry	1-Apr-07	100	\$	32,000
Torheyden, Martin	Postdoctoral Associate - Rstr	Chemistry	5-Mar-07	100	\$	32,000
<u>Veterinary Medicine</u>						
Li, Guohua	Research Scientist - Rstr	Biomedical Sciences and Pathobiology	1-Oct-07	100	\$	45,000
<u>Vice President for Research</u>						
Bocanegra, Joseph	Project Associate - Rstr	Virginia Tech Transportation Institute	16-May-07	100	\$	47,000
Hay, Alexander	Postdoctoral Associate - Rstr	Interdisciplinary Center for Applied Mathematics	22-Mar-07	100	\$	48,000
<u>Vice Provost for Outreach</u>						
Guilbaud, Patrick	Senior Research Associate - Rstr	Office of International Research, Education, and Development	1-May-07	100	\$	70,000

**SPECIAL RESEARCH FACULTY****ADJUSTMENTS**

NAME	TITLE	DEPARTMENT	CURRENT ACTION EFF DATE	CURRENT ACTION % APPT	CURRENT ACTION RATE	ANNUAL
<u>Agriculture &amp; Life Sciences</u>						
Hipkins, Patricia	Research Associate - Rstr	Entomology	18-May-07	100	\$	54,057
			7-Jun-07	100	\$	49,143
Rasor, Amy	Research Associate - Rstr	Biochemistry	3-May-07	80	\$	31,450
Stevens, Judith	Project Associate - Rstr	Human Nutrition, Foods and Exercise	10-Mar-07	100	\$	49,000
<u>Engineering</u>						
Barringer, Michael	Postdoctoral Associate - Rstr	Mechanical Engineering	25-Feb-07	100	\$	39,900
Feng, Xizhou	Postdoctoral Associate - Rstr	Computer Science	25-Feb-07	100	\$	52,000
Hix, Debby	Senior Research Scientist - Rstr	Computer Science	10-Apr-07	50	\$	61,112
Pierson, Mark	Research Associate Professor	Mechanical Engineering	10-Jan-07	100	\$	91,000
<u>Executive Vice President</u>						
Craig, Johanna	Senior Research Associate - Rstr	Virginia Bioinformatics Institute	25-Feb-07	60	\$	32,448
Hanlon, Regina	Research Associate - Rstr	Virginia Bioinformatics Institute	10-Mar-07	100	\$	57,980
Martins, Ana	Research Associate - Rstr	Virginia Bioinformatics Institute	25-Feb-07	100	\$	54,241
<u>Liberal Arts &amp; Human Sciences</u>						
Rai, Gillian	Project Associate - Rstr	Educational Research and Outreach	10-Apr-07	50	\$	24,977
<u>Science</u>						
Wang, Guangbin	Research Scientist - Rstr	Chemistry	27-Mar-07	100	\$	38,459
<u>Vice President for Research</u>						
Burnett, Roger	Senior Project Associate	Proposal Development Team	10-Apr-07	80	\$	84,000
Cowden, Jason	Research Associate - Rstr	Virginia Tech Transportation Institute	25-Mar-07	100	\$	53,000
Moore, David	Associate Vice President for Research Compliance	Research Compliance	25-Jan-07	100	\$	130,000
Sudweeks, Jeremy	Research Associate - Rstr	Virginia Tech Transportation Institute	10-Mar-07	100	\$	64,130
Wiegand, Douglas	Senior Research Associate - Rstr	Virginia Tech Transportation Institute	25-Feb-07	100	\$	58,000

## 2007-08 PROMOTION, TENURE, AND CONTINUED APPOINTMENT PROGRAM

### VIRGINIA TECH

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 2007-08 faculty compensation plan, salary adjustments are proposed at this time for teaching and research faculty who have been promoted in rank during the 2006-07 academic year. The following raises are recommended for promotions to:

Professor	\$4,000
Associate Professor	3,000
Assistant Professor	2,000

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

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

After the intensive evaluation of departments, colleges, and the University promotion and tenure (or continued appointment) committee, and in accordance with the faculty compensation plan, the following faculty are recommended for promotion and/or tenure or continued appointment.

		Recommended Salary <u>2007-08</u>		<u>Increase over 2006-07</u>		<u>Code</u>
				<u>Amount</u>	<u>Percent</u>	
<b><u>COLLEGE OF AGRICULTURE &amp; LIFE SCIENCES</u></b>						
Askew Shawn D	Associate Professor	72,381	CY	3,000	4.32	3
Benham Brian L	Associate Professor	97,000	CY	3,000	3.19	3
Grabau Elizabeth A	Professor	127,840	CY	4,000	3.23	2
Jelesko John G	Associate Professor	73,204	CY	3,000	4.27	3
Jiang Honglin	Associate Professor	77,215	CY	3,000	4.04	3
Kuhar Thomas P	Associate Professor	83,183	CY	3,000	3.74	3
Mills Bradford F	Professor	101,334	CY	4,000	4.11	2
Salom Scott M	Professor	86,208	CY	4,000	4.87	2
Zhang Chenming	Associate Professor	95,600	CY	3,000	3.24	3
<b><u>COLLEGE OF ARCHITECTURE &amp; URBAN STUDIES</u></b>						
Cortes Mario	Associate Professor	62,765	AY	3,000	5.02	3
Edge Kay F	Associate Professor	61,025	AY	3,000	5.17	3
Ermann Michael G.	Associate Professor	64,200	AY	3,000	4.90	3
Weiner Frank H	Professor	79,746	AY	4,000	5.28	2
<b><u>COLLEGE OF BUSINESS</u></b>						
Bhattacharjee Sudip	Associate Professor	128,330	AY	3,000	2.39	3
McGehee Nancy G	Associate Professor	80,686	AY	3,000	3.86	3
<b><u>COLLEGE OF ENGINEERING</u></b>						
Centeno Virgilio A	Associate Professor	83,000	AY	3,000	3.75	3
Charney Finley A	Associate Professor	102,000	AY	0	0.00	1
Cousins Thomas E	Professor	95,250	AY	4,000	4.38	2
Gutierrez Marte S	Professor	94,000	AY	4,000	4.44	2
Hou Yiwei Thomas	Associate Professor	95,620	AY	3,000	3.24	3
Hovakimyan Naira V	Professor	121,370	CY	4,000	3.41	3
Jones Mark T	Professor	108,090	AY	4,000	3.84	2
Madigan Michael L	Associate Professor	80,623	AY	3,000	3.86	3
Nussbaum Maury A	Professor	104,600	AY	4,000	3.98	2
Odendaal Willem G	Associate Professor	88,800	AY	3,000	3.50	3
Rakha Hesham A	Professor	134,666	CY	4,000	3.06	2
Shukla Sandeep K	Associate Professor	91,400	AY	3,000	3.39	3
Stilwell Daniel J	Associate Professor	120,913	CY	3,000	2.54	3
Vikesland Peter J	Associate Professor	85,600	AY	3,000	3.63	3
Vlachos Pavlos P.	Associate Professor	82,400	AY	3,000	3.78	3
Wang Joseph J.	Associate Professor	80,614	AY	0	0.00	1
<b><u>COLLEGE OF LIBERAL ARTS &amp; HUMAN SCIENCES</u></b>						
Billingsley Bonnie S	Professor	83,335	AY	4,000	5.04	2
Bodenhorn Nancy E	Associate Professor	65,788	AY	3,000	4.78	3

Brand Brenda R	Associate Professor	62,311	AY	3,000	5.06	3
Collier James H	Associate Professor	58,029	AY	3,000	5.45	3
Hicok Robert G	Associate Professor	63,599	AY	3,000	4.95	3
Kincade Doris H	Professor	85,012	AY	4,000	4.94	2
King Neal M	Associate Professor	60,338	AY	0	0.00	1
Lockee Barbara B	Professor	77,690	AY	4,000	5.43	2
Magliaro Susan G	Professor	120,117	CY	4,000	3.44	2
Mann Jeffrey A	Associate Professor	55,077	AY	3,000	5.76	3
Papillon Terry L.	Professor	64,699	AY	4,000	6.59	2
Shrum Judith L	Professor	84,687	AY	4,000	4.96	2
Skaggs Gary E.	Associate Professor	64,599	AY	0	0.00	1
Stephens Robert P	Associate Professor	57,099	AY	3,000	5.55	3
Triplett Cheri F	Associate Professor	59,689	AY	3,000	5.29	3
Wells John Gaulden	Associate Professor	66,957	AY	0	0.00	1
Williams Thomas O	Associate Professor	60,810	AY	3,000	5.19	3

### **COLLEGE OF NATURAL RESOURCES**

Bond Brian H	Associate Professor	80,549	CY	3,000	3.87	3
Copenheaver Carolyn A	Associate Professor	78,000	CY	3,000	4.00	3
Kelly Marcella J	Associate Professor	78,871	CY	3,000	3.95	3

### **COLLEGE OF SCIENCE**

Carlier Paul R	Professor	85,000	AY	4,000	4.94	2
Iliescu Traian	Associate Professor	76,500	AY	3,000	4.08	3
Kowalewski Michal	Professor	82,000	AY	4,000	5.13	2
Lloyd Gwendolyn M	Professor	90,500	AY	4,000	4.62	2
Pitt Mark L	Professor	87,000	AY	4,000	4.82	2
Vogelaar Robert B	Professor	88,500	AY	4,000	4.73	2

### **COLLEGE OF VETERINARY MEDICINE**

Furr Martin O	Professor	112,905	CY	4,000	3.67	2
Meng Xiang-Jin	Professor	110,500	CY	4,000	3.76	2

### **LIBRARIES**

Ball Heather Hope	Associate Professor	55,600	CY	0	0.00	4
Pencek Bruce E	Associate Professor	50,551	CY	0	0.00	4
Young Michelle Louise	Associate Professor	48,973	CY	0	0.00	4

### **VIRGINIA COOPERATIVE EXTENSION**

Alstat Kathryn Marie	Agent	43,512	CY	2,000	4.82	2
Carter Renee S	Agent	58,222	CY	2,000	3.56	2
Edmonds Kimberly H	Agent	44,588	CY	2,000	4.70	2
Goerger Melanie Dawn	Agent	43,380	CY	2,000	4.83	2
Gorr Louis F	Agent	51,380	CY	2,000	4.05	2
Horn Tina Marie	Agent	45,177	CY	2,000	4.63	2

					Attachment KK	
Jamison Kathleen A	Associate Professor	69,341	CY	3,000	4.52	5
Likins Thomas Michael	Agent	61,364	CY	2,000	3.37	2
Long Robert Sherman	Agent	51,856	CY	2,000	4.01	2
Maclin Hermon Lorenzo	Agent	48,581	CY	2,000	4.29	2
Massey Dorothy Keadle	Agent	48,009	CY	2,000	4.35	2
Mercer Jennifer A	Senior Agent	57,867	CY	3,000	5.47	2
Slade Glenn R	Agent	50,680	CY	2,000	4.11	2
				<b>213,000</b>		

Code

- 1: Tenure
- 2: Promotion
- 3: Promotion with Tenure
- 4: Continued Appointment
- 5: Promotion and Continued Appointment

**RECOMMENDATION:**

That Promotions and Awards of Tenure or Continued Appointment be approved.

## **RATIFICATION OF NCAA MEN'S BASKETBALL TOURNAMENT BONUSES**

The Virginia Tech Men's Basketball program completed a very successful season culminating in its first NCAA tournament appearance since the 1996 season. The Hokies were fifth-seed in the NCAA West Region going into the tournament, and they completed their season with an overall record of 22 wins and 12 losses, after losing to 'The Salukis' of Southern Illinois in the second round of the NCAA Tournament played in Columbus, Ohio.

In recognition of their dedication and efforts, the University proposes to award bonuses to the men's basketball coaching staff and training staff, in accordance with the terms of coaches' contracts and the university's post season play bonus policy. This recommendation for payment of bonuses for coaching and training staff in this sport is consistent with prior practice. The bonuses are one-time awards and do not affect base salaries. All bonuses are funded from the Athletic Department budget for post-season play.

**RECOMMENDATION:** That the contractual bonuses as described on the attached schedule be ratified.

June 4, 2007

**NCAA MEN'S BASKETBALL TOURNAMENT BONUSES****June 4, 2007**

<b><u>Contractual Bonus</u></b>	<b><u>Contract Owner</u></b>	<b><u>Title</u></b>	<b><u>Amount</u></b>
Greenberg, Seth	Greenberg	Head Men's Basketball Coach	\$ 15,000
Greenberg, Brad	Greenberg	Associate Head Men's Basketball Coach	3,000
Hall, Frederick	Greenberg	Director of Operations, Men's Basketball	3,000
Odom, Robert	Greenberg	Assistant Men's Basketball Coach	3,000
Smith, Cedric	Gentry	Strength and Condition Coach	1,500
Palmore, Stacey	Greenberg	Assistant Men's Basketball Coach	3,000
<b>TOTAL CONTRACTUAL BONUSES:</b>			<b>\$ 28,500</b>

June 4, 2007



## **2007 ACC MEN'S GOLF CO-CHAMPIONSHIP BONUS RECOMMENDATION**

The Virginia Tech Golf program completed the 2007 season tying Georgia Tech for the 2007 ACC Men's Golf Championship in tournament play held in New London, North Carolina. This is the Hokie's first ACC Men's Golf Championship and the team's first conference title since winning the Big East Conference championships from 2001 through 2003. Additionally, this is the fifth conference in which they have won a conference golf championship.

In recognition of their dedication and efforts, the University proposes to award bonuses to the men's golf coaching staff, in accordance with the university's post season play bonus policy. The university proposes to award a bonus of \$4,000 to Head Coach Jay Hardwick, and a bonus of \$2,000 to Assistant Coach Brian Sharp. The recommendation for payment of bonuses for coaching in this sport is consistent with prior practice. These bonuses are one-time awards and do not affect base salaries. All bonuses are funded from the Athletic Department budget for post-season play.

**RECOMMENDATION:** That the above bonus awards for Coach Jay Hardwick and Assistant Coach Brian Sharp be approved.

June 4, 2007

**2007 ACC WOMEN'S OUTDOOR TRACK AND FIELD  
CHAMPIONSHIP BONUS RECOMMENDATION**

In its third season as a member of the Atlantic Coast Conference (ACC), the Virginia Tech Women's Track and Field team captured its first-ever outdoor championship held at the University of Maryland on April 21, 2007. The team set new school records in the shot put, 100m dash, and in the 100m and 400m hurdling events. These accomplishments came two months after winning their first ACC indoor championship.

The women's track and field team also won honors as being named USA Track and Field's Athletes of the Week, and were ranked by the United States Track & Field and Cross Country Coaches Association poll as the number 13 team in the nation.

Coach David Cianelli, in his sixth year as Director of the Track and Field and Cross Country program, received his second ACC Coach of the Year award after the program won the outdoor championship and the indoor championship in February. He was also named the United States Track & Field and Cross Country Coaches Association's Southeast Regional Coach of the Year.

In recognition of their dedication and accomplishments, the University proposes to reward the coaches of the women's track and field program, as well as volunteer coaches. The recommendation for payment of these bonuses is in accordance with the university's post season play bonus policy, and is consistent with prior practice for awarding bonuses for coaching in this sport. These bonuses are one-time awards and do not affect base salaries. All bonuses are funded from the Athletic Department budget for post-season play.

**RECOMMENDATION:** That the recommended bonuses for coaches of the track and field program be approved.

June 4, 2007

**ACC WOMEN'S OUTDOOR TRACK AND FIELD CHAMPIONSHIP BONUSES**

	<u>Title</u>	<u>Bonus Amount</u>
Cianelli, Dave	Director of Track & Field and Cross Country Coach	\$ 4,000
Jack, Greg	Associate Head Men's Track and Field Coach/Throws Coach	2,000
Johnson, Lawrence	Sprints, Hurdles and Jumps Coach	2,000
Thomas, Ben	Head Cross Country/Distance Coach	2,000
Vidt, Stacey	Assistant Cross Country/Distance Coach	2,000
Phillips, Robert H.	Volunteer Coach / Pole Vault	<u>2,000</u>
		\$14,000

**2007 SOFTBALL BONUSES -- ACC CHAMPIONSHIP AND NCAA TOURNAMENT**

The 2007 Virginia Tech Softball program completed an exceptional season, winning 49 of 65 games – the second-most wins in the program's history. The team won the ACC regular season and tournament titles – firsts in the program's history – going in to the ACC Tournament ranked 13<sup>th</sup> in the country by USA Softball/ESPN and ranked 21<sup>st</sup> in the NFCA/USA Today Coaches' Poll. The Hokie Softball team was the #1 seed in the NCAA Regionals held in Columbus, Ohio in May, but fell in the second game to the #3 seed Cal State Fullerton.

In recognition of their dedication and efforts, as well as in acknowledgment of winning the ACC Coach of the Year award for Coach Scot Thomas, the University proposes to award bonuses to the softball coaching staff, in accordance with the university's post season play bonus policy. This recommendation for payment of bonuses for coaching staff is consistent with prior practice for the ACC Championship title in Olympic sports; however, this is the first year bonuses are being awarded to softball. The bonuses are one-time awards and do not affect base salaries. All bonuses are funded from the Athletic Department budget for post-season play.

RECOMMENDATION: That the bonuses as described on the attached schedule be approved.

June 4, 2007

**2007 SOFTBALL BONUSES -- ACC CHAMPIONSHIP AND NCAA TOURNAMENT****June 4, 2007**

<u><b>Name</b></u>	<u><b>Title</b></u>	<u><b>Amount</b></u>
Thomas, Scot	Head Coach	\$ 4,000
Brauns, Al	Assistant Coach	2,000
McVay, Tiffany	Assistant Coach	<u>2,000</u>
		\$ 8,000

June 4, 2007

**Remarks made during the BOV Meeting**

**Kerry J. Redican**  
**President, Faculty Senate of Virginia Tech**

**June 4, 2007**

**Thank you Mr. Rector, members of the Board of Visitors, Ladies and Gentlemen**

**Once again, I'd like to emphasize that faculty appreciate the opportunity to participate in this level of the governance process and your responsiveness to faculty issues.**

**I mentioned in my first report back in August, that faculty feel they work in a partnership with administration, Board of Visitors, staff, and students. The evidence of how successful this partnership can be was our collective response to the tragic events of April 16<sup>th</sup>. Concurrent with dealing with the shock and dismay of April 16<sup>th</sup>, faculty, students, and administration had to test the strength of the partnership and work closely together in a way that had never been done before in order to complete the semester. It was incredibly difficult and challenging but we did it – we pulled together and made it happen.**

**Shortly after April 16th, a special closed session of the faculty senate was held and a statement of support for administration was approved:**

***Statement in Support of President Charles W. Steger and Police Chief Wendell Flinchum***

***We, the members of the Faculty Senate of Virginia Tech offer our full support to President Charles W. Steger as he continues to lead the university through these difficult times. We thank President Charles W. Steger and Chief Wendell Flinchum for their leadership and outstanding dedication to the Virginia Tech community in response to the tragic events of April 16<sup>th</sup>.***

***- The Faculty Senate of Virginia Tech***

**In my August, 2006 remarks, I reported that the issues of concern of the 2006-2007 Faculty Senate were continuing efforts to reach the 60<sup>th</sup> salary percentile of our peer institutions and a faculty club. We appreciate the both the administration and BOV making both of those issues high priority on your agendas and we are pleased on the progress we are making.**

**It has been a very productive year. The 2006-2007 Commission on Faculty Affairs was very active and in consultation with the Faculty Senate was successful in gaining University Council approval for policies on composition of committees for promotion and tenure evaluation; annual and pre-tenure evaluation; part-time appointments for tenure-track and tenured faculty; and career track for instructors and general employment policies for non-tenure track and tenured faculty. We believe that the implementation of these policies will strengthen the academic culture, provide for more opportunities for recruitment and retention and have a positive impact in our diversity efforts.**

**Since my last report, Faculty Senators also began a dialogue on how to take the Principles of Community to the next level, that is, incorporating them into their work. The first step in this process was to communicate to the university community that faculty are serious about the Principles of Community. The Faculty Senate passed a motion that faculty should be encouraged to include a statement in their syllabus reflecting support for the Principles of Community – a statement similar to the current Honor Code statement in syllabi. It is anticipated that more discussion will take place regarding other ways to demonstrate that faculty support for the Principles of Community.**

**At our May, 2007 meeting, the 2007-2008 Faculty Senate officers were elected. They are Valerie Hardcastle (President) and Hardus Odendaal (Vice President). Valerie is both a Professor of Philosophy and Science and Technology Studies in the College of Liberal Arts and Human Sciences. She has been at Virginia Tech since 1992. Valerie received her Bachelor of Arts from University of California, Berkeley; Master of Arts from University of Houston and Ph.D. from University of California, San Diego.**

**Hardus Odendaal is an Associate Professor of Electrical and Computer Engineering. Hardus has been at Virginia Tech since 2001 and received his Bachelor of Science, Master of Science, and Ph.D. from Rand Afrikaans.**

**I am certain you will enjoy working with Valerie and Hardus.**

**I also want to mention that I have enjoyed working with Jean, Ennis, and Greg and I believe they all did an outstanding job representing their constituencies.**

**I'd also like to thank President Steger and Provost McNamee for their efforts on supporting a healthy climate for shared governance and for taking time out of their schedules for regular meetings with Faculty Senate leadership.**

**Finally, I have thoroughly enjoyed working with all you on the Board of Visitors this past year. Your friendliness, responsiveness, and willingness not only to hear faculty concerns but to take action is most appreciated. On behalf of the faculty, we thank you.**

**Constituency Report:  
Ennis McCrery,  
Graduate Student Representative  
to the Virginia Tech Board of Visitors  
June 4, 2007**

Thank you, Rector Lutz, President Steger, Ladies and Gentlemen of the Board, and distinguished guests.

As I begin my final address as the Graduate Student Representative to this board, I would like to acknowledge the university's great loss on April 16<sup>th</sup>. In particular, I would like to celebrate the lives of the nine graduate students who died that day. In addition to being fine students here at Virginia Tech, these nine people were parents, spouses and partners, daughters, sons, colleagues, and friends. As graduate students, they were conducting significant research in areas such as sustainability of water quantity, storm-water management, the effects of urban development on flooding, energy-efficient design solutions and advanced building structures, and sustainable agriculture for third-world nations. They were also musicians, spiritual leaders, sports enthusiasts, athletes, fine cooks, painters, wild-land fire fighters, and equestrians.

Their families will miss them. We will miss them. The world will miss them.

I'd also like to take this opportunity to thank Dean DePauw and the staff of the Graduate School for the support they gave the graduate community during those difficult weeks. For days, the dean and others sat in the GLC multipurpose room, waiting for graduate students who needed them. Many of us flocked there, seeking comfort and community. The Graduate Student Assembly also organized a workshop for teaching assistants and others to support us as we reentered the classroom. While the entire university community grieved, graduate students had multiple burdens, as we tried to function as both teachers and students. The difficulty of this situation was significant, and it highlighted the expectations and responsibilities that we shoulder every day—not just on extraordinary days like those in April, but the support of our community helped us tremendously.

Following on the heels of the extraordinary weeks after April 16<sup>th</sup>, thirteen graduate students, including me, had the privilege of traveling with Dean DePauw to Switzerland and Italy, where we studied the European higher education system for ten days. This program, called Preparing the Future Professoriate, Global Perspectives, is part of the Graduate School's Transformative Graduate Education initiative. On the Graduate School website, this initiative is described as a concept that is being used "to foster changes in the ways graduate students are prepared for becoming engaged contributors in modern universities and contributing professionals in their communities."

The trip that I took part in was focused on our global community: specifically, how the Bologna reforms in European higher education are similar to or different from the United States' system and how other universities in the world look at important topics, such as research, ethics, and the concept of education for the greater good. We visited a range of institutions, including University of Basel, a school founded in the European humanist tradition in the 15<sup>th</sup> century;



ETH, one of the premier engineering and architecture schools in Europe that boasts 21 Nobel laureates, including Albert Einstein; University of Lugano, also known as USI, a university founded just ten years ago; and the Politecnico de Milano, an Italian institution founded just a few years prior to Virginia Tech. We had the opportunity to meet with the rectors of several of these institutions, as well as professors and graduate students. We who participated are pursuing careers in higher education, either as teaching faculty or administrators, and each of us left with a clearer understanding of and passion for our future professions.

I urge this board to learn more about the Transformative Graduate Education initiative, which includes opportunities like the Global Perspectives seminar in Europe, as well as courses in Critical Pedagogy, Citizen Scholarship, and preparing future faculty and career professionals. These courses are helping graduate students see their research and scholarship within a larger context: a view we need if we are to become future leaders. While a few similar programs exist in graduate schools throughout the country, Virginia Tech's initiative is unique for its global focus, as well for the ways that it is interwoven with the Graduate Life Center and the graduate community. As we look to the future, it is Transformative Graduate Education that will set Virginia Tech's research and graduate education agenda apart. You can find a link to this initiative on the Graduate School homepage: [www.grads.vt.edu](http://www.grads.vt.edu).

Before I end, I'd like to report briefly on the status of some projects that we have been working on this year. Understandably, we were thrown off-schedule in April, but I anticipate that many of our goals will be accomplished within the next academic year.

First, graduate students will have a new resource in the fall: a graduate ombudsperson's office is being established. This office will help resolve problems and facilitate communication within the graduate and university communities.

Second, we continue to work on issues of childcare and housing. An RFI and RFP will be released soon for a traditional daycare facility, but they will also include information about a possible co-op facility for graduate students. Among graduate students', this issue is not a question of *if*, but one of *how* and *when*. We are committed to making it happen and are appreciative of the administration's support.

Graduate housing is also on the agenda. Focus groups were scheduled to take place at the end of April but had to be delayed until the fall. Once data is gathered, we can begin the process of looking for housing solutions. I'd like to offer many thanks to Heidi McCoy in the EVP's office and Monika Gibson in the Graduate School for their help on this issue.

Healthcare will continue to be focus as well. Graduate students are thrilled about the progress that has been made, but we will continue to look for ways to improve coverage, as well as ways to improve communication between the insurance company and Schiffert Health Center. The Graduate Ombudsperson will also help students sort out questions about their coverage and will provide educational opportunities to help students understand the ins and outs of insurance.

Graduate community and campus climate will also remain on the agenda. This summer, I will be submitting a report to Dean DePauw and Provost McNamee with composite case studies of graduate women's experiences at Virginia Tech.

I look forward to seeing my successor, Brennan Shepard, forge his own path in this position. He will serve graduate students and this board well. For my part, I'd like to offer the sincerest of thanks to you, the Virginia Tech Board of Visitors, as well as to the university administration. I have learned so much from you and will always be grateful for having had this opportunity. I'd also like to thank my colleague, Greg Sagstetter, for his friendship and collaboration. Most of all, I'd like to thank my fellow graduate students for allowing me to speak on their behalf. It's been an honor.

Thank you.

## **Staff Senate Constituency Report to Virginia Tech Board of Visitors June 4, 2007 Jean Brickey Staff Senate President**

Rector Lutz, Members of the Board of Visitors, Dr. Steger, administrators and guest. It is my honor and a privilege to talk to you about Virginia Tech's Staff Senate and staff.

At the March Board of Visitors Meeting the Staff Senate Constituent report listed the status of goals for 2006-2007. I would like to give you an update on these goals. Some of the Staff Senate goals which were being worked on in early April are now delayed due to the tragedy in April, but the Staff Senate hopes to complete those goals by the fall of 2007.

### **Update on Goals for 2006-2007**

- Establish Staff Associations in areas that have been reorganized over the last few years.
  - At the Staff Senate June meeting the Staff Senate hopes to vote on the approval of a Staff Association for the Provost Office and the Office of Outreach and International Affairs. There are two other Staff Associations the Staff Senate hopes to establish by fall 2007.
- Assist in informing and involving the Staff and non student wage employees in the policy making for the Higher Education Restructuring Act. The Employee Advisory Committee is now established and soon working groups will be established to address new staff human resources policies needed to move forward with Higher Educational Restructuring Act.
- Update the Staff Senate Web pages. The new Staff Senate web is updated with the exception of putting some archived information on the page. Please view this page at [www.staffsenate.vt.edu](http://www.staffsenate.vt.edu).
- The Staff Senate has published the new Staff Senate Brochure. Each of you should have in your notebooks a copy of the new Staff Senate Brochure.
- Work closely with Commission on Staff Policies and Affairs to communicate vital information on issues of importance to staff.
- We added a goal in April. To work closely with the staff making sure they have the opportunity to talk with counselors and help faculty/staff and students as needed in the healing process after the events of April 16, 2007.
- On April 19, 2007, the Staff Senate wrote two resolutions. A Resolution of Sympathy for the entire Virginia Tech Community, and the other a Resolution of thanks to Dr. Steger the Administration, Virginia Tech Police and Emergency response teams.

### **Staff Development**

- On May 3<sup>rd</sup>, the Staff Senate held its annual James D. McComas Staff Leadership Seminar. The decision was made to continue with the seminar even though we had to change one of the speakers a week before the event. There were approximately 90 participants and 17 staff leaders from 9 of Virginia's other colleges and universities. A reception was held on May 2<sup>nd</sup> for our outside guest at the Inn at Virginia Tech. Some of the comments we have gotten from our outside participants are "Great Job, we give you an A+ thank you for the opportunity to join your leadership seminar and work with you on governance issues and hope you will remember us in the future and thank you for the opportunity to network with staff leaders across the state of Virginia, what a great idea."
- At the request of Mr. James Hyatt, the Staff Senate is all ready starting to work on a proposal for a National Staff Leadership Conference to be held at Virginia Tech sometime in the year 2007-2008.

### **Staff Senate Speakers to Date**

- A university Benefits counselor spoke briefly to the Staff Senate about the changes in our Health Care for 2007-2008.

- The university's Employee Assistance Program is one of the benefits provided by the Commonwealth of Virginia, through Value-Options. Representatives from Human Resources and Value-Options met with the Senate to share information about grief counseling and how to handle a tragedy such as the one experienced on April 16, 2007. The information packets brought to this meeting were shared with the Staff Senator's Staff Associations and departments.
- Dr. Charles Steger spoke to the Staff Senate. He talked about his pride in the University Community during this tragedy and about measures that we are considering to safeguard our community in the future.
- Our last speaker for this year will be Mr. James Hyatt in June to discuss the Higher Education Restructuring Act, campus security issues and his ideas about the National Leadership Seminar.

I would like to take this opportunity to share with you briefly some information on our award winning dining services. Dining Services is a part of our Student Programs and has 616 non faculty salaried and non student wage employees. There are an additional 400 student employees during the academic year. The staff in our dining services works various shifts to cover a twenty-four hour seven days a week operation when classes are in session. The bakers come in at 2:00am and the workers night workers at Dietrich Express leave at 2:00am. This department serves up to 31,000 meals to students each day and a total of 5.3 million meals per year. Our food is so good we had 13,058 off campus meal plan holders this past year. During the Hokie football season we cater all the meals for our South End Zone and West Stadium Club seating. Our dining program was rated #2 in the nation by The Princeton Review for best food on a campus out of 361 colleges and universities nationwide. We were named the #1 Franchise in the company for Au Bon Pain (1<sup>st</sup> award given by them to a college or university). Deet's Place, our coffee shop won the Gold Cup award which is very difficult to achieve since we roast our own coffee. This past year our annual sales were in excess of 34 million. All these accomplishments are due to our great staff working in the dining programs.

The Staff Senate has elected Judy Alford from Learning Technologies as the President of the Staff Senate and Staff Representative to the Board of Visitors for 2007-2008 and Tom Tucker from the University Architects Office as the Vice President of the Staff Senate.

As the outgoing President of Virginia Tech's Staff Senate, I want to say thank you to the Board of Visitors for you support this past year and for the opportunity you and Dr. Steger have given me to be Virginia Tech's first Staff representative on the Board of Visitors. It has been a privilege to serve Virginia Tech's staff for the last two years. Virginia Tech has a great staff as evidenced on April 16, 2007 and the following weeks, we have seen our staff go above and beyond the job duties to get the work done under very stressful conditions. Our staff does not hesitate to go above and beyond their assigned duties when there is a job to be done. The Staff Senate also wants to thank Linda Woodard, Assistant Vice President for Human Resources for her continued support. I want to thank all of you for your support and encouragement this year. You have made me feel welcome on this board and made it a very good experience.

**Expression of Sympathy to the Virginia Tech Family on the Tragedy of  
April 16, 2007  
Staff Senate of Virginia Tech  
Virginia Tech Staff Senate Resolution No. 2007  
Approved: April 19, 2007**

WHEREAS, the peace and harmony of the Virginia Tech campus was violently and tragically breached on April 16, 2007; and,

WHEREAS, the horror and grief felt by the Virginia Tech community and especially by the Staff of Virginia Tech at the tragic loss of life cannot begin to be fathomed; and,

WHEREAS, we the Staff firmly believe in Nikki Giovanni's poetic and healing words delivered at the April 17, 2007 Convocation, that "We are Virginia Tech"; and,

WHEREAS, the Staff of Virginia Tech wish to express their sincerest condolences to all the victims, their families, colleagues, and friends; and,

WHEREAS, the Staff have been exceptionally proud of how the Faculty, Staff, and Students have comported themselves during this tragedy; and,

WHEREAS, we the Staff Senate with one voice express our shared pain and sympathy to all those affected by this tragedy.

THEREFORE BE IT RESOLVED that the Staff Senate of Virginia Tech extends its sincerest condolences and sympathy to the entire Virginia Tech family and especially to the families of the slain. We will never forget those so tragically lost to us and add our voice to the multitude of well wishes and sympathy expressed from around the world.

**Resolution of Thanks and Gratitude to all Those Who have Aided the  
Virginia Tech Community During the Tragedy of April 16, 2007  
Staff Senate of Virginia Tech  
Virginia Tech Staff Senate Resolution No. 2007-2  
Approved: April 20, 2007**

WHEREAS, on April 16, 2007 a tragedy of unprecedented horror occurred on the Blacksburg campus of Virginia Tech; and,

WHEREAS, the Staff Senate wishes to express its thankfulness for all the assistance and aid rendered to the Univeristy; and,

WHEREAS, the Staff Senate knows that no amount of words can truly express the depth of our thankfulness for the emergency teams, medical and law enforcement personnel who have performed above and beyond the call of duty during this crisis; and,

THEREFORE BE IT RESOLVED that the Staff Senate of Virginia Tech expresses its profound thanks and gratitude to all those who attended to the casualties of the tragedy on April 16, 2007, and who continue to care for the wounded and grieved members of the Virginia Tech family.

BE IT FURTHER RESOLVED that the Staff Senate further expresses its profound thanks to each and every member of the law enforcement community who responded immediately in our time of desperate need, and also whose constant vigil over the campus since that time has served to restore in part our sense of security on campus.

BE IT FURTHER RESOLVED that the Senate also commends President Charles Steger and his staff who have been a source of strength to the Staff and the Virginia Tech family during this difficult time.

## **Constituency Report by the Undergraduate Student Representative to the Virginia Tech Board of Visitors**

**June 4, 2007**

Handouts: None

### **Introduction**

Thank you Rector Lutz, President Steger, members of the board, ladies and gentlemen...

I need to begin my final address as Undergraduate Student Representative to the Board of Visitors by acknowledging our university's unconscionable loss of April 16<sup>th</sup>. Within hours of the tragedy, Tech students—both undergraduates and graduates—bound together under the banner of Hokies United. Inside of 24 hours, the organizing committee that began with ten students had multiplied into hundreds. We worked day and night those first two weeks to bring the community together and demonstrate the resilience of the Hokie Nation in the face of great adversity. While many of our friends from across the world were offering support of various kinds, some attempts were directed at exploiting our loss for personal or professional gain. Hokies United was first and foremost committed to bringing the community back together, and secondly, to show the world what the Hokie Nation is really all about. Hokies United was responsible for such high profile events as the candlelight vigil, community picnic, campus game & movie nights, return to class memorial, and the temporary memorial that still sits on the drillfield today. All in all, these events were 100-percent student planned, directed, and carried out. We showed the world that Virginia Tech's motto, *ut prosim*, is alive and well at a time when serving the community seems unpopular at best. The world responded with shock at both the tragedy **and** the way the students responded to the challenge. As we continue to *Invent the Future* and pursue an increased research agenda in the process, we owe it to those we've lost, our own community, and the world to not forget the past. While it's hard to carry on with normal governance functions post 4-16, it is essential to the health of the university that we do so.

### **Issues**

I will keep my report intentionally brief by quickly highlighting some areas of the undergraduate experience that require attention.

Academic advising is a cornerstone of a strong undergraduate program. I mentioned some shortcomings in this area during my last constituency report and for obvious reasons, I was unable to dedicate the past two months to further lobby and research the advising problems at Virginia Tech. Improvements must be made as quickly as possible. This should not be difficult, particularly since we have a highly successful model already functioning at Virginia Tech; it comes in the form of the University Honors Program. Skeptics might say that the Honors Program works because it gets the best students. Well this is simply not true, and I—for those of you who know me—am a perfect example of

this. While University Honors does get some of the best students, it's the world class advising that these students receive that results in the programs overwhelming success. I have said this numerous times, but the challenge to Virginia Tech today is to extend the opportunities afforded to University Honor's students, to all students. It will require a commitment, in expertise, time, and certainly financial resource. The expertise already exists in and outside of the Honors Program; it's simply a matter of priorities if the time and money get spent to make this happen. The possibilities are endless should we empower the entire student population in the same way we do for the honors students.

I also promised, at our last meeting, to provide a report on campus climate at Virginia Tech. That promise has not been fulfilled due to unforeseen events; however, we have a well-documented problem in this area that still requires constant and immediate attention. The Task Force on Race and the Institution issued its final report on April 11<sup>th</sup>. The report has important and long overdue recommendations to improve campus climate and promote a more inclusive campus community. One of the principle recommendations is to create a requirement within the university's general education requirement, for all students to complete a course that addresses issues of race and racial privilege. This has garnered overwhelming support from the student body, both in survey form and as an official piece of legislation through the student government. Additionally, the Commission on Student Affairs, or the officially recognized body within university governance that addresses student life and issues, unanimously passed a resolution asking for such a requirement. The community has repeatedly asked for this and other recommendations to be accepted and funded for years—the community needs this and the problem is well documented—so the funding and subsequent implementation to improve Tech's campus climate is simply a matter of priority.

### **Conclusion**

In conclusion, it's important for me to take a moment to thank Provost McNamee for his hard work during a difficult and stressful time, in creating an academic policy that was kind, generous, and functional. He facilitated the healing this community so desperately needed, and he did so with the utmost care and attention. The student feedback has been mostly positive. I also need to thank the Board of Visitors for this world class opportunity, for their service, which is difficult to understand except for those who have the privilege of watching them firsthand, and for their vision—which undoubtedly makes Virginia Tech the wonderful experience from which we all benefit and enjoy.

Lastly, I leave Virginia Tech with the worry that 5 years from now a student will not have a similar experience or the same world-class opportunities that I have had. This has nothing to do with 4-16, and everything to do with what decisions are made in the near future in regards to the future of undergraduate education. This speaks directly to what the Academic Affairs Committee has discussed as recently as today. I implore you—the distinguished members of this Board—to ensure, well into the future, that the same high school failure can come here and leave as Tech's Man of the Year four years later. The true essence of the land grant mission must not be forgotten. Please do not forget how this happens, i.e., a deliberate, continual commitment to creating strong undergraduate programs; it will not happen in a research laboratory.



I look forward to staying in touch with each of you over the years. Thank you for your professional mentoring, personal advice, and friendship; it has been a true honor to serve with you. Thank you,

Gregory J. Sagstetter  
Undergraduate Representative to the Board of Visitors  
Virginia Polytechnic Institute and State University  
1103 Patrick Henry Drive, APT. D  
Blacksburg, VA 24060