

Virginia Tech Board of Visitors Meeting

June 4, 2012

Minutes

- A. **Minutes:** Academic Affairs Committee
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- I. **Minutes:** Finance and Audit Committee
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- K. **Resolution:** Approval of the 2012-2013 Faculty Compensation Plan
- L. **Resolution:** Approval of the 2012-2013 University Budgets: Operating and Capital Budgets, Hotel Roanoke Conference Center Commission Budget, and Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences
- M. **Resolution:** Approval of the 2012-2013 Auxiliary Systems Budgets: Dormitory and Dining Hall System, Electric Service System, University Services System, and Intercollegiate Athletics System
- N. **Resolution:** Approval of the 2012-2013 Pratt Fund Budget Proposal
- O. **Resolution:** Reappointment of University Commissioner to the Hotel Roanoke Conference Center Commission
- P. **Resolution:** Approval of the Affiliation Agreement Renewals
- Q. **Minutes:** Student Affairs and Athletics Committee
- R. **Resolution:** Adoption of the University's Long-Range Plan "A Plan for a New Horizon: Envisioning Virginia Tech 2012-2018"
- S. **Report:** Research and Development Disclosures
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MINUTES

June 4, 2012

The Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, June 4, 2012, at 1:15 p.m. in Torgersen Boardroom, Virginia Tech Campus, Blacksburg, Virginia.

Present

Mr. Frederick J. Cobb
 Ms. Beverley Dalton
 Mr. Douglas R. Fahl
 Mr. Cordel Faulk
 Mr. William B. Holtzman
 Dr. Calvin D. Jamison, Sr.
 Mr. John C. Lee IV
 Mr. George Nolen (Rector)
 Ms. Suzanne Obenshain
 Ms. Deborah Leigh Martin Petrine
 Mr. Michael J. Quillen
 Mr. John G. Rocovich, Jr.
 Mr. Paul W. Rogers, Jr.
 Dr. Bruce Pencek, President, Faculty Senate
 Ms. Maxine Lyons, President, Staff Senate
 Ms. Michelle McLeese, Graduate Student Representative
 Mr. Matthew Banfield, Undergraduate Student Representative

Absent

Ms. Michele Duke

Also present were the following: Dr. Charles Steger, Mr. Erv Blythe, Mr. Ralph Byers, Ms. Shelia Collins, Mr. John Cusimano, Ms. Wanda Dean, Dr. Karen DePauw, Deputy Chief Gene Deisinger, Dr. John Dooley, Dr. Elizabeth Flanagan, Dr. Jack Finney, Mr. Bo Hart, Ms. Natalie Hart, Ms. Kay Heidbreder, Mr. Larry Hincker, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Mildred Johnson, Dr. Paul Knox, Ms. Sharon Kurek, Dr. Will Lewis, Ms. Heidi McCoy, Dr. Mark McNamee, Dr. Jerome Niles, Ms. Kim O'Rourke, Dr. Ellen Plummer, Dr. John Randolph, Mr. Dwight Shelton, Ms. Sandra Smith, Dr. Raymond Smoot, Dr. Ed Spencer, Mr. Jeb Stewart, Ms. Sue Teel, Dr. Robert Walters, Dr. Sherwood Wilson, Dr. Daniel Wubah, faculty, staff, students, guests, and reporters.

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Rector Nolen asked for a motion to approve the minutes of the meetings of March 26, 2012, April 20, 2012, and May 17, 2012, as distributed. The motion was made by Mr. Rocovich and seconded by Ms. Dalton. The minutes were approved.

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Rector Nolen called on Mr. Rogers for a report of the Academic Affairs Committee. (Copy filed with the permanent minutes and marked Attachment A.)

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

**Resolution for Approval of the Bachelor of Arts Degree
in Religion and Culture**

That the Board of Visitors approve the bachelor of arts degree in religion and culture effective fall 2012. (Copy filed with the permanent minutes and marked Attachment B.)

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

**Resolution to Discontinue the
Master of Information Systems Degree**

That the discontinuance of the Master of Information Systems (MIS) degree be approved. (Copy filed with the permanent minutes and marked Attachment C.)

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

**Resolution to Revise Policy 13010
Individual Conflicts of Interest and Commitment**

That the revised policy 13010, Individual Conflicts of Interest and Commitment, be approved effective August 10, 2012. (Copy filed with the permanent minutes and marked Attachment D.)

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

**Resolution to Establish the Enrollment Management Group to
Supersede the Undergraduate Admissions Advisory Committee**

That the resolution establishing the Enrollment Management Group to supersede the Undergraduate Admissions Advisory Committee be approved. (Copy filed with the permanent minutes and marked Attachment E.)

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REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE

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

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

Resolution Approving the Terms of a Joinder Agreement and of a Water Agreement and Providing that Montgomery County, Virginia Join the Blacksburg-Christiansburg-V.P.I Water Authority

That the resolution: (1) authorizing the university to enter into a Joinder Agreement among Blacksburg, Christiansburg, Virginia Tech, Montgomery County, and the Authority to be dated the first day of the month in which it is anticipated to be executed and delivered by the parties; (2) authorizing the university to enter into an Amended and Restated Water Agreement among Blacksburg, Christiansburg, Virginia Tech, Montgomery County, the Authority, and the Montgomery County Public Service Authority to be dated the first day of the month in which it is anticipated to be executed and delivered by the parties; (3) continuing the appointments of Sherwood Wilson as Virginia Tech's member and John W. Kirby and C. William Smith as joint members of the expanded Blacksburg-Christiansburg-VPI Water Authority Board of Directors; and (4) recommending the Amended and Restated Blacksburg-Christiansburg-VPI Water Authority Articles of Incorporation be approved. (Copy filed with the permanent minutes and marked Attachment G.)

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

Resolution Adopting Campus Wayfinding Plan

That the resolution adopting the Campus Wayfinding Master Plan document be approved. (Copy filed with the permanent minutes and marked Attachment H.)

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REPORT OF THE FINANCE AND AUDIT COMMITTEE

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

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

**Resolution for Approval of the Year-to-Date Financial Performance Report
(July 1, 2011 – March 31, 2012)**

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, 2011, through March 31, 2012, and the Capital Outlay report be accepted. (Copy filed with the permanent minutes and marked Attachment J.)

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

**Resolution for Approval of the 2012-2013
Faculty Compensation Plan**

That the proposed 2012-13 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 K.)

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

**Resolution for Approval of the 2012-2013
University Budgets**

Proposed 2012-13 Operating and Capital Budgets

That the proposed 2012-13 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved.

Hotel Roanoke Conference Center Commission Budget

That the budget for The Hotel Roanoke Conference Center Commission for 2012-2013 be approved.

**Virginia Tech-Wake Forest University School of Biomedical Engineering
and Sciences 2012-13 Operating Budget**

That the 2012-2013 budget for the Virginia Tech-Wake Forest School of Biomedical Engineering and Sciences be approved.

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

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

**Resolution for Approval of the 2012-2013
Auxiliary Systems Budgets**

Dormitory and Dining Hall System 2012-13 Operating Budget

That the recommended budget for the fiscal year July 1, 2012 to June 30, 2013 for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.

Electric Service System 2012-2013 Operating Budget

That the recommended budget for the fiscal year July 1, 2012 to June 30, 2013 for the operation of the Electric Service System and the report of the Annual Inspection be approved.

University Services System 2012-2013 Operating Budget

That the recommended budget for the fiscal year July 1, 2012 to June 30, 2013 for the operation of the University Services System and the report of the Annual Inspection be approved.

Intercollegiate Athletics System 2012-2013 Operating Budget

That the recommended budget for the fiscal year July 1, 2012 to June 30, 2013 for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.

That the 2012-2013 Auxiliary Systems Budgets be approved. (Copies filed with the permanent minutes and marked Attachment M.)

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

**Resolution for Approval of the 2012-2013 Pratt Fund Budget
Proposal**

That the proposed 2012-2013 allocation and use of Pratt Funds be approved. (Copy filed with the permanent minutes and marked Attachment N.)

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

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

That the resolution to reappoint the Chief Financial Officer of Virginia Tech as the university's representative on the Hotel Roanoke Conference Center Commission be approved. (Copy filed with the permanent minutes and marked Attachment O.)

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

Resolution to Approve the Affiliation Agreement Renewals

- Virginia Tech Alumni Association, Inc.
- Virginia Tech Applied Research Corporation
- Virginia Tech Athletic Fund, Inc.
- Virginia Tech Corps of Cadets Alumni, Inc.
- Virginia Tech Foundation, Inc.
- Virginia Tech Innovation Corporation (formerly Virginia Tech Technology Services and Operations Corporation)
- Virginia Tech Intellectual Properties, Inc.
- Virginia Tech Services, Inc.

That the affiliation agreements listed above be revised according to the attached template and extended for a four-year period, terminating on June 30, 2016. (Copy filed with the permanent minutes and marked Attachment P.)

REPORT OF THE RESEARCH COMMITTEE

The Research Committee did not meet.

REPORT OF THE STUDENT AFFAIRS AND ATHLETICS COMMITTEE

Rector Nolen called on Dr. Jamison for the report of the Student Affairs and Athletics Committee. (Copy filed with the permanent minutes and marked Attachment Q.)

Dr. Jamison added that within the ACC, Virginia Tech is in the top four in 12 of the 21 sports: number two in football, swimming and diving. In Olympic sports, Virginia Tech is number one in men's outdoor track, number three in wrestling, and number two in swimming and diving within the ACC. There are also 14 student-athletes participating in NCAA meets this spring. Since joining the ACC, Virginia Tech has had ten winning seasons, and now has the most winning program in the country. Virginia Tech also has the longest bowl streak, with 19 straight bowl games.

In regard to the Overview of Housing and Residence Life, Dr. Jamison noted that one of the big challenges moving forward will be deferred maintenance in regard to the residential facilities.

Dr. Jamison added that this fall, Virginia Tech will have the largest increase in the Corps of Cadets since 1969.

PRESIDENT'S REPORT

President Steger announced that Dr. Ray Smoot will be stepping down as a CEO of the Virginia Tech Foundation and as Treasurer of the University on June 30, 2012. John Cusimano will be the new Treasurer of Virginia Tech. He brings to the role extensive capability and debt management experience with both the foundation and the university. Dr. Steger expressed his confidence in Mr. Cusimano and his appreciation for Mr. Cusimano's willingness to take on this task.

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

Resolution for Adoption of the University's Long-Range Plan "A Plan for a New Horizon: Envisioning Virginia Tech 2012-2018"

That the university's long-range plan, "A Plan for a New Horizon: Envisioning Virginia Tech 2012-2018," be adopted. (Copy filed with the permanent minutes and marked Attachment R.)

President Steger recognized the work of Paul Knox and Frances Keene and called on Dr. Knox to provide a brief summary. President Steger added that the implementation will begin in earnest during the fall semester as the colleges and vice presidential areas bring forward their strategic plans to fit within this broad umbrella. The various dimensions of this plan will be incorporated into the scorecard process so there will be regular updates to the Board on the progress of each of these goals.

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Report of Research and Development Disclosures

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

Dr. Steger commented that these disclosures are reviewed by the Research Division, Legal Counsel, and the Provost. Although there is nothing out of the ordinary, the report is presented to comply with Board policy.

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Athletic Practice Facility Site Evaluation Committee Presentation

As part of the President's Report, President Steger asked Dr. John Randolph to give a presentation to the Board on the status of the Athletic Practice Facility Site Evaluation Committee's work. (Copy filed with the permanent minutes and marked Attachment T.) President Steger noted that the presentation is for the Board's action only, and there is no action to be taken today. Funding of \$25 million from non-general funds was approved by the Board for the project in 2006. He commended Dr. Randolph for chairing the committee. The committee has given its report to Dr. Sherwood Wilson, Vice President for Administrative Services, and Dr. Wilson will review the report and make a recommendation to President Steger. The Board will be apprised of the status at future meetings through the Buildings and Grounds Committee.

Dr. Randolph explained that this practice facility has been in the works for more than a decade. When the Board approved funding in 2006, it also included the update of the Rector Fieldhouse as part of the construction project. In the 2006 Master Plan and the 2009 Update, originally the facility was earmarked for the Washington Street tennis court site. By late 2010, Athletics suggested a more favorable site in the woods adjacent to the indoor practice field, northeast of Lane Stadium. In recent months, the area has come to be referred to as Stadium Woods by the public. Facilities Services began studying the feasibility of the site. The footprint of the construction zone would impact about 3 acres or 21 percent of the woods area of about 13.75 acres.

In the last year, those woods have been studied and revealed characteristics of an old forest remnant with as many as 59 trees estimated to be more than 300 years old. As a result, a social movement has emerged trying to relocate the site of the facility from

the woods and to designate the Stadium Woods, as the area has come to be known in recent months, for permanent protection on the campus. The movement has generated a great deal of media attention, creating a fair amount of controversy over this proposal.

In January, President Steger asked Vice President Sherwood Wilson to establish an ad hoc committee to study the matter and make recommendations to help the university to resolve the issue in the best interest of the university. The committee is a representative group consisting faculty, administrators, staff and students and representing various interests of athletics, facilities services, student affairs, student government, and the faculty senate, as well as the Town of Blacksburg community. The committee met bi-weekly for four months and got a lot of information including the third-party consultant report by Bio Habitats Inc. of Baltimore that studied the site and did a site assessment. The committee solicited input from within and outside the campus. A lot of time was spent generating and discussing conceptual plans for the facility and assessing the various impacts of those plans.

Dr. Randolph shared maps with various locations for the practice facility. The facility footprint will include about 2.1 acres. The impact area including the construction zone will include about 3 acres. This site at the corner of Stadium Woods would be ideal for the practice facility. In particular it will be out of the way. The impact on the woods will remove 117 trees that are greater than 10 inches in diameter at breast height. Twenty-eight of these trees are greater than 24 inches, and nine are estimated to be more than 300 years old. The overwhelming majority of those who provided solicited and unsolicited input to the committee were opposed to this site.

No one on the committee and only a handful of the thousands of people the committee heard from disputed the desirability and need for this athletic facility. However, despite the consideration of cost, design, minimizing disruption, and accommodating the facility, the determining factor in committee deliberations and recommendations was demonstrated social importance of Stadium Woods.

In looking at other sites, the tennis court site next to the basketball practice facility was considered. Because this site would not impact the woods, it was favored by nearly all the email respondents and 84 percent of the random survey responses who indicated a site preference. Any Washington Street site would require relocation of the existing tennis courts and roller hockey rinks. More than 450 people signed an on-line petition requesting a replacement of the courts and rink before their closure if this site were chosen. This site will present huge design challenges of aesthetically fitting such a large facility on a main campus street. The committee explored features to improve aesthetics including burying 20 percent of the building below ground, additional set-back from the street, landscaping, and building materials, all of which will add to the cost of building.

The committee recommends relocating the proposed facility from the woods site to the Washington Street tennis court site. In order to provide some site and design flexibility, the committee recommends that Facilities Services and their consultants develop a site facility design and orientation within the range between the parallel site

and the skewed site, between the no-impact alternative and minimal-impact alternative. Orientation should balance the consideration of cost, aesthetics, mitigation of disrupting existing uses, and minimal impact on the work. This is the main recommendation for the site of the facility. He also listed four additional recommendations that are contained in the report. The report was delivered last Wednesday to Dr. Wilson, who is studying this report and will provide a recommendation to President Steger.

Rector Nolen thanked Dr. Randolph for his thorough report and for the service provided.

President Steger noted that in 2010, the Board adopted a set of Campus Design Principles, which are posted on the university's website. These principles address issues such as the height of buildings along the roads, etc. and will guide the evaluation of alternate sites. Other considerations include the possibility of geotechnical problems and the cost of constructing a building that has several stories underground. He looks forward to receiving Dr. Wilson's recommendation. President Steger added that he appreciates everybody's participation.

Motion to begin Closed Session

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

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

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

The motion was seconded by Dr. Jamison and passed unanimously.

Motion to Return to Open Session

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

Ms. Dalton made the following motion:

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

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

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

The motion was seconded by Dr. Jamison and passed unanimously.

Upon motion by Ms. Dalton and second by Mr. Rocovich, unanimous approval was given to the resolution for approval of a **University Facility** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment U.)

Upon motion by Mr. Rogers and second by Mr. Rocovich, unanimous approval was given to the resolutions for approval of **Alumni Distinguished Professor (1)**, as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment V.)

Upon motion by Mr. Rogers and second by Mr. Rocovich, unanimous approval was given to the resolutions for approval of **Emeritus Status (8)**, as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment W.)

Upon motion by Mr. Rogers and second by Mr. Rocovich, unanimous approval was given to the resolution for approval of **Endowed Chairs, Professorships, and Fellowships (8)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment X.)

Upon motion by Ms. Dalton and second by Mr. Quillen, unanimous approval was given to the resolutions for approval of the **2012-2013 Promotion, Tenure, and Continued Appointment Program (107)** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment Y.) This item was reviewed by the Academic Affairs Committee and the Finance and Audit Committee.

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

Audit Report**No Action Required**

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Litigation Report on Sunday**Not for Approval**

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Appointment of Nominating Committee for Officers of the Board**Rector Nolen called on Ms. Petrine for a report of the Nominating Committee for Officers of the Board for 2012-2013 - Rector, Vice Rector, and Secretary.**

Ms. Petrine moved that the Board approve the committee's recommended slate of officers to include Mr. Michael Quillen as Rector, Mr. George Nolen as Vice Rector, and Ms. Kim O'Rourke as Secretary. The motion was seconded. Mr. Holtzman nominated Mr. Rocovich from the floor as a Vice Rector candidate, and the motion was seconded by Ms. Obenshain. Accordingly, Rector Nolen requested individual motions and votes for each office.

Rector: **Mr. Michael Quillen**
 Motion by Mr. Rocovich, second by Dr. Jamison,
 carried unanimously.

Vice Rector: **Mr. George Nolen**
 Mr. John Rocovich
 Rector Nolen turned the chair over to the new Rector, Mr. Quillen,
 who called for a vote by a show of hands.
 Mr. Nolen received the majority of votes.

Secretary: **Ms. Kim O'Rourke**
 Motion by Mr. Nolen, second by Mr. Rocovich,
 carried unanimously.

Mr. Nolen then resumed chairing the meeting of the Board.

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Constituent Reports (No action required)

- **Undergraduate Student Representative to the Board – Mr. Matthew Banfield**
- **Graduate Student Representative to the Board – Ms. Michelle McLeese**
- **President of Staff Senate – Ms. Maxine Lyons**
- **President of Faculty Senate – Dr. Bruce Pencek**
(Copies filed with the permanent minutes and marked Attachment AA.)

Following each report, Rector Nolen presented each representative with a certificate of appreciation.

Rector Nolen thanked Bev Dalton, Calvin Jamison, Freddy Cobb, and Doug Fahl for their service on the Board as their terms come to an end.

Rector Nolen commented that it has been a privilege to serve as Rector of the Board. It has been a fascinating experience to work with people who are so knowledgeable and skilled in what they do as Board members leading the organization together. He expressed his admiration for the President and commended the staff for their dedication and cohesiveness as a team. He commended the professors who have committed their lives to educating our youth and the researchers who are trying to find solutions to society's problems. He concluded by stating that this is a great university and it has really been a privilege to serve as Rector of the Board.

The meeting adjourned at 3:10 p.m.

The date for the next meeting is September 9-10, 2012, in Blacksburg, Virginia.

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George Nolen, Rector

Kim O'Rourke, Secretary

Committee Minutes
ACADEMIC AFFAIRS COMMITTEE

310 Lane Stadium
9:00 – 11:00

June 4, 2012

Board Members Present

Chair: Paul Rogers (serving as Chair on behalf of Michelle Duke)

Committee Members Present: Cordel Faulk, Michelle McLeese (graduate student representative), and Suzanne Obenshain

Also Attended: George Nolen, Rector, Bruce Pencek (faculty representative);

Board Members Absent

Michelle Duke

Guests

Kris Bush, Wanda Dean, Adrien DeLoach, Karen DePauw, Jack Finney, Mildred Johnson, Robyn Jones, Michael Herndon, Rachel Holloway, Kay Heidbreder, Patricia Hyer, Sarah Karpanty, William Lewis, Elizabeth Struthers Malbon, Alison Matthiessen, Mark McNamee, Jerome Niles, Robin Panneton, Ellen Plummer, Karen Eley Sanders, Peter Schmitthenner, Barry Simmons, Susan Steeves, Michelle Sutherland, Judy Taylor, Beth Tranter, Tod Whitehurst, Ashley Wood, Robert Walters, and Daniel Wubah

OPEN SESSION

- 1. Welcome.** Paul Rogers, serving as committee chair in the absence of Shelley Duke, welcomed committee members and guests. Mr. Rogers reported on a successful and frank discussion at the breakfast meeting with graduate students regarding issues impacting the lives of students at the university.
- 2. Approval of Minutes.** A motion was made and passed unanimously to approve the March 26, 2012 minutes of the committee.
- 3. Report of Closed Session Action Items.** The committee approved a resolution to move into closed session to consider a resolution for appointment of an Alumni Distinguished Professor, eight emeriti resolutions; eight chair, endowed professorship and fellowship resolutions; 107 promotion, tenure and continued appointments; and ratification of the faculty personnel changes report.

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

- 4. Provost's Update.** Dr. Mark McNamee, senior vice president and provost, thanked Mr. Rogers for stepping in as chair of the Academic Affairs Committee. The search for the dean of the Pamplin College of Business is underway. In addition, the search for a vice president for outreach and international affairs will be launched later this summer and the search for the vice president for information technology is underway. Dr. McNamee announced the appointment of Dr. Patty Perillo as the incoming vice president for student affairs.

The university's modified duties policy allows instructional faculty members to adjust work responsibilities for significant life events. The usage of the policy by faculty members is reported annually. During the 2011- 2012 academic year, 20 faculty members used the policy to assist in balancing work and personal obligations: 11 faculty members used the policy for birth or adoption, five for personal illness, and four to care for a family member. The Office of the Senior Vice President and Provost with the implementation of the policy by providing funds to hire instructors to teach classes for faculty members who are on modified duties.

Each year the university honors the faculty members who have achieved promotion and tenure at a reception. A reception is scheduled for Wednesday, September 12 at 5pm at the Inn and Board members are invited and encouraged to attend this reception.

5. Academic Administration.

- a) Enrollment Management Annual Review.** Dr. Daniel Wubah, vice president and dean for undergraduate education, introduced the enrollment management team led by Ms. Wanda Dean, assistant vice president for enrollment and degree management and university registrar. Ms. Dean presented information on new initiatives within enrollment management including engaging the colleges in shaping enrollment targets, collaborative targeted scholarships, increased attention to general biosciences, the expanded use of the Pathways Planner, and the launching of the Virginia Tech Summer Academy.

The Summer Academy is in its inaugural year and to date 179 students are enrolled. In addition, the university has several partnerships with elementary, middle and high schools in the Commonwealth. The K-12 Educational Outreach initiatives reach out to young students who are first-generation, low-income, rural, and are from underrepresented communities. Undergraduate admissions reported that the university received applications from 76 countries and every state in the country (except Wyoming). As of May 15, 5,500 students have indicated their plans to attend the university in the fall of 2012. The number of students who self-identify as two or more races increased by 22%; of the 52 students who identified as two or more races, 38 students identified themselves as African American in addition to another race. Financial Aid and Scholarships continues to work on providing various types of aid to students with 75% of undergraduates receiving

some form of financial aid. The university provides \$243.3M in aid to undergraduate students.

In addition to reporting on undergraduate admissions, the group updated the committee on changes to the admissions application including the addition of allowing applicants to indicate their interest in attending the Summer Academy, changing the essay portion of the application from optional to recommended, and listing majors on the application from which applicants may select a second choice should they not be admitted to their first choice major.

- *b) Resolution to Establish the Enrollment Management Group.** Dr. McNamee presented the committee with a resolution to establish the enrollment management group to supersede the Undergraduate Admissions Advisory Committee (UAAG). The UAAG was established in 2004 to review processes associated with undergraduate admissions. The Enrollment Management Group (EMG) will supersede the UAAG and annually review the current efforts of the enrollment and degree management unit established in 2011. The review will include admissions, financial aid, student success programs and other enrollment management efforts as appropriate.

The Resolution to Establish the Enrollment Management Group passed unanimously.

6. Academic Initiatives.

- *a) Resolution to Approve Religion and Culture Degree.** Dr. Peter Schmitthenner, chair of the department of religion and culture in the College of Liberal Arts and Human Sciences, presented a resolution to approve the Bachelor of Arts degree in Religion and Culture. A result of the restructuring of the former Department of Interdisciplinary Studies, this resolution creates the new B.A. in Religion and Culture to replace the former B.A. in Interdisciplinary Studies. No new resources are required for this degree. Students who graduate with this degree will be prepared for careers including homeland security, foreign affairs, health and human services, agriculture, business and public service.

The Resolution to Approve the Bachelor of Arts Degree in Religion and Culture passed unanimously.

- *b) Resolution to Discontinue the Master of Information Systems.** Dr. Karen DePauw, vice president and dean of graduate education, presented a resolution to discontinue the Master of Information Systems. The Master of Information Systems has been replaced by the successful Master of Information Technology and there are no students enrolled in the Master of Information Systems.

The Resolution to Discontinue the Master of Information Systems passed unanimously.

- *c) Pratt Fund Budget Approval.** Dr. McNamee presented the Pratt Fund Budget to the committee for review and approval. This item was also considered by the Finance and Audit Committee of the Board of Visitors.

The committee unanimously approved the 2012 – 2013 Pratt Fund Budget.

7. Faculty Affairs.

- *a) Resolution to Revise Policy 13010 Individual Conflicts of Interest and Commitment.** Dr. Robert Walters, vice president for research, and Ms. Beth Tranter from the office of the vice president for research presented a resolution to revise University Policy 13010 to reflect required federal guidelines regarding institutional oversight of financial conflict of interest. These guidelines must be implemented by Public Health Service (PHS) grant recipients by August 2012.

Dr. McNamee thanked the task force for their year-long work on reviewing and discussing the policy changes and necessary training for the university community.

The Resolution to Revise Policy 13010 Individual Conflicts of Interest and Commitment passed unanimously.

Adjournment. There being no further business, the meeting adjourned at 11:00 a.m.

Enrollment Management

Virginia Tech
Board of Visitors

June 5, 2012

Overview



Strategic Planning

Managing Resources

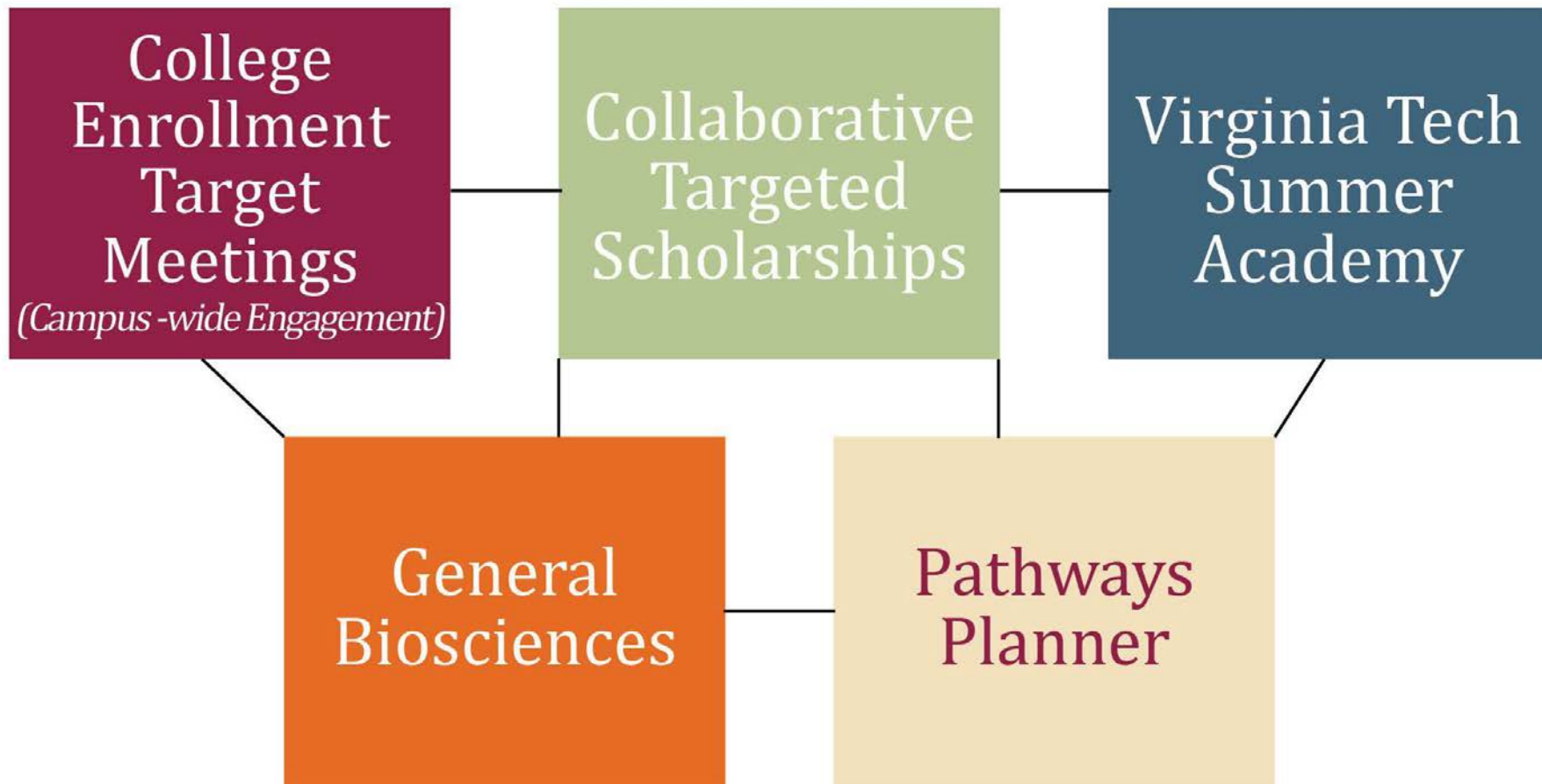
Access & Affordability

Recruitment & Retention

Targeted Enrollment



Initiatives



K-12 Educational Outreach

... structured outreach initiatives designed to identify and assist under-represented students plan and prepare for post-secondary education.

Virginia Tech Diversity Strategic Plan Glossary, 2010

K-12 Educational Outreach

Targeted Populations

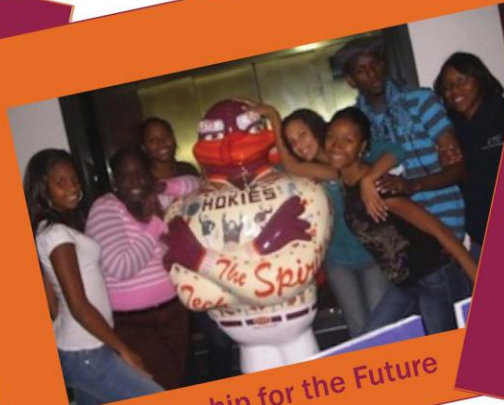
- **First-generation**
- **Low-income**
- **Under-represented minorities**
- **Rural Communities**
- **Select pre-college programs**

K-12 Educational Outreach

Outcomes/Impact



An Achievable Dream Academy



Partnership for the Future

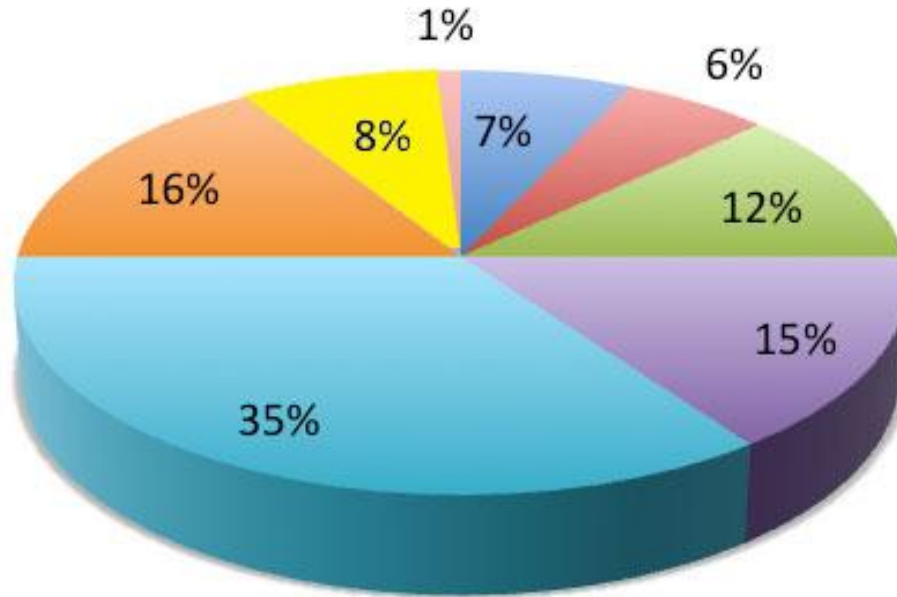


Project Discovery

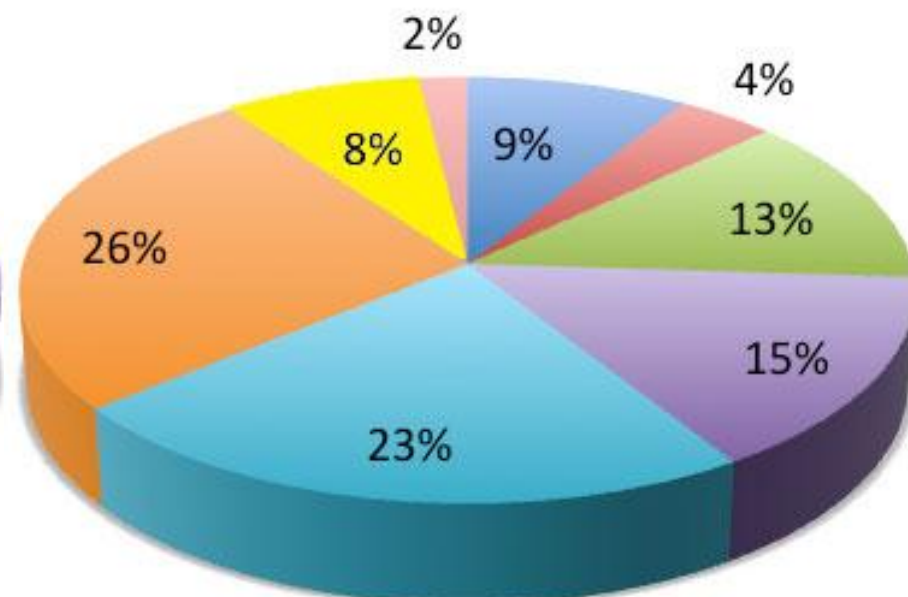
2012 Hokie Nation



2012 Applicants by College

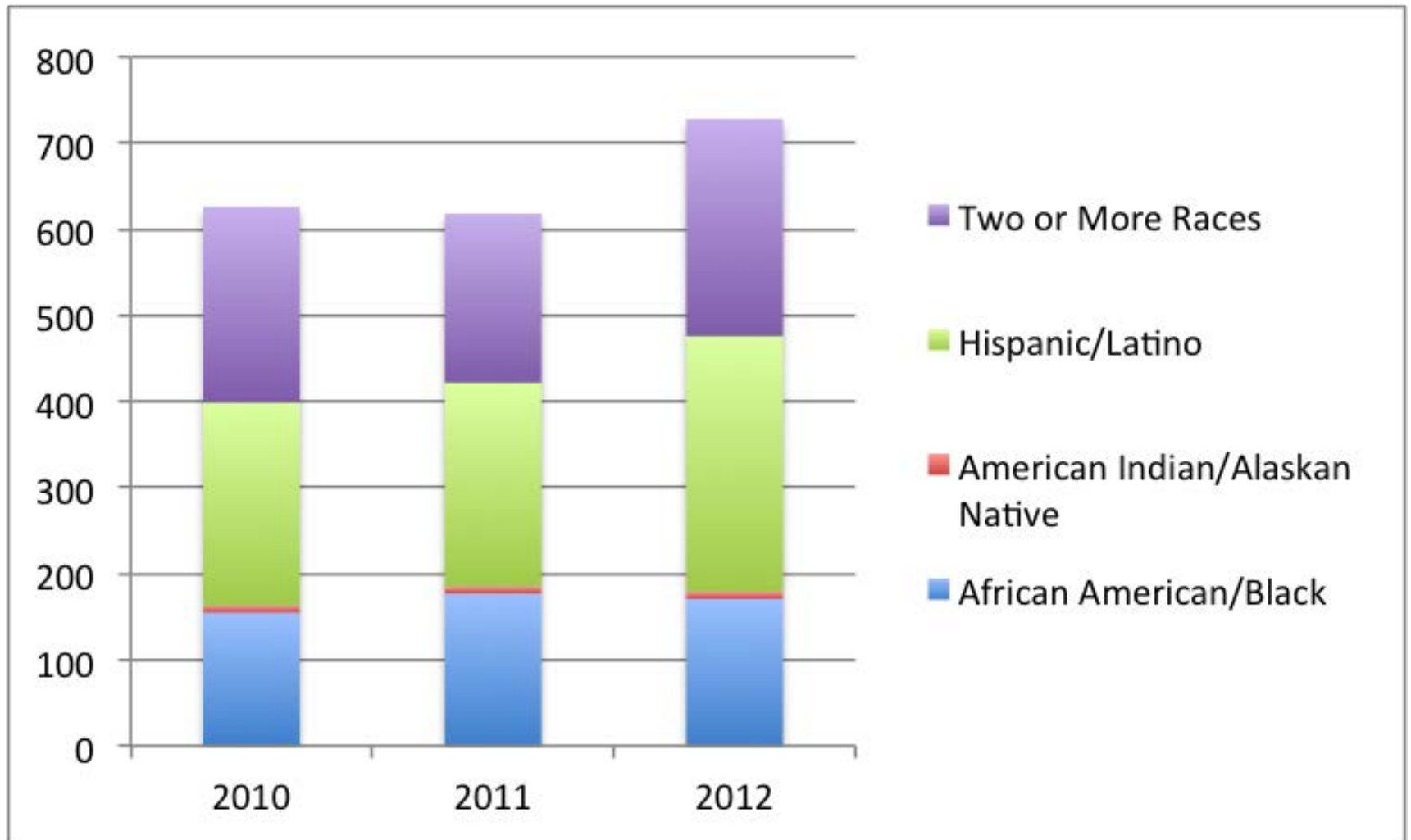


2012 Accepts by College



Under-represented Groups

9% increase in those who accepted the offer of admission in 2012



Initiatives

➤ **Scholarship Programs**

- **VT Scholars (1st Generation)**
- **Presidential Scholarship Initiative**
- **Presidential Campus Enrichment Grant**

➤ **Funds for the Future**

- **Education Abroad Scholarship & Bridge Loan Program**
- **Virginia Tech Summer Academy Financial Aid**
- **Socio-Economic Research**

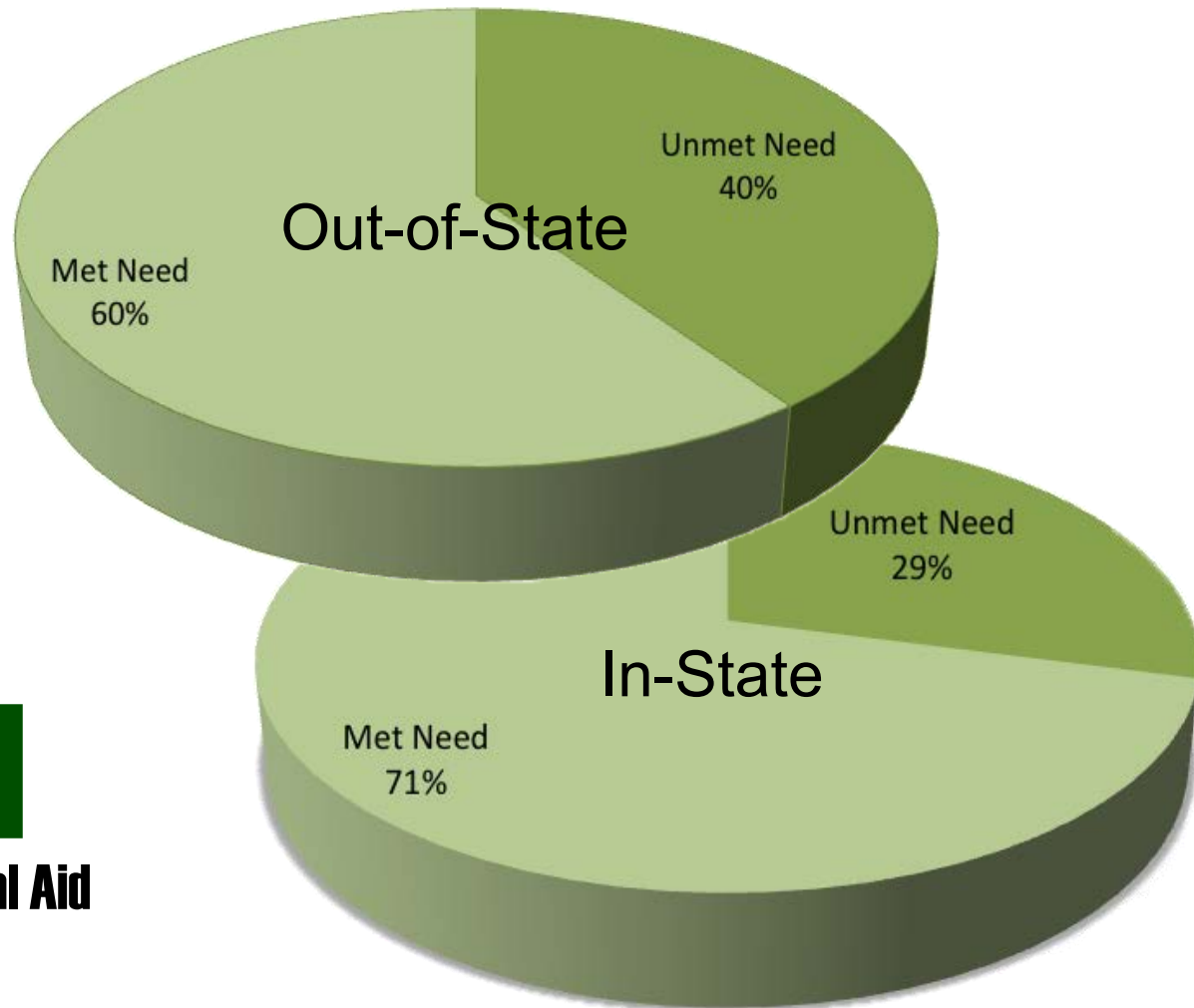
Student Award Overview

75% of undergraduates receive some form of financial aid

Average Award
\$11,649
In-State

Average Award
\$16,905
Out-of-State

\$243.3M
Undergraduate Financial Aid





Pathway to Success





Top 10 Reasons To Attend Virginia Tech

10. Cool and unique school colors: maroon and orange
9. More than 700 Student Clubs and Organizations
8. Award-winning dining
7. World-class faculty who are experts in their field
6. Groundbreaking research and undergraduate research opportunities
5. More than 70 undergraduate majors
4. Ranked #13 in the nation by *Wall Street Journal* for preparing graduates to succeed on the job
3. Ranked high in best college value by both *Princeton Review* and *Kiplinger's Personal Finance*
2. According to a recent ACC report, Virginia Tech graduates have an average starting salary of \$51,600, ranking fifth in the nation
1. Welcoming and inclusive campus

**RESOLUTION TO APPROVE
THE BACHELOR OF ARTS DEGREE IN RELIGION AND CULTURE**

WHEREAS, in 2009 the Department of Interdisciplinary Studies was restructured as the Department of Religion and Culture; and

WHEREAS, the bachelor of arts degree in religion and culture will prepare students to analyze and respond to several of the 21st century's most important global phenomena, including the impact of religion and religious practices on politics, economics, the arts, and everyday life, as well as the impact of cultural shifts in moral and ethical practices, the arts, the dissemination of information and entertainment, and the influence of traditional values and attitudes within the emerging postmodern environment; and,

WHEREAS, the bachelor of arts degree in religion and culture will prepare graduates for careers in education, law, judicial systems, public policy, social service, and public service in the United States Department of State, Homeland Security, and other branches of state and federal government; and,

WHEREAS, the degree is unique within the Commonwealth of Virginia, and is one of very few similar programs in the nation; and

WHEREAS, the bachelor of arts degree in religion and culture supports the commitment of the Department of Religion and Culture, the College of Liberal Arts and Human Sciences, and the university to diversify and internationalize the undergraduate curriculum at Virginia Tech;

NOW, THEREFORE, BE IT RESOLVED, that the bachelor of arts degree in religion and culture be approved effective fall 2012 and the proposal forwarded to the State Council of Higher Education for Virginia (SCHEV) for approval and to the Southern Association of Colleges and Schools (SACS) for notification.

RECOMMENDATION:

That the Board of Visitors approve the bachelor of arts degree in religion and culture effective fall 2012.

June 4, 2012

Summary

Bachelor of Arts degree in Religion and Culture

College of Liberal Arts and Human Sciences

As the university's largest college, the College of Liberal Arts and Human Sciences (CLAHS) is home to Virginia Tech's departments and programs in the arts, education, humanities, human sciences, Reserve Officers Training Corps (ROTC), and social sciences.

Background. Virginia Tech has offered courses in religion since 1951. Over the years, the college has aligned the teaching of courses in religion, philosophy, culture, and the humanities with student demand and shifts in disciplinary focus. In 2009, CLAHS restructured the Department of Interdisciplinary Studies (IDST) into the Department of Religion and Culture. Consistent with the alignment of courses and faculty expertise, the proposed bachelor of arts degree in religion and culture prepares students for careers that require critical thinking and knowledge of global phenomena such as the impact of religion and religious practices on society. Graduates will be prepared for futures in foreign affairs, international and domestic law, education, public policy, and social service.

Resources. No additional resources are required to implement this degree. Existing faculty in the Department of Religion and Culture will provide all instruction for the courses associated with the degree. The B.A. in Religion and Culture will replace the B.A. in Interdisciplinary Studies in the spring of 2013.

Curriculum. 120 credit hours distributed in required categories:

- 33-36 credits in the university's Curriculum for Liberal Education
- 21 credits in religion and culture core courses
- 12 credits in religion and culture elective courses
- 6 credits in foreign language courses
- 18 credits (minor) or 30 credits (major)
- 15-30 credits in university elective courses

Department of Religion and Culture.

- 13 tenured and tenure track faculty, and 11 adjunct faculty in two primary areas:
 - religion and humanities
- Currently offered minors: American Studies, Appalachian Studies, Asian Area Studies, Humanities, Humanities and the Arts, Judaic Studies, Medieval and Early Modern Studies, Middle East Studies, Popular Culture, Religious Studies

**RESOLUTION TO DISCONTINUE
THE MASTER OF INFORMATION SYSTEMS
DEGREE**

WHEREAS, the Master of Information Systems (MIS) was flagged by the State Council on Higher Education for Virginia (SCHEV) in 2009 as being below the minimum quantitative standards for enrollment or degrees awarded, in accordance with SCEV guidelines for program viability; and

WHEREAS, the Master of Information Systems (MIS) was initiated in 1980 to fill a void in the business information systems sector; and

WHEREAS, the Master of Information Technology (MIT), approved for initiation in Spring 2000, was targeted toward working professionals in the areas of electrical and computing engineering, computer science, and the business aspects of information technology; and

WHEREAS, the Master of Information Technology (MIT), offers similar educational objectives as the Master of Information Systems (MIS); and

WHEREAS, subsequent close examination of enrollment trends led to the conclusion that students were choosing to pursue the Master of Information Technology (MIT) and Master of Science (MS) program in Computer Science and Application (CSA); and

WHEREAS, the last term for awarding of the Master of Information Systems (MIS) was Second Summer 2010 and no students are currently enrolled in the major of Information Systems (INFS); and

WHEREAS, any returning students in the major of Information Systems will be accommodated in either the Master of Information Technology (MIT) or the MS in Computer Science and Application (CSA);

NOW, THEREFORE, BE IT RESOLVED, that the Master of Information Systems (MIS) degree be discontinued effective Fall 2012.

RECOMMENDATION:

That the discontinuance of the Master of Information Systems (MIS) degree be approved.

June 4, 2012

**RESOLUTION TO REVISE POLICY 13010
INDIVIDUAL CONFLICTS OF INTEREST AND COMMITMENT**

WHEREAS, over the last 30 years, federal agencies have encouraged the commercialization of intellectual property developed at universities and medical centers through policy changes, small business development grants, and other funding incentives, resulting in a dramatic increase in the number of faculty-owned businesses and faculty consulting with external entities; and

WHEREAS, the increasing complexity of relationships among faculty researchers, sponsored research, and involvement with outside corporations has given rise to considerable public concern about conflicts of interest and heightened scrutiny by federal agency sponsors; and

WHEREAS, the Public Health Service (PHS) issued new regulations in 2011 to promote objectivity in research for recipients of PHS grants, with full compliance by institutional recipients required by August 24, 2012; and

WHEREAS, university policy 13010 on conflict of interest and related Faculty Handbook policies required major revision to address the dramatically changed entrepreneurial, research, and regulatory environment; and

WHEREAS, the University Task Force on Consulting and Conflicts of Interest worked through a careful and thorough process to benchmark Virginia Tech policies against policies of major research universities and to address new federal regulations; and

WHEREAS, policy revisions are intended to improve the clarity of expectations for faculty members and to provide extensive guidance on what financial interests and activities must be disclosed, how potential conflicts of interest may be managed or eliminated, and how the interests of graduate students may be better protected, in order to assure the integrity of research conducted at Virginia Tech; and

NOW, THEREFORE, BE IT RESOLVED, that policy 13010, Faculty Conflicts of Interest and Commitment, be revised as attached and that the 2012 Faculty Handbook be revised to incorporate the necessary changes related to the new policy.

RECOMMENDATION:

That revised policy 13010, Individual Conflicts of Interest and Commitment, be approved effective August 10, 2012.

June 4, 2012

Virginia Polytechnic Institute and State University
Policy and Procedures

No. 13010 Rev.: 5
Date: August 10, 2012

Subject: Individual Conflicts of Interest and Commitment

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1. Purpose

Virginia Tech recognizes that external activities congruent with the professional expertise of faculty and consistent with the mission of the affiliated department can enhance professional development of the faculty member and enrich the academic experiences of students. Activities such as licensing of technology, consulting, or business start-ups can be critical to promoting economic development and meeting society's needs. Given these potential benefits, Virginia Tech has encouraged innovation and entrepreneurial activity in support of the broad missions of the institution. However, the primary professional allegiance of the faculty must be, both in fact and in perception, to the university, and the primary commitment of the faculty member's time and intellectual energies must be devoted to the education, research/scholarship, and outreach programs of Virginia Tech. While external activities are encouraged, the integrity of the institution and of the research conducted by individual faculty members and students depends on a high degree of transparency and appropriate oversight of relationships with outside entities. Elimination or careful management of disclosed potential conflicts of interest provides assurance to research sponsors, subjects, and the broader public that possible personal gain has not influenced the design, conduct, or outcomes of the research, nor inappropriately biased decision making in other university activities. This policy provides the basic framework for assessing potential conflicts of interest or commitment and outlines related procedures for the management and monitoring of external activities in a manner that will both promote and safeguard the interests and reputation of Virginia Tech, its faculty and students, and their research.

2. Policy

All faculty members must be committed to conducting themselves in accordance with the highest standards of integrity and ethics, described in Professional Responsibilities and Conduct in the Faculty Handbook as well as in other university policies. These standards also include identification of the potential for *conflicts of interest and commitment*, and the assurance that participation in external activities does not improperly affect the faculty member's teaching and research, relationships with students or colleagues, or otherwise jeopardize the reputation of the university. While this policy refers to "faculty," its provisions apply to all employees, including all types of faculty, staff, or employed students, whether full- or part-time. Issues of conflict of interest and commitment are also addressed in the Statement of Business Conduct Standards; all employees must acknowledge receipt of the statement and agree to abide by the standards.

A *conflict of commitment* arises when the external activities of a faculty member or employee are so demanding of time, attention, or focus that they interfere with the individual's responsibilities to the university.

The Faculty Handbook provides stated limitations on consulting activities and further guidance on assessing and managing conflicts of commitment and outside employment for faculty members. Special consulting policies apply for faculty with Cooperative Extension appointments and for all faculty members in the College of Veterinary Medicine; these policies are included in unit specific policy and procedure documents. Policy 4070 addresses outside/additional employment for classified and university staff. Please see these documents for a more complete discussion of conflicts of commitment and expectations of employees.

An *individual conflict of interest* occurs when a faculty member is in a position to advance one's own interests or that of one's family or others, to the detriment of the university.

In essence, a conflict of interest may occur when an individual's private interests influence his or her professional obligations such that an independent observer might reasonably question whether the individual's actions or decisions are determined by considerations of personal gain, financial or otherwise. A conflict of interest is assessed based on the factual context of the situation; it is not based on any implied judgment about the character or intent of the individual.

State and federal law define differently a *significant financial interest* and the conditions under which a conflict of interest may be deemed acceptable. The *Virginia State and Local Government Conflict of Interests Act* defines a prohibited conflict of interest when an employee, or a company in which an employee or member of the employee's immediate family, has a personal interest contract directly or through a subcontract with a state institution of higher education. In this instance, a *personal interest* is defined as owning three percent or more of the equity in the company or receiving payments from the entity of \$10,000 or more annually from consulting fees, salary, royalties, honoraria, rent, or other income.

In the case of grants and contracts, federal agency guidelines on conflict of interest disclosure apply in addition to state requirements. As a result, investigators are required to disclose personal financial interests beyond that required by state law in order to comply with sponsoring agency regulations. For publicly traded entities, a significant financial interest exists if the value of any remuneration received from the entity in the twelve months preceding the disclosure and the value of any equity interest in the entity as of the date of disclosure, when aggregated, exceeds \$5,000. For non-publicly traded entities, the threshold is \$5,000 for remuneration or when the investigator or investigator's spouse or immediate family members hold *any* equity interest (e.g. stock, stock option, or other ownership interest). A detailed definition of significant financial interest and a list of income and investments excluded from disclosure requirements are included in section 6 (Definitions) of this policy and on the Conflict of Interest (COI) website maintained by the vice president for research.

The required disclosures are those that are reasonably related to the investigator's institutional responsibilities. Institutional responsibilities are defined broadly and include but are not limited to teaching, advising, research and scholarly activities, outreach, administrative and institutional committee service, and service to professional associations or on panels such as peer, institutional, or accreditation review boards.

Individuals in administrative positions have substantial influence by virtue of their roles in professional appointments, promotions, tenure decisions, allocations of space, determinations of salary, execution of business contracts, etc., and they must take particular care to avoid relationships that have the potential to advantage the individual but adversely affect the university's interests or inject inappropriate considerations into administrative decisions. Administrators must be vigilant in exercising their authority so that their decisions are not in fact, nor do they appear in the perception of others to be, colored by personal financial interests.

2.1 Potential Conflicts Involving Research and Development Contracts or Commercialization of Intellectual Property

To ensure compliance with federal regulations and to provide consistent institutional policies and practices in relation to all research sponsors, investigators engaged in sponsored research must disclose any financial interest that meets or exceeds the federal definition of significant financial interest as detailed in the Definitions section of this policy. The investigator must present a complete picture of his or her financial interests, not just those interests related to a specific funded project. Examples of potential conflicts of interest in research and development (R&D) that must be reported by investigators are available on the COI website. Investigator obligations for disclosure extend to collaborators, consultants, and subcontractors on a sponsored project, who must certify disclosure and compliance with conflict of interest policies promulgated by their home institution or, in the absence of relevant institutional policies, must disclose in accordance with Virginia Tech policies and procedures.

Contracts between employee-owned businesses and the university that involve research and development activities and/or commercialization of intellectual property are permitted by state law provided that disclosure and approval requirements of this policy are followed. In the case of a sponsored project funded by an employee-owned business, the role of the faculty-owner in relation to the university research project must be carefully examined. The faculty-owner may only serve as principal investigator with an independent co-principal investigator responsible for financial oversight of the project, never as sole PI. Work done on behalf of a faculty owner's company in a university facility must be done in accordance with the provisions of Policy 5000, [University Facilities Usage and Event Approval](#). Because of the high potential for appearance of an irresolvable conflict of interest in the case of an SBIR/STTR (Small Business Innovation Research or Small Business Technology Transfer) project, an individual may not serve as both the small business PI and the university subcontract PI (or co-PI), nor may the employee contribute to both the small business and university components of a single project as an employee, investigator, or consultant.

Organizational conflicts of interest may occur where the involvement of a faculty member in a consulting or advisory services contract with a federal agency may bar other faculty members from participating in a subsequent contract or grant from that agency. The limitation is based on a perceived institutional advantage derived from that prior involvement. The Office of the Vice President for Research, in consultation with the department head, dean, or unit leader as appropriate, is responsible for determining whether the risk of exclusion from bidding on a subsequent contract should result in denial of the faculty member's involvement in the initial consulting or advisory services contract.

Virginia Tech is committed to the free and open exchange of ideas and the timely dissemination of research results to the broader scholarly community and public. Providing preferential access to an outside entity to research results, materials, or products generated from university teaching, research, or administrative activities for personal financial gain is prohibited. University resources, including facilities, personnel, equipment, email, or confidential

information, may not be used for faculty consulting or other non-university purposes. University letterhead may only be used for university business and not for outside consulting or other personal purposes. Employees must separate clearly and cleanly the personal financial aspects of their entrepreneurial activities from their university activities. Even though permitted, entrepreneurial activities should not be confused with assigned duties of the university.

2.2 Potential Conflicts Involving Spouses and Immediate Family Members

As a matter of state law, employees must avoid being in a position of authority over a spouse or a member of the immediate family who is also employed by the university where the spouse or family member earns \$10,000 or more during a fiscal year. An employee and his or her spouse or another member of the immediate family may both be employed by the university so long as the employee does not exercise any control over the employment conditions and activities (such as initial appointment, retention, promotion, tenure, salary, travel approval, leave of absence, or grievance review) of the spouse and is not in a position to influence those activities. Proposed exceptions and alternate reporting relationships are reviewed and approved by the senior vice president and provost (or relevant vice president for a non-academic appointment) prior to submission to the board of visitors for approval.

Faculty members have a responsibility to avoid potential conflicts of interest between their professional responsibilities in teaching, research, or administration and their personal interests in relationship to students who are also family members. The concern is assuring an absence of bias in evaluation of coursework and maintaining both the appearance and reality of fairness of treatment among all students in a class or an academic program. When there is no reasonable alternate course or instructor for a required course taught only by the conflicted faculty member, then the relevant academic associate dean and department head work with the faculty member to identify an alternate evaluator for the student-family member's work. It is the prerogative of the conflicted faculty member to agree to the selection of the faculty colleague for this alternate evaluator assignment. Graduate School policies prohibit faculty members from serving as advisor or committee member for family members (spouse or dependent immediate family member), or for individuals with whom they have a close personal relationship such as partner or extended family member, or close professional relationship such as business associate or supervisor.

Consensual relationships between faculty members (including GTAs) and students enrolled in their classes, or students for whom they have professional responsibility as advisor or supervisor, violate the policy on Professional Ethics and Responsibilities and may be a violation of Policy 1025, Anti-Discrimination and Harassment Prevention Policy.

2.3 Potential Conflicts Involving Students and Post-Doctoral or Other Trainees

The impact of a perceived or actual conflict of interest or commitment of faculty members on their students (including post-doctoral fellows and other trainees) is of special concern to the university. In particular, the university is committed to maintaining the content and quality of the educational experience for students whose research is sponsored by a for-profit business and whose faculty advisors have a financial interest or a management role in that business. The concern is even greater if the dissertation work could potentially affect the value of a company in which the faculty member has an ownership or managerial interest. It is most important that students make acceptable progress towards their degree goals. Work on a sponsored project funded by a faculty company, or working directly for a faculty-owned enterprise (or consulting), must not inhibit the student's academic advancement.

This policy recognizes that the involvement of students in faculty-owned or managed businesses or consulting may yield substantial benefit to the student, provided that certain conditions are met. Faculty members must disclose the proposed involvement of students in their external activities or in company-sponsored research. Faculty members who intend to serve as PI or co-PI on sponsored projects and have graduate students or trainees conduct a portion of

the research under their supervision must develop a conflict of interest management plan to address protections for these early career scholars. Students, trainees, and lab personnel have a right to be fully informed about the source of their funding, the nature of the faculty member's personal interest or involvement, and, if relevant, any agreements concerning data collection, copyright, or patent protection arising from the research. Documentation of a discussion held with the student by the graduate program director or department head and the relevant associate dean is required to assure that the student has been informed of university and academic policies, the potential risks of the proposed involvement, and the channels available through the department or Graduate School to address perceived problems.

A faculty member with a significant financial interest in a company may not serve as sole advisor of a dissertation or thesis committee for a student who is funded through a university sponsored project supported by the advisor's company, or for a student who is employed directly by the faculty member's company. The faculty member with the conflict may serve as co-chair or committee member. If another co-chair is appointed, that faculty member must be of equal or greater rank, must not be involved with the sponsoring company, and must not be subject to undue influence by the faculty-owner.

If the student is engaged in longer term or more time-consuming participation in the advisor's consulting practice, or employed only during the summer months by the advisor-owned company, a co-advisor appointment may also be warranted, but is not automatically required.

The Graduate School shall receive a copy of any approved management plan involving a graduate student performing work for an advisor's company or consulting practice, and the signed student agreement acknowledging his or her understanding and voluntary participation. Every effort must be made by departmental and college officials to meet with the student prior to the start of the company-funded assistantship, or as quickly thereafter as possible, to review relevant policies and the terms of the student agreement. Copies of the signed student agreement should be distributed to all members of the student's graduate committee by the department head or graduate program director to encourage their active engagement in protecting the student and assuring the integrity of the research.

Careful monitoring of the approved management strategies and annual reports of academic progress for the student is the responsibility of the department head and graduate program director, with oversight by the relevant academic dean(s).

Full-time graduate assistants must notify the Graduate School about any additional employment agreement, including the period of employment, name and contact information for the employer, and job title or short description of duties. The Graduate School will review such proposed employment for potential conflicts of interest. International students are prohibited from taking on additional work beyond their assistantship by virtue of their student visa requirements.

2.4 Potential Conflicts Involving Other University Employees

The involvement of other faculty or staff members in employee-owned businesses or faculty consulting also requires caution and careful consideration. Any such employment must be outside the scope, and schedule, of their regular university duties and must be approved by the department head and other administrators as required by this policy and policy 4070, Additional/Outside Employment for Classified or University Staff. The concerns may be a potential conflict of interest if the faculty member supervises and evaluates the staff member (or a less senior faculty member), creating an opportunity for bias (favorable or unfavorable) toward the individual based on their involvement in the faculty member's (or supervisor's) personal company or consulting. There is also a potential conflict of commitment, where the employee's effectiveness in his or her primary role at VT may be compromised by the outside employment. For university or classified staff, the department head will determine if the additional employment may adversely affect the employee's performance in the university salaried position and therefore

should not be approved. If a request is granted and job performance subsequently deteriorates, the department head may rescind permission for the outside/additional employment. The involvement of other faculty members in an employee-owned business or consulting is documented and approved as part of the disclosure by the employee-owner and by the faculty member's own request for involvement in external activities.

2.5 Faculty Authored Instructional Materials

A faculty member teaching a course may not receive a royalty and/or other fees beyond direct cost of production and sales for any material used as part of class activity, except for material that has received an independent external review, that has been copyrighted, and a portion of the copyright is owned by a publisher other than the author. Faculty accused of abusing the distribution of classroom material for personal financial gain are subject to review by the Committee on Faculty Ethics.

2.6 Procurement-Related Conflicts and Gifts to Employees

The purchase of goods or services by the university from an entity owned by an employee of the university, or by a member of the employee's immediate family, is a prohibited conflict of interest under state law. The conflict exists even if the purchase is being made by a department/unit other than the employee's home department. A business owned by an employee's spouse or immediate family member is thus barred from doing business with Virginia Tech to prevent any perception of inappropriate favoritism. Any proposed exception must be handled in accordance with the Virginia Public Procurement Act.

The university seeks to maintain the highest level of public trust in its procurement processes, which includes avoiding perceptions of conflicts of interest that might be generated by contracting with firms where employees were previously employed or with whom they have a close personal relationship when the employee is in a position to influence a purchasing or contracting decision. Decision makers with potential conflicts should recuse themselves from participation in the evaluation and selection process.

The university's Business Conduct Standards apply to all employees, and they prohibit the acceptance of gifts and gratuities or promises of future employment from contractors or individuals seeking to do business with the university. Meals and travel offered by vendors are included in this prohibition. Nominal gifts (such as pens, calendars, note pads, other give aways, or reception food provided by vendors at a public event such as a conference) may be accepted.

More information and examples of potential conflicts related to procurement and gifts can be found on the Purchasing website: <http://www.purch.vt.edu/Department/Ethics.html>.

2.7 Disclosure Requirement

State law and federal law require that faculty members fully disclose personal financial interests that present a potential conflict of interest with one's university responsibilities. Involvement with external activities, such as consulting or outside employment, or financial relationships with external entities related to one's professional responsibilities must be approved in advance. All employees (or their immediate family members) who have a private company (or personal ownership interest meeting or exceeding state limitations) that wishes to do business with Virginia Tech must disclose this financial interest annually. All investigators (or their immediate family members) who own or have ownership interest in a private business that would reasonably appear to be related to their institutional responsibilities must disclose that financial interest and have it evaluated for potential conflicts of interest or commitment, whether or not that company intends to do business with Virginia Tech. A renewal application must be filed annually for those approved activities that extend beyond one year. When a conflict management plan is required by the circumstances, full and immediate compliance is essential to assure the integrity of university-sponsored research, teaching, outreach, and administrative activities. University officials, not

the faculty member, ultimately determine whether a reported financial interest constitutes a conflict and whether an award can be accepted or must be declined given the possible unresolved issues.

Virginia Tech will follow regulations contained in the Code of Federal Regulations (cited in the Reference section) and state law to respond to a written request for information concerning disclosed financial conflicts of interest related to research projects funded by the Public Health Service.

2.8 Training Requirement

The complexity and importance of managing potential conflicts of interest warrant the full attention of members of the university community. Initial and periodic training concerning applicable university policies and state and federal law and the investigator's responsibilities for disclosure is required for all faculty engaged in sponsored research. Federal regulations require all Public Health Service investigators to complete training prior to the award of a grant or contract. Initial training for other investigators must be completed in conformance with procedures issued by the Vice President for Research.

Retraining related to conflict of interest is required every four years and/or whenever there is significant change in university policy related to investigator responsibilities. Any investigator found to be in non-compliance with disclosure requirements will also be required to complete immediate training.

This policy must be read in conjunction with related university policies and procedures, such as intellectual property, use of facilities and university resources, procurement, and Faculty Handbook sections on consulting, outside employment, and conflict of interest and conflict of commitment. Policy guidance is provided on the Conflict of Interest (COI) website maintained by the Office of the Vice President for Research and the Standards of Conduct and Ethics website maintained by the Purchasing Department.

3. Procedures

3.1 Disclosure of External Activities

University policy requires reporting of a wide variety of external activities, whether they generate additional income for the faculty member, or an immediate family member, or not. Certain traditional scholarly-related activities do not require reporting, such as serving on a peer-review panel, guest lecturing at another institution, serving as a speaker or panelist at a professional society meeting or conference, or editing a scholarly journal, even when the faculty member receives an honorarium for such service. A list of common activities that do not need to be reported is available on the COI website.

Advance approval is required for consulting or outside employment. Use form 13010 for disclosure and approval of such activities on an annual basis each fall, or as needed for new activities. Include sufficient information for department and college officials to review and evaluate the proposed activities for conflict of interest or commitment. A single form may be submitted for on-going consulting activity with a single entity during the fiscal year. Continuation of that same consulting activity beyond the current fiscal year must be reported and approved annually. Separate disclosures are required for each consulting client so that potential conflicts of interest or commitment can be properly evaluated. A single disclosure denoting ownership of a consulting company with multiple unidentified clients does not allow an adequate assessment and is considered insufficient and unacceptable. Proposed external activities must be reported sufficiently in advance to allow a meaningful evaluation and approval process, including development of a management plan in the case of a conflict of interest or other legal issues posed by the proposed activity.

External activities with no anticipated impact on related sponsored research, or employment or funding of students or trainees, and within stated limitations of university policies on consulting and/or outside employment may be

approved by the department head and relevant dean or senior administrator. Exceptions to the time limitations on consulting and outside or additional VT employment require approval by the provost, or the relevant vice president. The original approved form is kept in the employee's departmental personnel file. Copies are sent to the employee and the designated conflict of interest officer, and retained by the relevant dean or vice president's office.

Staff members may request approval for outside employment and/or additional employment at Virginia Tech in accordance with Policy 4070 using the form *Request for Additional/Outside Employment for Classified or University Staff*.

3.2 Disclosure of Potential Conflicts of Interest

Form 13010 is also used to disclose annually external activities, or relationships with external entities, that may involve a potential conflict of interest. Examples of activities that generally require disclosure are available on the COI website, such as employee (or family) ownership of a private business seeking to sponsor research at Virginia Tech, or utilizing students, trainees, or other university employees in the faculty member's private business or consulting. A newly acquired significant financial interest, such as might occur through marriage, inheritance, or establishment of a new company, must be disclosed within 30 days. Disclosures must be filed and approved prior to submission of a related proposal for sponsored research.

For faculty members with PHS/NIH funding, reimbursed or sponsored travel paid for by an external entity must also be disclosed. Disclosure includes at a minimum the purpose of the trip, identity of the sponsor/organizer, the destination, and duration. Disclosure is not required for travel reimbursed by the university from any source of university funds (e.g. departmental, foundation, sponsored project), or travel paid for (or reimbursed) by a federal, state, or local government agency, an institution of higher education, affiliated research institute, or academic teaching hospital. Special rules concerning reporting of travel apply to those employees who must complete the annual Commonwealth Statement of Economic Interest forms.

It is essential that the employee describe in detail the totality of the relationship with the external entity, including but not limited to the extent of personal or family financial interest, any involvement of students or other employees, and any project-specific considerations. Disclosures will be reviewed initially by the department head or the designated administrator for employees in non-academic units. Guidance on how to assess reported activities or relationships for potential conflicts of interest is available on the COI website. A management plan must be drafted if the faculty member expects related future research involvement with the entity.

Once approved by the department or unit head, the form is routed for review and approval by the relevant dean or vice president's office. Review and approval by the Office of the Vice President for Research is required for disclosures involving business ownership interests of investigators (or their family members), significant financial interests related to sponsored research, employment or funding of students/trainees/staff, and any proposed management plan.

When the Office of Sponsored Programs receives a proposal involving an employee-owned business either as a research sponsor or subcontractor, relevant disclosures (completed form 13010, management plan, Virginia Statement of Economic Interest) are collected and reviewed by the designated COI officer for sufficiency. A summary of the proposed award and nature of the financial interest is prepared for further review by university legal counsel, the vice president for research, the provost, and president. Contracts approved by the president are subsequently reported to the board of the visitors.

A fully approved disclosure and management plan, if relevant, must be in place prior to execution of a related sponsored award. An investigator's significant financial interest related to a sponsored project and key elements of the management plan are reported by the designated conflict of interest officer to the federal agency sponsor in accordance with agency requirements.

Should a significant financial interest be identified subsequent to project initiation, the COI officer will promptly review the financial interest and its relationship to the project and implement an interim management plan to mitigate the potential conflict, including suspending further project expenditures pending a more complete review and determination of appropriate action.

3.3 Virginia Statement of Economic Interest

The Commonwealth of Virginia requires separate, additional reporting of economic interests by members of the boards of visitors, senior administrators, select others with financial decision making authority, and employee business owners whose companies seek to contract with the university for research and development or commercialization of intellectual property. The *Statement of Economic Interest* is completed annually and submitted on or before January 15, and as needed in the case of a new research contract. The form must be notarized and filed with the associate vice president for human resources, who will submit it to the commonwealth authorities. For disclosures related to a pending research contract, a copy of the employee's completed statement is sent to the designated COI officer in the Office of the Vice President for Research. A current, completed statement must be filed prior to execution of an award for a related research contract.

3.4 Management of Potential Conflicts

A management plan is used to document the proposed strategies for eliminating, mitigating, or managing a potential conflict of interest. Approved strategies must reflect the commitment of the faculty member to university principles and values of transparency; strict adherence to the highest standards of professional ethics and conduct of research; appropriate and timely dissemination of research results; and protection of students, employees, and human subjects involved in the research. The management plan can call for implementation of several strategies designed to protect these values and the integrity of the research, research sponsors, the employee, and the university. Examples of frequently adopted strategies and sample management plans are available on the COI website. Management plans are typically project specific, reflecting the conditions of the proposed research. Management plans must fully describe the situation giving rise to the potential conflict, the proposed strategy to eliminate, mitigate, or manage the potential conflict, and the process by which the activities and the management plan will be monitored. Appropriate monitoring should include an oversight function to evaluate the effectiveness of and ensure compliance with the strategies specified in the management plan. In accordance with Public Health Service (PHS) regulations, disclosure of an investigator's significant financial interest must be made directly to the human subjects involved in the PHS-funded research project.

A faculty-owner may not serve as sole principal investigator on a university project that is funded wholly, or partially, by the external organization with which the faculty-owner is associated. The co-principal investigator must be a faculty member who is not in a subordinate position to the faculty-owner, nor associated with the faculty-owner's company, or in any way susceptible to potentially inappropriate influence by the faculty-owner. The faculty-owner may not have financial responsibility for the contract. Oversight arrangements must be carefully crafted for those cases where the faculty-owner remains involved in the sponsored research. Faculty consulting with an external entity which then sponsors research at the university involving that faculty member also presents a potentially serious conflict of interest which must be eliminated or carefully mitigated.

All management plans are reviewed and approved by the Office of the Vice President for Research to assure consistency and compliance with applicable sponsor regulations and university policy.

Awards will be contingent upon acceptance and implementation of the plan by the faculty member. While the faculty member bears primary responsibility for carrying out the plan, department heads and deans are expected to monitor compliance and assure that protections are provided for employees and students. The faculty member must submit a report annually and at the end of a related sponsored project to the department head and the Office of the Vice President for Research to demonstrate compliance with all conditions identified in the management plan. The

report must include certifications of compliance from other parties identified in the management plan, such as a research oversight committee. Such reports may also be required for submission to specific federal agency sponsors.

3.5 Participation of and Payment to Students

The participation of students in projects involving faculty-owners should be given particularly careful consideration. Work for faculty-owned companies or in faculty consulting provides valuable experience for undergraduate and graduate students. Nevertheless, such opportunities come with some risk that the student may be diverted from his or her educational goals or the perception that students are being used primarily for the benefit of those companies. For example, a faculty member who pressures a student to complete work related to the faculty member's company could easily affect the student's completion of graduate studies in a timely and appropriate way, thereby putting the faculty member's interest in obtaining proprietary results ahead of the student's academic or scholarly research activities. The concern is similar for the involvement of students in faculty consulting or other external activities. The risks and benefits of such involvement must be carefully weighed by departmental administrators responsible for evaluating the disclosure and approving the request, particularly where the involvement may be longer term and/or more time consuming. See section 2.3 for further discussion of issues related to student involvement in faculty members' external activities or outside businesses.

Where approved, students may be paid for involvement in faculty-owner activities in either of two ways:

1. Remuneration may be in the form of an assistantship and tuition, or wages funded by a sponsored project contracted to the university from the business or organization with which the faculty-owner is associated. The assistantship or wages are remuneration for work only within the agreed scope of that funded project and for no other tasks undertaken for the benefit of the external organization. This is no different from any other sponsored project that involves graduate research assistants or wage-earning students. In these circumstances, assistantships are constrained to payments within the scales published by the university.
2. Alternatively, the company or agency might engage students directly as employees. This is the situation experienced by most off-campus and part-time graduate students. However, it is envisaged that in the case of faculty-owned businesses, students will spend time in university facilities when not engaged in direct work for the company at the company site or in an off-campus location. [Students may not do work on behalf of the company in university facilities.] Remuneration is not limited to university scales when students are employed directly by the company and may include the cost of tuition.

Students who will be employed by either of the two methods of payment and have their research supervised by the faculty-owner must sign an agreement acknowledging that they have been informed by their graduate program director or department head and associate dean about the source of their funding, the potential concerns associated with conflict of interest, and their channels for redress if needed.

Any work done on behalf of the faculty-owner's company in university facilities must be done in accordance with sponsored program guidelines and/or Policy 5000, [University Facilities Usage and Event Approval](#).

4. Compliance

Virginia Tech expects its employees to comply fully and promptly with the policy. The Office of the Vice President for Research is responsible for overseeing the implementation of the policy and associated procedures. The designated conflict of interest officer will work cooperatively with investigators and others to resolve any minor issues of noncompliance.

Breaches of the disclosure process, including (a) failures to comply with such process, whether by virtue of an employee's refusal to respond or by his or her responding with incomplete or knowingly inaccurate information, (b) failures to remedy conflicts, and (c) failures to comply with a prescribed management plan, will be forwarded to the

appropriate university unit for investigation and appropriate action. Concerns about potential bias in the research will be reviewed in accordance with procedures established by the Office of the Vice President for Research and posted on the COI website.

Instances of deliberate breach of policy - including failure to file a required disclosure form, knowingly filing an incomplete, erroneous, or misleading disclosure form, or failure to comply with prescribed monitoring procedures - will be adjudicated in accordance with applicable disciplinary policies and procedures of the university as described in the Faculty and Staff Handbooks. University procedures for imposition of a severe sanction or dismissal for cause described in section 3.6 of the Faculty Handbook provide appeal mechanisms for faculty members charged with serious breaches of university policies. Staff employees may appeal through the staff grievance process.

5. Record Retention

All original signed disclosure forms and management plans related to conflicts of interest and commitment will be retained in the employee's departmental personnel file in accordance with university record retention guidelines. Copies of disclosure forms and management plans related to research will be maintained in the Office of the Vice President for Research in accordance with state and federal requirements.

6. Definitions

1. "Business" means any corporation, partnership, sole proprietorship, firm, franchise, association, trust or foundation, or any other individual or entity carrying on a business or profession, whether or not for profit. The definition excludes the university or any other entity controlled by, controlling, or under common control with the university.
2. "Disclosure" is the full recording or specification of the employee's relationship with an external organization or involvement in external activities.
3. "Faculty member" is anyone who has faculty status at Virginia Tech, regardless of rank and including research faculty and administrative and professional faculty. The complete categories of faculty are defined in Section 2.1 of the Faculty Handbook. This policy also applies to staff employees and employed students where relevant.
4. "Family Member" means an employee's spouse or immediate family member who is a dependent of the employee (or of whom the employee is a dependent). A potential conflict of interest may arise when the party holding the "Financial Interest" as defined in (8) below is related to the employee in ways other than spouse and dependent children. Financial interests held by this party should be disclosed by the employee to the best of his or her knowledge.
5. "Institutional responsibilities" are defined broadly and include but are not limited to teaching, advising, research and scholarly activities, outreach, administrative and institutional committee service, and service to professional associations or on panels such as peer, institutional, or accreditation review boards.
6. "Investigator" means the project director or principal investigator and any other person, regardless of title or position, who is responsible for the design, conduct, or reporting of research. Collaborators, consultants, or subcontractors are considered investigators for the purposes of this policy, as is anyone identified as key personnel in the contract proposal and contract. Investigator disclosures must include the financial interests of their spouse and dependents.
7. "Organizational Conflict of Interest" exists when multiple university relationships with sponsors create an actual or perceived conflict of interest. Virginia Tech is treated as a single contractual entity in the federal contracting context. Separate sponsored projects and their principal investigators are considered part of the overall Virginia Tech contracting entity. Hence, the involvement of one faculty member in a consulting or

advisory services contract with the agency may preclude a subsequent related contract from that agency based on potential concerns that there may have been access to source selection criteria or confidential information not in the public domain in advance of an RFP or procurement, or that the organization might be evaluating its own work products and hence open to charges of biased judgment, or that the preparation of specifications or statements of work might have favored the institution. Organizational conflict of interest applies to more than one project and may affect all current or even future sponsored research with a particular federal sponsor.

8. "Significant financial interest" is defined differently by state law and federal regulation. The Virginia State and Local Government Conflict of Interests Act uses the term "Personal Interest" and the defined thresholds for disclosure apply to all employees not engaged in sponsored research. The definition for "significant financial interest" below applies to all investigators involved in sponsored research, regardless of the source of funds for that research.
 - a. "Personal Interest" as defined by the Virginia State and Local Governments Conflict of Interests Act: A financial benefit or liability accruing to an officer or employee or to a member of his immediate family. Such interest shall exist by reason of (i) ownership in a business if the ownership interest exceeds three percent of the total equity of the business; (ii) annual income that exceeds, or may reasonably be anticipated to exceed, \$10,000 from ownership in real or personal property or a business; (iii) salary, other compensation, fringe benefits, or benefits from the use of property, or any combination thereof, paid or provided by a business or governmental agency that exceeds, or may reasonably be anticipated to exceed, \$10,000 annually; (iv) ownership of real or personal property if the interest exceeds \$10,000 in value and excluding ownership in a business, income, or salary, other compensation, fringe benefits or benefits from the use of property; (v) personal liability incurred or assumed on behalf of a business if the liability exceeds three percent of the asset value of the business; or (vi) an option for ownership of a business or real or personal property if the ownership interest will consist of (i) or (iv) above.
 - b. "Significant Financial Interest": A financial interest consisting of one or more of the following interests of the investigator (and those of the investigator's spouse and dependent children) that reasonably appears to be related to the investigator's institutional responsibilities:
 1. With regard to any publicly traded entity, a significant financial interest exists if the value of any remuneration received from the entity in the twelve months preceding the disclosure and the value of the equity interest in the entity as of the date of disclosure, when aggregated, exceeds \$5,000. For purposes of this definition, remuneration includes salary and any payment for services not otherwise identified as salary (e.g., consulting fees, honoraria, paid authorship); equity interest includes any stock, stock option, or other ownership interest, as determined through reference to public prices or other reasonable measures of fair market value.
 2. With regard to any non-publicly traded entity, a significant financial interest exists if the value of any remuneration received from the entity in the twelve months preceding the disclosure, when aggregated, exceeds \$5,000, or when the investigator (or the investigator's spouse or dependent children) holds any equity interest (e.g., stock, stock option, or other ownership interest); or
 3. Intellectual property rights and interest (e.g. patents, copyrights), upon receipt of income related to such rights and interest;

PHS investigators must also disclose the occurrence of any reimbursed or sponsored travel (i.e, that which is paid on behalf of the investigator and not reimbursed to the investigator so that the exact monetary value may not be readily available), related to their institutional responsibilities. However, this disclosure requirement does not apply to travel that is reimbursed or sponsored by a federal, state, or local government agency, an institution of higher education, an academic teaching hospital, a medical center, or a research institute affiliated with an institution of higher education.

The term significant financial interest does not include the following types of financial interests:

- salary, royalties, or remuneration paid by Virginia Tech to the investigator, including intellectual property rights assigned to the institution and agreements to share in royalties related to such rights;
- income from investment vehicles, such as mutual funds and retirement accounts, as long as the investigator does not directly control the investment decisions made in these vehicles;
- income from seminars, lectures, or teaching engagements sponsored by a federal, state, or local government agency, and institutions of higher education; or
- income from service on advisory committees or review panels for a federal, state, or local government agency, an institution of higher education, an academic teaching hospital, a medical center, or a research institute that is affiliated with an institution of higher education.

7. References

Code of Federal Regulations, 42 CFR chapter 1, subchapter D, part 50, and 45 CFR subtitle A, subchapter A, part 94

[Commonwealth of Virginia, Conflict of Interest Website](#)

Faculty Handbook, Section 2.14, Consulting and Outside Employment

Faculty Handbook, Section 2.15, Conflict of Commitment

Faculty Handbook, Section 3.6, Imposition of a Severe Sanction or Dismissal for Cause

Graduate Catalog, [Policy on Additional Employment for Students Holding a Graduate Assistantship Employment](#)

Policy 1025, Anti-Discrimination and Harassment Prevention Policy

Policy 4070, Additional/Outside Employment Policy

Policy 5000, [University Facilities Usage and Event Approval](#)

Policy 13000, Intellectual Property

[Standards of Conduct and Ethics, Virginia Tech Purchasing Department](#)

[Statement of Business Conduct Standards, Virginia Tech](#)

Vice President for Research, Conflict of Interest website, _____

[Virginia Statement of Economic Interests](#)

[Virginia State and Local Government Conflict of Interests Act, 2.2-3100 et seq.](#)

8. Approval and Revisions

Recommended by the Commission on Research.

Approved by University Council: January 20, 1992

Approved by the President: January 20, 1992

- Revision 1

Change in Sections 2 and 3 to reflect changes in the Code of Virginia and to bring the university into compliance with current law.

Approved by the Board of Visitors, November 9, 1998

- Revision 2

Complete revision of policy in all aspects to reflect broader range of external activities, new reporting and approval mechanisms, and other changes.

Recommended by the Commission on Research: April 26, 2000

Approved by University Council: May 1, 2000

Approved by the President: May 1, 2000

Approved by the Board of Visitors: June 5, 2000

- Revision 3

April 23, 2002: References to Code of Virginia section numbers updated; position titles updated.

- Revision 4

May 13, 2008: Updates to position titles and/or responsibilities due to university reorganization.

Delegation of Authorities and Responsibilities approved by the Board of Visitors, March 31, 2008.

- Revision 5

Recommendations for complete revision made by the Taskforce on Consulting and Conflicts of Interest and Commitment charged by the senior vice president and provost. Substantive changes intended to improve understanding of the policy and thereby encourage faculty compliance; to update the policy in light of changing federal regulation and expectations of research sponsors; to increase protection of students; and to adopt best practices related to conflicts of interest as recommended by federal agencies, professional societies, and other major research institutions.

- Eliminated references to Categories I, II, and II for assessing external activities. An extensive set of examples of activities that do, and do not, need to be reported are now available on comprehensive COI website
- Eliminated section on Committee on Conflicts of Interest and Commitment and revised section on appeals
- Added requirements of newly promulgated federal regulations including adoption of \$5,000 threshold for disclosure of financial interests; mandatory training; prompt response to FOIA request concerning possible investigator conflict of interest related to an NIH research project; retrospective review for relevant cases of non-compliance; and annual reports for management plans.
- Added sections on potential conflicts involving students and postdoctoral fellows/trainees, other employees, and spouses and immediate family members.
- Added reference to organizational conflict of interest, and sections on Statement of Economic Interest, Faculty Authored Instructional Materials, and Procurement-Related Conflicts.
- Clarified procedures for disclosures and for development of management plans once a potential conflict has been identified.
- Changed oversight of conflict of interest reporting from the senior vice president and provost to the vice president for research.
- Revised policy title from "Faculty Conflicts of Interest and Commitment" to "Individual Conflicts of Interest and Commitment."

Approved by the Commission on Research: February 8, 2012

Approved by University Council: March 19, 2012

Approved by the President: March 19 2012

Approved by the Board of Visitors: _____

Policy effective date: August 10, 2012

**RESOLUTION TO ESTABLISH THE ENROLLMENT MANAGEMENT GROUP TO
SUPERSEDE THE UNDERGRADUATE ADMISSIONS ADVISORY COMMITTEE**

WHEREAS, on June 7, 2004, the Board of Visitors resolved to accept the recommendations of the Ad Hoc Committee on the Narrow-Tailoring Concept; and

WHEREAS, one of the recommendations of the committee was to establish the Undergraduate Admissions Advisory Committee (UAAC); and

WHEREAS, the UAAG has met and reported annually on all matters pertaining to undergraduate admissions; and

WHEREAS, in 2011, the Enrollment and Degree Management unit was created and has as one of its priorities a focus on a comprehensive approach to enrollment management that includes admissions, financial aid, and student success programs;

NOW, THEREFORE, BE IT RESOLVED that the Enrollment Management Group (EMG) be established to supersede the Undergraduate Admissions Advisory Committee and that its charge be to consider programs and practices associated with enrollment management. In addition to matters pertaining to financial aid, student success, and admissions, the EMG will continue to annually review the progress of the university in achieving its diversity efforts through the continued narrowly-tailored consideration of race and ethnicity in admissions selections, and to make recommendations for incremental changes in practice, policy and funding that ensure the success of enrollment management; and

BE IT FURTHER RESOLVED that the results of the annual review of the Enrollment Management Group will be shared annually with the Academic Affairs Committee of the Board of Visitors as an information item.

RECOMMENDATION:

That the above resolution establishing the Enrollment Management Group to supersede the Undergraduate Admissions Advisory Committee be approved.

June 4, 2012

Committee Minutes

BUILDINGS AND GROUNDS COMMITTEE

**Tour from The Inn at 7:45 am
Room 344, Lane Stadium**

June 4, 2012

Board Members Present: Mr. John Rocovich, Ms. Beverley Dalton, Mr. William Holtzman

VPI&SU Staff: Mr. Kevin Bishop, Mr. Bob Broyden, Ms. Vickie Chiocca, Mr. Michael Coleman, Dr. Elizabeth Flanagan, Dr. Lance Franklin, Mr. Mark Gess, Ms. Kimberly Haines, Mr. Larry Hincker, Mr. William "Rick" Hinson, Ms. Leigh LaClair, Dr. Gary Long, Ms. Heidi McCoy, Mr. Tracy McElroy, Mr. Michael Mulhare, Dr. Sherwood Wilson

Guests: Ms. Rebekah Paulson

Open Session

1. **Tour of New Construction Projects:** The Committee toured and received an update on new construction projects on campus.
2. **Opening Remarks and Approval of Minutes of March 26, 2012 Meeting:** The minutes of the March 26, 2012 meeting were unanimously approved.
- * 3. **Resolution Approving the Terms of a Joinder Agreement and of a Water Agreement and Providing that Montgomery County Join the Blacksburg-Christiansburg-V.P.I. Water Authority:** The Blacksburg-Christiansburg-VPI Water Authority was created to acquire, construct, operate and maintain a water supply system to furnish a dependable supply of water to the Towns of Blacksburg and Christiansburg and Virginia Tech. Montgomery County formally seeks admission to the Authority. Sherwood Wilson was delegated authority to hold a public hearing on behalf of the university and the Board of Visitors. The hearing took place June 1, 2012 and there were no public comments to report. The Committee recommended full board approval of the resolution, which expresses the university's consent for the Joinder of Montgomery County, approves a revised water agreement, specifies the number and terms of office of the members of the board of the expanded Authority, and approves the amended and restated articles of incorporation. The resolution is contingent upon approval by all the member entities.
- * 4. **Resolution Adopting Campus Wayfinding Plan:** The wayfinding plan is a non-capital project that allows Virginia Tech to implement a comprehensive wayfinding system to meet federal, state and regional compliance for ADA infrastructure, emergency infrastructure, and vehicular infrastructure. At Dr. Wilson's request

Larry Hincker summarized the major benefits of the wayfinding plan, which will significantly enhance the visitor experience and welcome guests to campus. The Committee recommended full board approval for a resolution to adopt the Wayfinding Master Plan.

5. **University Building Official Annual Report:** The Restructured Higher Education Financial and Administrative Operations Act of 2005 and the Management Agreement with the Commonwealth of Virginia grant the university the authority to designate its own building official. Effective June 3, 2011, the Bureau of Capital Outlay Management (BCOM) formally delegated building official authority for Virginia Tech to the university's building official. The Committee received the second annual summary report of activities from the University Building Official (UBO). As set forth in University Policy 5407, the annual report identified the code enforcement and building permit activities performed during the prior year.
6. **Capital Project Status Report:** The Committee received an update on the status of all capital projects, including the new Chiller plant which will supply chilled water to the Human and Agricultural Biosciences Building I (HABB-I) and also will extend to Virginia Bioinformatics Institute area in the future when funding allows.

Adjournment

There being no further business, the meeting adjourned at 10:30 a.m.

***Requires full Board approval.**

University Building Official 2012 Annual Report

BUILDINGS AND GROUNDS COMMITTEE

May 14, 2012

The Restructured Higher Education Financial and Administrative Operations Act of 2005 and the Management Agreement with the Commonwealth of Virginia grant the university the authority to designate its own building official. The Board of Visitors approved a resolution to establish a university building official and building code review unit at its June 20, 2008 meeting and the office was established July 1, 2010. Effective June 3, 2011, the Bureau of Capital Outlay Management (BCOM) formally delegated building official authority for Virginia Tech to the university's building official. The Committee will receive the second annual summary report of activities from the University Building Official (UBO) since the Board approved policies and procedures governing the UBO including the presentation of an annual report. As set forth in University Policy 5407, the annual report will identify the code enforcement and building permit activities performed during the prior year.

In the last year the following tasks have been completed:

Major Statistics:

- Tent and Stage requests submitted/permitted and inspected: 165/33
- Special Events reviewed and inspected (7):
 - Gobblerfest
 - The Big Event
 - The Capital Campaign Closeout
 - SnowJam
 - Relay for Life
 - 4/16 Remembrance
 - Alumni Graduation Celebration
- Number of Plan Reviews for permit performed: 816 (does not include Schematic and Preliminary Reviews which would add up to about 30% more)
- Number of Permits issued (all trades): 816
- Number of Re-inspections performed (all trades, pass and fail): 1,214
- Number of Re-inspections due to field failures/rejections: approximately 20%, examples of issues found in the field include:
 - Failure to form and reinforce a cast in place concrete 12 foot wall prior placement of concrete; and
 - Failure to follow approved plans and specs resulting in issues such as:
 - Incorrect wall bracing
 - Incorrect roof truss bracing; and
 - Failure to secure electrical conduit connections; and
 - Improper construction and maintenance of fire rated walls and floor.

Staffing

- Hired Plan Examiner/Inspector Joe Zokaides PE, formerly of SFCS, Inc. in Roanoke VA, on July 1, 2011.
- During the year, all staff professional personnel were certified by the Department of Housing and Community Affairs as required by the building code and the Management Agreement. All Plan Reviewers/Inspectors have certifications in multiple trades to ensure continuity of service.

Operations

- Virginia Tech Internal Audit conducted an Advisory Audit of the University Building Official functions. The review found no issues in the areas of designs and drawings, issuance of permits, certificates of occupancy, and inspections. The UBO is in compliance with the Virginia Uniform Statewide Building Code (VUSBC). Additionally, UBO has developed and is maintaining tools to track projects and time that do not currently interface with HokieServ, the Virginia Tech Facilities Services business enterprise. However, the UBO office is working on integrating timekeeping into HokieServ as we go into the next year. UBO staff will continue to work with the Office of Budget and Financial Planning to clarify the appropriate UBO budget model, as well as to conduct system monitoring associated with the creation and growth of the UBO.
- Coordinated inspections with Virginia Tech Electric Services and Atmos Gas.
- Executed MOU with the State Fire Marshal's Office.
- Incorporated the permitting and inspection of sidewalks and other non-VDOT road flat work.
- Incorporated the permitting and inspection of utility work outside building footprints.
- Working to revise the Virginia Tech Design Standards.
- Identified several issues of code violations and resolved or working on resolutions to forestall the issue of a "Notice of Violation" regarding work done without proper permits, plans or authorization.
- Coordinated efforts with the local building officials association to assist the campus and community through teaching classes about the building codes and the changes adopted by the Commonwealth in March of 2011.

BUILDING AND GROUNDS COMMITTEE

Monday, June 04, 2012

Capital Project Status Report

Project Name	Project Description	Project Budget	Project Funding		Project Delivery Type	Project Team					Project Satus
			% Gen Funds	% NG Funds		A/E	CMAR	Design-Build	PPEA	GC	
IN-DESIGN											
Agriculture Program Relocation, Phases I and II	This project provides for a feasibility study to relocate the current lactating, non-lactating, and bovine palpation herds to Kentland Farm. At the March 23, 2009 Board of Visitor's meeting, the university was authorized to move forward with planning and design work of the necessary facilities to relocate the non-lactating herd operations at a cost not to exceed \$500,000 and subsequent blanket authorization that super-ceded the March 23, 2009 resolution for planning and design work to relocate the non-lactating, bovine palpation, and lactating herd operations at a cost not to exceed \$1 million.	\$1,000,000	0%	100%	TBD	Hanbury Evans Wright Vlattas + Company – Norfolk, VA	N/A	N/A	N/A	N/A	Pre-planning/programming has been completed. Design activities have begun and anticipate reaching 100% Preliminary Design documents in 4Q12, which remains within the current Board authorization. Construction activities are pending approvals of the project funding allocations.
Propulsion Lab	The initial 8,000 SF of the Propulsion Lab Project consists of four primary components: Engine Testing, Aero-Thermal, Heat Transfer, and Modular Combustion Labs which are currently dispersed at various locations at VT.	\$400,000	0%	100%	Design-Build	Perkins + Will – Charlotte, NC (Criteria Consultant)	N/A	TBD	N/A	N/A	Criteria Document development completed April 2012.
UNDER CONSTRUCTION											
Academic and Student Affairs Building	This 77,500 GSF project will include a new dining facility, academic instruction areas, and other student space in a three-story building. At the March 22, 2010 Board of Visitor's meeting, the university was authorized to move forward with the construction of an approximately 75,000 GSF Academic and Student Affairs Building project with \$45,153 million total costs and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed \$45,153 million, plus related issuance costs and financing expenses.	\$45,153,000	0%	100%	CMAR	Burt Hill Kosar Rittleman Associates – Washington, D.C.	Skanska USA Building, Inc. – Durham, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for July 2012.
Ambler Johnston Hall - Improve Residence and Dining Halls	This project will provide complete renovations to Ambler Johnston Hall (272,000 GSF) including replacement of building systems and addition of air conditioning. The project is envisioned to improve the sense of community by adding corridor day-lighting and an attractive entrance area. The project will be completed in multiple phases. At the November 3, 2008 Board of Visitor's meeting, the university was authorized to supplement the existing \$65 million nongeneral fund debt Ambler Johnston renovation project with \$10 million nongeneral fund debt and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed \$10 million for a portion of the costs of the project, plus related issuance costs and financing expenses.	\$75,000,000	0%	100%	CMAR	Clark Nexsen – Charlotte, NC	Barton Malow Company – Charlottesville, VA	N/A	N/A	N/A	Construction of Phase I has been completed and Certificate to Reoccupy has been granted. Phase II is underway and substantial completion scheduled for July 2012. Project budget currently at \$72,113,670.
Campus Fiber Optic Improvements Project	The project will install a new fiber-optic backbone and building connections that increase capacity and diversity to ensure adequate and reliable service to the university. At the November 8, 2010 Board of Visitor's meeting, the university was authorized to move forward with the Campus Fiber-Optic Backbone Installation project at a total project cost not to exceed \$2 million.	\$2,000,000	0%	100%	Design, Bid, Build	N/A	N/A	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for March 2013.
Campus Heat Plant	This project provides for a new heating and cooling infrastructure to serve the various areas of campus.	\$31,500,000	60%	40%	Design-Build	Affiliated Engineers, Inc. – Chapel Hill, NC (Criteria Consultant)	N/A	Mid Atlantic Infrastructure Systems, Inc – Winston-Salem, NC	N/A	N/A	Construction is underway for the North Campus Steam Expansion with substantial completion of the base bid achieved in March 2012 and Additive Packages scheduled for July 2012.
Center for the Arts	This project includes construction of a new 92,000 GSF Performance Hall with a 1,300-seat auditorium, as well as a Visual Arts Gallery. It also includes the renovation of Shultz Hall for Creative Technologies and support spaces.	\$93,993,000	30%	70%	CMAR	Snohetta AS – New York, NY with STV Group, Inc. – Douglasville, PA	Holder Construction Company – Charlotte, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for September 2013 due to a three month delay in general fund allocation from the Department of General Services.
Chiller Plant I	This project provides for additions and improvements to the campus chilled water infrastructure, including an 18,600 GSF chiller plant in the SW section of campus.	\$20,097,729	60%	40%	CMAR	Burns and Roe Service Corporation – Virginia Beach, VA	The Whiting-Turner Contracting Co. – Charlotte, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for April 2013.
Human and Agricultural Biosciences Building I	This project provides for a new 92,500 GSF advanced agricultural research laboratory facility.	\$53,759,344	100%	0%	CMAR	Lord, Aeck & Sargent, Inc. – Atlanta, GA	Skanska USA Building, Inc. – Durham, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for December 2013.

Project Name	Project Description	Project Budget	Project Funding		Project Delivery Type	Project Team					Project Satus
			% Gen Funds	% NG Funds		A/E	CMAR	Design-Build	PPEA	GC	
UNDER CONSTRUCTION											
McComas Exterior Wall Structure, Phase III	The project builds on the existing efforts of the McComas Exterior Wall Structure, Phases I and II, which corrects multiple wide spread failures in masonry flashings, sealants, mortar joints, and material connections that have resulted in progressive and extreme moisture penetrations, masonry veneer failures, and damage to interior building components.	\$ 3,100,000	0%	100%	CMAR	Whitlock Dalrymple Poston & Associates – Manassas, VA	Carolina Waterproofing – Charlotte, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for September 2012.
Phase IV of Oak Lane Community	This project constructs five new houses and infrastructure improvements east of Oak Lane adjacent to the golf course. At the March 22, 2010 Board of Visitor’s meeting, the university was authorized to move forward with Phase IV of the Oak Lane Community project at a total project cost not to exceed \$23.5 million and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed the \$23.5 million total authorization, plus related issuance costs and financing expenses.	\$ 23,500,000	0%	100%	PPEA	Thompson + Litton – Radford, VA (Infrastructure Improvements)	N/A	N/A	Va. Kappa Alumni Corporation of Sigma Phi Epsilon	TBD (Infrastructure Improvements)	Construction is underway with substantial completion scheduled for July 2012. The project budget for the first house and infrastructure support is \$4,663,000.
Renovate Davidson Hall	This project provides for the demolition of the deteriorated center and rear sections of Davidson Hall and builds back approximately 45,000 GSF.	\$ 31,118,739	100%	0%	CMAR	Einhorn Yafee Prescott – Washington, DC	Barton Malow Company – Charlottesville, VA	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for December 2013.
Signature Engineering Building	This project provides a new 154,935 GSF state-of-the-art, technology enhanced flagship building for the College of Engineering.	\$ 95,218,249	50%	50%	CMAR	Zimmer Gunsul Frasca Architects LLP – Washington, DC	Gilbane Building Company – Durham, NC	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for February 2014.
Veterinary Medicine Instruction Addition	This project provides for the planning of additional instructional space to provide adequate classrooms to relieve overcrowding of the existing facility. The proposed project will address space accommodation needs with new classrooms and teaching labs, and faculty spaces. At the March 22, 2010 Board of Visitor’s meeting, the university was authorized to move forward with a \$1.4 million design project for a Veterinary Medicine Instruction Addition project not to exceed a budget of \$14 million total costs and to secure temporary short-term financing through any borrowing mechanism that prior to such borrowing has been approved by the Board, as applicable, in an aggregate principal amount not to exceed the \$1.4 million planning authorization, plus related issuance costs and financing expenses.	\$ 14,000,000	0%	100%	CMAR	HKS, Inc. – Richmond, VA	W.M. Jordan Company – Newport News, VA	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for July 2012.
Virginia Tech–Carilion Research Institute (VTCRI) Third Floor Up-fit	This project constructs an up-fit of the shelled 26,000 assignable square foot third floor, which will include accommodations for wet and dry laboratories, conference space, office space, and a 5,000 cage vivarium with the necessary support spaces and equipment to maintain the cages and animals. At the March 28, 2011 Board of Visitor’s meeting, the university was authorized to move forward with the VTCRI Third Floor Upfit project using the most efficient and effective delivery strategies at a cost not to exceed \$15 million and to fund the project with internal financing.	\$ 15,000,000	0%	100%	Design-Build	Kling Stubbins – Philadelphia, PA (Criteria Consultant)	N/A	DPR, Inc. – Glen Allen, VA	N/A	N/A	Construction is underway with substantial completion scheduled for August 2012.
Unified Communications and Network Renewal Project	The proposed implementation strategy is to improve four complementary communication infrastructure components over five years. The four components include a unified communications system, upgrading the Internet Protocol (IP) Network, upgrading the cable plant, and upgrading equipment rooms in various facilities. The unified communications component replaces the outdated campus telephones and voicemail systems. Upgrading the IP Network involves replacing outdated internet protocol equipment across the entire network system. Upgrading the cable plant replaces old horizontal and vertical cabling for 41 campus buildings. The facilities upgrade involves constructing or renovating equipment rooms on an as needed basis to support updated communications and data equipment.	\$ 16,508,000	0%	100%	Design, Bid, Build	N/A	N/A	N/A	N/A	N/A	Construction is underway with substantial completion scheduled for FY 2016.
COMPLETED PROJECTS											
Photovoltaic Array (Parking Structure)	This project provides design, installation, and commissioning of a nominal 100 kW(peak) dc utility grid connected solar photovoltaic system, which includes 480 solar panels, on the existing Parking Garage located along Perry Street.	\$ 1,300,000	0%	100%	PPEA	N/A	N/A	N/A	Siemens Industry, Inc. - Richmond, VA	N/A	Construction is substantially complete.
West End Market Expansion & Renovation	The project consists of approximately 7,400 GSF of additional seating, expansion of the kitchen and food preparation areas, and increasing the number of restrooms and staff locker rooms. The project also includes approximately 6,000 GSF of renovation work for program enhancements and roof repairs. At the November 8, 2010 Board of Visitor’s meeting, the university was authorized to move forward with the West End Market Expansion and Renovation project at a total project cost not to exceed \$7.31 million.	\$ 7,310,000	0%	100%	CMAR	Clark Nexsen – Charlotte, NC	Branch & Associates, Inc. – Roanoke, VA	N/A	N/A	N/A	Construction is substantially complete.

Project Name	Project Description	Project Budget	Project Funding		Project Delivery Type	Project Team					Project Satus
			% Gen Funds	% NG Funds		A/E	CMAR	Design-Build	PPEA	GC	
COMPLETED PROJECTS											
English Field Improvements	This project removes natural turf, re-grading, installation of synthetic turf, and expansion of both dugouts.	\$ 1,600,000	0%	100%	Design, Bid, Build	Draper Aden - Blacksburg, VA	N/A	N/A	N/A	Carolina Green Corp. - Indian Trail, NC	Construction is complete.
Technology Research and Innovation Center	The project constructs a 60,000 GSF facility in Hampton, VA for the National Institute of Aerospace. The facility includes designated labs, flex space labs, offices, and unfinished shell space with a building foot print of approximately 20,000 SF.	\$ 11,896,644	100%	0%	PPEA	Alpha Corporation – Hampton Roads, VA (Construction Manager)	N/A	N/A	Concord Eastridge – Arlington, VA	N/A	Construction is substantially complete.
Infectious Disease Research Facility	This project constructed a 15,700 GSF facility to accommodate infectious disease research laboratory space (60%), lab office space and support areas (40%).	\$ 10,163,000	40%	60%	CMAR	CUH2A Architecture, Engineering, Planning – Bethesda, MD	Branch & Associates, Inc. – Roanoke, VA	N/A	N/A	N/A	Construction is substantially complete.
Materials Management Facility	This project constructed a 7,500 GSF facility to manage, store, and process hazardous waste for disposal.	\$ 3,500,000	100%	0%	Design, Bid, Build	Wiley & Wilson - Lynchburg, VA	N/A	N/A	N/A	G&H Contracting, Inc. – Salem, VA	Construction is complete.
PROJECTS ON HOLD											
Administrative Services Building	This project will construct a 48,000 GSF facility along the campus perimeter to house various administrative and academic support functions within a central location.	\$ 12,000,000	0%	100%	TBD	TBD	N/A	N/A	N/A	N/A	This project is on hold.
Indoor Athletic Training Facility	This project will construct a 120,000 GSF field house to increase the availability of indoor training time for the football program.	\$ 25,000,000	0%	100%	Design-Build	Sportsplan Studio – Kansas City, MO (Criteria Consultant)	N/A	TBD	N/A	N/A	Criteria Document Consultant has been procured. This project is on hold.
Sciences Building Laboratory I	This project will include a combination of offices, class laboratories, research offices and laboratories, and graduate student space that will be used to house a number of departments and programs for the College of Science. A significant portion of the building is envisioned to house the Department of Geosciences. The other focus of the building program envisions an expansion of the nano-science research field.	\$ -	0%	0%	TBD	CUH2A Architecture, Engineering, Planning – Bethesda, MD (Programming Consultant) Payette/E. Verner Johnson – Boston, MA	N/A	N/A	N/A	N/A	A program and site confirmation study has been completed. This project is on hold.
New Residence Hall II	This project will construct a new 250 bed residence hall.	\$ 27,000,000	0%	100%	TBD	TBD	N/A	N/A	N/A	N/A	This project is on hold.

RESOLUTION APPROVING THE TERMS OF A JOINDER AGREEMENT AND OF A WATER AGREEMENT AND PROVIDING THAT MONTGOMERY COUNTY, VIRGINIA JOIN THE BLACKSBURG-CHRISTIANSBURG-V.P.I. WATER AUTHORITY

The Blacksburg-Christiansburg-VPI Water Authority was created to acquire, construct, operate and maintain a water supply system to furnish a dependable supply of water to the Towns of Blacksburg and Christiansburg and Virginia Tech. At this time, Montgomery County is formally seeking admission to the Authority.

The Code of Virginia requires that the governing bodies for member entities of the Authority advertise a resolution on the proposed Joinder and hold a public hearing on the request. At the November 2011 meeting, the Board of Visitors approved a resolution delegating authority to Sherwood G. Wilson, Vice President for Administrative Services, to hold a public hearing on behalf of the university and its Board of Visitors. The public hearing will be held on June 1, 2012, during which public comments will be received. Dr. Wilson will report public comments to the Board.

The Board of Directors for the expanded Authority will include one new member appointed by Montgomery County for a four-year term. Virginia Tech recommends that the expanded Board continue the current appointments of Sherwood G. Wilson as Virginia Tech's representative (term expires August 31, 2014) and John W. Kirby and C. William Smith as joint representatives (terms expire August 31, 2012).

The following resolution, if approved, expresses the university's consent for the Joinder of Montgomery County, approves a revised water agreement, specifies the number and terms of office of the members of the board of the expanded Authority, and approves the amended and restated articles of incorporation.

RESOLUTION APPROVING THE TERMS OF A JOINDER AGREEMENT AND OF A WATER AGREEMENT AND PROVIDING THAT MONTGOMERY COUNTY, VIRGINIA JOIN THE BLACKSBURG-CHRISTIANSBURG-V.P.I. WATER AUTHORITY

A RESOLUTION approving the terms of a Joinder Agreement and of a Water Agreement and providing that Montgomery County, Virginia join the Blacksburg-Christiansburg-V.P.I. Water Authority (the "Authority") in accordance with Virginia Code §15.2-5112.

WHEREAS, the Town Council of the Town of Blacksburg, Virginia ("Blacksburg"), the Town Council of the Town of Christiansburg, Virginia ("Christiansburg"), and the Board of Supervisors of Montgomery County, Virginia ("Montgomery County") have determined or will determine concurrently that it is in the best interests of their citizens that Montgomery County join and become a member of the Authority pursuant to the provisions of the Virginia Water and Waste Authorities Act, Chapter 51, Title 15.2 of the 1950 Code of Virginia, as amended ("the Act"); and

WHEREAS, the Board of Visitors desires to approve of Montgomery County becoming a member of the Authority by the adoption of this resolution concurrently with resolutions adopted or to be adopted by Blacksburg, Christiansburg, and Montgomery County, and a public hearing has been held in accordance with the requirements of §§ 15.2-5104 and 15.2-5112 of the Act.

NOW, THEREFORE, BE IT RESOLVED by the Board of Visitors of Virginia Polytechnic Institute and State University as follows:

1. Approval of the Joinder Agreement. The Board of Visitors hereby determines that it is in the best interests of the administration, staff, students, and faculty of Virginia Polytechnic Institute and State University ("Virginia Tech") that Virginia Tech enter into a Joinder Agreement among Blacksburg, Christiansburg, Virginia Tech, Montgomery County, and the Authority to be dated the first day of the month in which it is anticipated to be executed and delivered by the parties (the "Joinder Agreement") and that Montgomery County join and become a member of the Authority and hereby authorizes and directs the Rector of the Board of Visitors to execute and deliver the Joinder Agreement substantially in the form presented to this meeting, with such minor revisions and adjustments as the Rector shall approve, and to execute and file with the State Corporation Commission the Amended and Restated Articles of Incorporation of the Blacksburg-Christiansburg-V.P.I. Water Authority contained in Section 4 of this Resolution substantially in the form contained in this Resolution, with such minor revisions and adjustments as the Chairman shall approve.
2. Approval of the Water Agreement. The Board of Visitors hereby determines that it is in the best interests of the administration, staff, students, and faculty of Virginia Tech that Virginia Tech enter into an Amended and Restated Water Agreement among Blacksburg, Christiansburg, Virginia Tech, Montgomery County, the Authority, and the Montgomery County Public Service Authority to be dated the first day of the month in which it is anticipated to be executed and delivered by the parties (the "Water Agreement") and hereby authorizes and directs the Rector of the Board of Visitors to execute and deliver the Water Agreement substantially in the form presented to this meeting, with such minor revisions and adjustments as the Rector shall approve.
3. Appointment and Confirmation of Members. The University hereby appoints the following person to serve the following term on the Board of the Authority:

Name	Address	Term of Office	
		beginning	ending
Sherwood G. Wilson, Vice President for Administrative Services	Virginia Tech 248 Burruss Hall Blacksburg, VA 24061	9/1/2010	8/31/2014

4. Amended and Restated Articles of Incorporation. The Board of Visitors does hereby FIND as a matter of fact that inclusion in the Amended and Restated Articles of Incorporation of the Authority of preliminary estimates of capital costs, proposals for specific projects to be undertaken by the Authority, and preliminary estimates of initial rates is impractical. The Amended and Restated Articles of Incorporation of the Blacksburg-Christiansburg-V.P.I. Water Authority are hereby amended and restated in Attachment A.

Name	Address	Term of Office	
		beginning	ending
Phyllis Albritton, Blacksburg representative	1003 Highland Circle, SE, Blacksburg, VA 24060	9/1/2010	8/31/2014
Wayne Nelson, Christiansburg representative	100 E. Main St., Christiansburg, VA 24073	8/11/ 2011	8/31/2014
Montgomery County representative			

RECOMMENDATION:

That the resolution: (1) authorizing the university to enter into a Joinder Agreement among Blacksburg, Christiansburg, Virginia Tech, Montgomery County, and the Authority to be dated the first day of the month in which it is anticipated to be executed and delivered by the parties, (2) approving the university to enter into an Amended and Restated Water Agreement among Blacksburg, Christiansburg, Virginia Tech, Montgomery County, the Authority, and the Montgomery County Public Service Authority to be dated the first day of the month in which it is anticipated to be executed and delivered by the parties (3) continuing the appointments of Sherwood Wilson as Virginia Tech's member and John W. Kirby and C. William Smith as joint members of the expanded Blacksburg-Christiansburg-VPI Water Authority Board of Directors, and (4) recommending the Amended and Restated Blacksburg-Christiansburg-VPI Water Authority Articles of Incorporation be approved.

June 4, 2012

Attachment A

**AMENDED AND RESTATED
ARTICLES OF INCORPORATION
OF THE
BLACKSBURG-CHRISTIANSBURG-V.P.I. WATER AUTHORITY**

The Board of Visitors of Virginia Polytechnic Institute and State University, the Town Council of the Town of Blacksburg, the Town Council of the Town of Christiansburg, and the Board of Supervisors of Montgomery County, Virginia, have, by concurrent resolutions, adopted the following Amended and Restated Articles of Incorporation of the Blacksburg-Christiansburg-V.P.I. Water Authority, pursuant to the Virginia Water and Waste Authorities Act (Chapter 51, Title 15.2 of the 1950 Code of Virginia, as amended)(“Act”).

ARTICLE I

The name of the Authority shall be the NRV Regional Water Authority and the address of its principal office is 3515 Peppers Ferry Road, Radford, Virginia 24141.

ARTICLE II

The names of the political subdivisions participating in the NRV Regional Water Authority (the “Authority”) are Virginia Polytechnic Institute and State University, the Town of Blacksburg, the Town of Christiansburg, and Montgomery County, Virginia (collectively, the “Members”), each of which hereby acknowledges, covenants, and agrees that these Amended and Restated Articles of Incorporation shall not be further amended or changed without the express agreement of each of the governing bodies of each of the participating political subdivisions.

ARTICLE III

The Board of the Authority shall consist of six board members. The names, addresses, and terms of office of the initial board members of the reconstituted Board of the NRV Regional Water Authority are as follows:

	Name	Address	Term of Office	
			beginning	ending
1.	Montgomery County			
2.	Sherwood G. Wilson, Virginia Tech	248 Burruss Hall, Blacksburg, VA 24061	9/1/ 2010	8/31/2014
3.	Phyllis Albritton, Town of Blacksburg	1003 Highland Circle, SE, Blacksburg, VA 24060	9/1/2010	8/31/2014
4.	Wayne Nelson, Town of Christiansburg	100 E. Main St., Christiansburg, VA 24073	8/11/2011	8/31/2014
5.	John W. Kirby, joint representative	PO Box 11707, Blacksburg, VA 24062	9/1/2008	8/31/2012
6.	C. William Smith, joint representative	107 College St., Christiansburg, VA 24073	9/1/2008	8/31/2012

The governing body of each participating political subdivision has initially appointed the number of board members set forth opposite its name below:

Montgomery County – One, for a term of 4 years

Virginia Polytechnic Institute and State University – One, for a term of 3 years

Town of Blacksburg – One, for a term of 2 years

Town of Christiansburg - One, for a term of 1 year

The fifth and sixth initial Board Members have been chosen by the initial four Board Members for initial terms of one (1) year. In the event either of the fifth and sixth Board Members chosen by the initial four Board Members retires or otherwise vacates his seat as a Board Member, the number of Board Members shall be reduced to five.

Upon the expiration of the term of any initial Board Member chosen by the initial four Board Members, the remaining Board Members shall elect a successor. Upon the expiration of the term of any of the initial four Board Members chosen by one of the participating political subdivisions, such political subdivision shall promptly choose a successor.

The participating political subdivision will appoint successors to fulfill the terms of Board Members appointed by such participating subdivision who die, resign, or are disqualified.

After the initial terms, each Board Member shall be appointed for a four-year term and shall serve until a successor is appointed and qualified. Each Board Member shall have a vote and when required by law or when requested by any Board Member, such vote shall be recorded by “yeas” or “nays.”

Each board member shall be reimbursed by the Authority for the amount of actual expenses incurred in the performance of Authority duties.

ARTICLE IV

The purposes for which the Authority is being reorganized are to exercise all the powers granted to the Authority to acquire, finance, construct, operate, manage, and maintain a wholesale water treatment and transmission system and related facilities for the purpose of selling water wholesale to its Members pursuant to the Virginia Water and Waste Authorities Act, Chapter 51, Title 15.2 of the 1950 Code of Virginia, as amended (the “Act”). The Authority shall have all of the rights, powers, and duties of an authority under the Act.

It is not practicable to set forth herein information regarding preliminary estimates of capital costs, proposals for specific projects to be undertaken, or initial rates for the proposed projects.

ARTICLE V

The Authority shall provide water to its Members.

ARTICLE VI

The Authority shall cause an annual audit of its books and records to be made by the State Auditor of Public Accounts or by an independent certified public accountant at the end of each fiscal year and a certified copy thereof to be filed promptly with the governing body of each of the incorporating political subdivisions.

ARTICLE VII

The term of existence of the Authority shall be 50 years from the effective date of the Members' resolutions authorizing these Amended and Restated Articles.

IN WITNESS WHEREOF the Board of Supervisors of Montgomery County, the Town Council of the Town of Blacksburg, Virginia, the Town Council of the Town of Christiansburg, Virginia, the Board of Visitors of Virginia Polytechnic Institute and State University, and the Board of Directors of the Blacksburg-Christiansburg-V.P.I. Water Authority have caused these Amended and Restated Articles of Incorporation to be executed in their respective names, and their respective seals have been affixed hereto and attested by the respective secretaries and clerks of each.

BLACKSBURG-CHRISTIANSBURG-V.P.I. TOWN OF BLACKSBURG, VIRGINIA
WATER AUTHORITY

By: _____
Chairman

By: _____
Mayor

WITNESS: _____(SEAL)
Secretary

WITNESS: _____(SEAL)
Clerk

MONTGOMERY COUNTY, VIRGINIA

TOWN OF CHRISTIANSBURG, VIRGINIA

By: _____
Chairman, Board of Supervisors

By: _____
Mayor

WITNESS: _____(SEAL)
Secretary

WITNESS: _____(SEAL)
Clerk

VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY

By: _____
Rector, Board of Visitors

WITNESS: _____(SEAL)
Secretary

5. Action to Be Taken. The appropriate officers of Virginia Tech shall take all action necessary or convenient to file and otherwise cause the Amended and Restated Articles of Incorporation to become effective.

6. Effective immediately. This resolution shall take effect immediately upon its adoption.

Visitors absent _____

Votes in Favor _____

Votes Against _____

Abstentions _____

CERTIFICATION

The undersigned secretary of the Board of Visitors of Virginia Polytechnic Institute and State University does hereby certify that the foregoing is a true, complete and correct Resolution adopted by a vote of a majority of the Members of the Board of Visitors of Virginia Polytechnic Institute and State University, present at a regular meeting of the Board of Visitors of Virginia Polytechnic Institute and State University duly called and held June 4, 2012, at which a quorum was present and acting throughout, and that the same has not been amended or rescinded and is in full force and effect as of the date of this certification June 4, 2012.

Kim O'Rourke, Secretary
Board of Visitors

(SEAL)

RESOLUTION ADOPTING CAMPUS WAYFINDING PLAN

Wayfinding encompasses all of the ways in which people orient themselves in physical space and navigate from place to place. To meet federal and state requirements for accessibility wayfinding infrastructure and emergency wayfinding infrastructure (building addresses), a Campus Wayfinding Master Plan has been developed by the planning firm MERJE under direction of the Office of University Planning. The Commission on University Support, Academic Council and the Vice President for Administrative Services received an overview of the Wayfinding Master Plan. This resolution seeks approval to adopt the Campus Wayfinding Master Plan document, which will serve as a companion document to the Campus Master Plan.

RESOLUTION ADOPTING CAMPUS WAYFINDING PLAN

WHEREAS, the Virginia Tech campus has an inherent sense of place with well-planned campus zones, defined pedestrian paths and beautiful and natural landmarks; and

WHEREAS, Virginia Tech is committed to welcoming visitors and the Virginia Tech community to the campus and ensuring everyone can find their way to their destination while providing an inclusive and safe experience; and

WHEREAS, wayfinding encompasses all of the ways in which people orient themselves in physical space and navigate from place to place; and

WHEREAS, to meet federal and state requirements for accessibility wayfinding infrastructure and emergency wayfinding infrastructure (building addresses), a Campus Wayfinding Master Plan document dated June 2012 has been developed by the planning firm MERJE under direction of the Office of University Planning; and

WHEREAS, the Campus Wayfinding Master Plan document will serve as a companion document to the Campus Master Plan; and

WHEREAS, a phased, sequential implementation plan will be developed to prioritize installation of the Wayfinding Master Plan features and components.

NOW, THEREFORE BE IT RESOLVED that the Board of Visitors adopts the aforementioned wayfinding master plan.


RECOMMENDATION:

That the resolution adopting the Campus Wayfinding Master Plan document be approved.

June 4, 2012

**FINAL
DOCUMENT**



 **VirginiaTech**

WAYFINDING MASTER PLAN
JUNE 2012
FINAL DOCUMENT

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EXECUTIVE SUMMARY



Burruss Hall

INTRODUCTION

Virginia Tech has engaged the design team of MERJE, with sub-consultant Gay and Neel to develop a Campus Wayfinding Master Plan.

A unique and functional wayfinding system can market Virginia Tech, present a friendly image and communicate that the University is efficient, organized and caring. Helping a visitor "find their way" is an important part of their experience and time spent on campus.

The Wayfinding Master Plan for the Virginia Tech Campus takes a wholistic view of wayfinding and considers the variety of tools that users may encounter as they travel to and around the campus.

These wayfinding tools include:

Technology
Signage
Print Materials
Orientation Maps
Landmarks

Through a series of stakeholders meetings, campus tours and information gathering techniques the following primary issues have been identified.

- Coordination with Campus Master Plan and Campus Construction Projects
- Coordination with the Town of Blacksburg wayfinding program
- Coordination with VDOT on right-of-way roadways around the campus
- Welcome Center and Welcome Kiosk
- Campus Entrances/Gateways
- Campus Zones
- Parking
- Building Identification / Nomenclature
- Additional Wayfinding Tools
- Accessibility Issues
- Related issues
- Branding and Marketing Virginia Tech
- Funding
- Priorities and Phasing Plan
- Management and Maintenance
- Implementation Strategy

Preliminary Priorities

- Integration of Technology:
On-line Information and
Interactive Campus Maps
- Gateways
- Conversion of Entrance Maps to
Welcome Information Shelters
- Exterior Signage (Phased Approach)

INFORMATION HIERARCHY

The development of an organized information hierarchy is a important wayfinding issue to establish prior to beginning design work. This hierarchy establishes the information a visitor receives and the sequence and priority that it will be presented.

The hierarchy is communicated when receiving directions either verbally, printed or electronically (email, website, etc.). The use of consistent and simple terminology will help support the direction giving process.



Information Hierarchy

KIOSKS/SHELTER

The existing (3) entry kiosks structures provide the best opportunity for establishing an extremely useful wayfinding element upon arrival on the campus. The kiosk offers quality infrastructure elements, including a pull-off area for 2-3 cars, stone architectural structure and electricity.

Potential opportunities for the kiosk include;

- Solar Power to emphasis Virginia Tech commitment to sustainability
- Electronic Message Board
- Orientation Maps
- Interactive Displays
- Text Message Directory
- Parking Information

Design: The design should create a point of arrival that encourages you to pull-up, get out of your car and approach the kiosk to gather information.



Kiosk Concept

CAMPUS ZONES

Virginia Tech is a well structured campus that has natural wayfinding tools built into its core planning. The campus architects over the years (and in the Master Plan) have organized the campus into clusters of common activities and uses. The campus presents zones from a physical, visual and cultural perspective.

This is a basic element of any wayfinding program. The use of zones, districts or clusters allows information to be presented in a simple hierarchal fashion that can be easily understood by a visitor.





Campus Zones

CAMPUS ZONES (CONT.)

The current zones (and some times physical landmarks, like the Drillfield or Alumni Mall) should be considered at the highest level of the wayfinding information hierarchy. The use of zones and their terminology shall become prevalent on all forms of university communication, including signs, web info, printed material, orientation maps and verbal/written instructions.

The benefit Virginia Tech has compared to other campuses, is that the zones are already part of the lexicon and culture of the campus, easily referenced by students, faculty and staff. The introduction of zones is not a new concept for Virginia Tech, we are simply using the wayfinding program to further enhance and strongly reconfirm this natural structure of the campus.

PARKING

Visitors currently are provided a Parking Pass at the Visitor Information Center or Parking Services. Parking for Visitors is free but not all visitors understand they need a Parking Pass.

The design team has identified the following issues as it relates to Parking from a wayfinding perspective and image perspective.

Issue # 1 UNCLEAR PERMISSIONS/ RESTRICTIONS

It is not well known among visitors that they need to obtain a permit and/or the location of the Visitor Information Center and Parking Services.

Even if you get a Parking Permit, understanding where you are allowed to park is confusing: Visitors can park in a variety of locations, garages, lots and spaces.

Parking in spaces marked with a V, F/S, C/G or R is permissible. Parking in spaces marked with a T/A, CP C/G or CP F/s. is not permissible.

This is all very confusing.

Issue #2 PARKING COMPETITION

Because visitors can park in the same lots as faculty and staff, they are forced to compete for the same spaces without the detailed knowledge of campus parking and are ill prepared to find a space during the workday.

Issue #3 IMAGE

The two issues outlined above create a stressful and unfriendly environment for the visitor.

The wayfinding program offers the opportunity to organize the parking process on the campus and help provide a simple and understandable parking procedure, that will present the University in a positive manner.

Issue #4 BUILDING VISIBILITY FROM PARKING LOTS

Many of the parking areas are behind the buildings or disconnected from the core of the campus.

PARKING RECOMMENDATIONS

(also recommended by the previous Parking Services Report):

Establish Visitor Only Parking Lots or Spaces conveniently located on all four sides of campus. The visitor spaces would be located in four lots adjacent to the main visitor destinations on campus. This number is less than the 171 average per day, but there is a regular turn over of visitors each day. The Track-Field House Lot could be used as an overflow area for busy days since it has a convenient bus route (CRC Shuttle) that travels onto main campus.

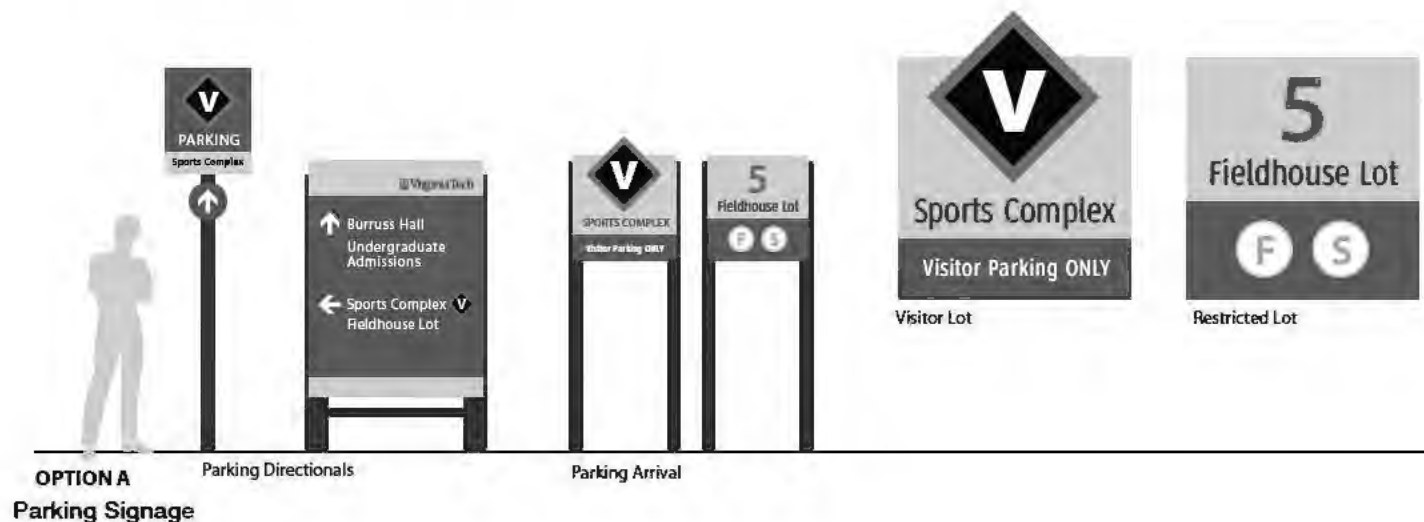
By establishing primary parking areas for Visitors will allow the University to provide wayfinding from established points of arrival where the vehicular to pedestrian transition occurs. It also provides the opportunity to post regulatory and procedure information to a Visitor which will help reinforce the need for a Parking Pass and reduce the number of visitor parking tickets.

EXTERIOR SIGNAGE

The core wayfinding component will be a new exterior signage program. The master plan presents 3 options that integrate the wayfinding philosophy and functional aspects with the Virginia Tech brand and identity.

Sign types include:

Gateway/Campus Entrance Identification
Entry Kiosks
Vehicular Directional
Parking Lot Identification
Pedestrian Information & Guidance Maps
Building Identification



Examples of existing parking signage

WAYFINDING TOOLS - TECHNOLOGY

Virginia Tech Brand Driver: Technological Leadership

The integration of technology into the wayfinding program will reinforce the message of innovation as a core value of the Virginia Tech brand. The incorporation of these devices and applications is now expected, especially by students, no longer a special enhancement, these wayfinding tools are part of a student's daily routine.

Consideration should be given to a variety of technological wayfinding approaches;

End User Technology: This is the utilization of technology where information is communicated to users through the visitors device (smartphone, ipod or computer). This concept does not require the university to invest in hardware or infrastructure and eliminates the issues of maintenance, vandalism, theft, etc. The only requirement is the software development and the on-going maintenance of the information.

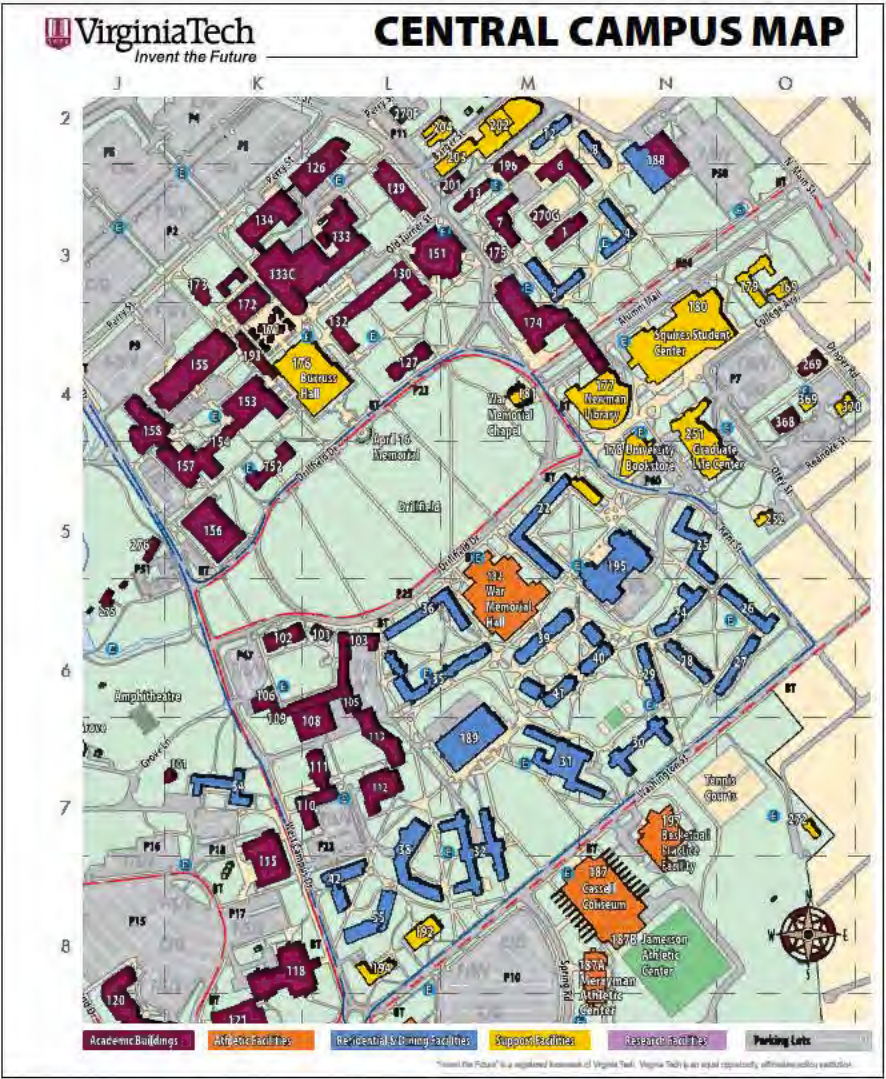
Hardware Technology: This includes physical hardware built into signs/kiosks or stand-alone elements in an interior space. Touchscreen directories, LCD screens and internet access are all possibilities based on the desired level information and required use. These applications provide the ability to offer a larger variety of updateable information and at a higher level of recognition and visibility.

MAPS

Virginia Tech is a constantly evolving campus, the accuracy of the map and updating the information is a common issue for all. The University has the benefit of a highly skilled GIS Department that is constantly updating their own campus base map with new construction, roadway repairs and various types of information.

This department is also utilizing the latest technology to inventory, track and gather information about the campus. It is the recommendation of the master plan that the GIS Department be the SINGLE SOURCE for creating the standard base map that everyone uses, this will help the university centralize, share and disperse consistent and accurate information to its visitors, faculty, students and staff. This will also require the establishment of an internal mechanism and administrative process for the management of the map system.

End User Technology



Example of current campus map

PUBLIC ART

There was talk among the stakeholder groups regarding public art around the campus. There seems to be an obstacle to establishing a strong program, do to State funding restrictions. It was also mentioned that there was a previous landscape plan that identified potential locations for art features.

The University should continue to pursue this idea, the establishment of a public art program around campus can provide opportunities for excellent landmarks and direction.

Public art will also enrich the culture of the campus and build upon its sense of place.

It has been our task to sort through the issues presented and to responsibly and respectfully integrate them into the analysis based on our knowledge of wayfinding best practices, human factors and design principles. No Comment has been dismissed or arbitrarily disregarded.

We thank all the individuals who took the time and energy to share their ideas and perceptions with us. We deeply appreciate your participation, knowledge and enthusiasm.

INTRODUCTION



Virginia Tech has engaged the design team of MERJE, with sub-consultant Gay and Neel to develop a Campus Wayfinding Master Plan.

A unique and functional wayfinding system can market Virginia Tech, present a friendly image and communicate that the University is efficient, organized and caring. Helping a visitor “find their way” is an important part of their experience and time spent on campus.

Goals of the Wayfinding Master Plan include achieving a consistent and unified wayfinding system incorporating graphic improvements based on university branding initiatives, accessibility for persons with disabilities, safety, cost, durability and sustainability.

The Wayfinding Master Plan for the Virginia Tech Campus takes a holistic view of wayfinding and considers the variety of tools that users may encounter as they find their way to and around the campus. These wayfinding tools include:

Signage
Technology
Print Materials
Orientation Maps
Landmarks

The primary focus will be the design of aesthetically appropriate signs that enhance the visual character of the campus. The work shall include designing a portfolio of appropriate and affordable signs that can be constructed and maintained by Facilities Operations staff.

Through a series of stakeholders meetings, campus tours and information gathering techniques the following primary issues have been identified.

- Coordination with VDOT on right-of-way roadways around the campus
- Coordination with the Town of Blacksburg wayfinding program
- Coordination with Campus Master Plan and Campus Construction Projects
- Welcome Center and Welcome Kiosk
- Campus Entrances/Gateways
- Campus Zones
- Parking
Procedures
Regulations
Lot Identification
Visitor/Student/Faculty/Staff
- Building Identification / Nomenclature
- Additional Wayfinding Tools
- Accessibility Issues
- Related issues (event management, security, deliveries, etc.)
- Branding and Marketing Virginia Tech
- Funding
- Priorities and Phasing Plan
- Management and Maintenance of Wayfinding Program
- Implementation Strategy

PRELIMINARY PRIORITIES

- Integration of Technology:
On-line Information and Interactive Campus Maps
- Gateways
- Conversion of Entrance Maps to Welcome Information Shelters
- Exterior Signage (Phased Approach)

SCOPE OF WORK

The plan will consider a wide range of wayfinding tools. Including; signage, maps, technology, landmarks and print support materials.

The plan will include the following signs:

Gateway/Campus Entrance Identification
Entry Kiosks
Vehicular Directional
Parking Lot Identification
Pedestrian Information & Guidance Maps
Building Identification

Design for interior signage will not be included in the project at this time. The University has established a new standard for interior signage.

The plan does consider the wayfinding aspects of internally navigating a building and provides typical guidelines and sign types that can assist visitors.

Technology

- Interactive Maps
- Mobile Apps
- Web-based Information
- Text Message Maps
- Touchscreen/Exhibit

Print Materials

- Support Materials
- Brochures
- Parking Pass Layout

Orientation Maps

- Types of Maps (parking, ADA, etc.)
- Use of Maps (web, print, signs)

Landmarks

- Public Art
- Architectural Features
- Landscape Features
- Banners

INTRODUCTION (CONT.)



OBJECTIVES

At its core this is a MARKETING project. The wayfinding program shall enhance the experience of the University visitor. Helping them find their way is an important part of their time spent on campus.

The Wayfinding Master Plan will take into account a variety of tools and the visitor touchpoints that provide the University an opportunity to assist their guests around campus.

It is the intent of this document to conceive of all potential wayfinding methods and then develop a plan for implementation based on priorities, available resources, funding and the level of effort associated with each implementation concept.

PHILOSOPHY

The Wayfinding Master Plan shall take a wholistic view of wayfinding and consider the variety of tools that a user may encounter or need as they find their way to and around the campus.

Virginia Tech is already a place.

The wayfinding program shall fit naturally into the campus and the design shall respect the architecture and landscape of the environment.

The Virginia Tech campus has been physically organized into natural wayfinding cues. The buildings are clustered by use, paths intuitively guide you through the campus and the architecture and landscape provide iconic landmarks for orientation.

The wayfinding program can find opportunities to support the Virginia Tech brand, enhance its identity and promote a friendly, well-planned, organized and safe campus.

PROCESS

Our approach to wayfinding is from a visitor's perspective. In many cases organizations need to make cultural changes to better suit the wayfinding process for the first time visitor. This may require putting the visitor FIRST – in regards to certain issues.

Each of the issues, topics and concepts has been influenced not only by wayfinding best practices, but also the culture, operations, administration and organization of Virginia Tech. The design team interviewed 30 members of the university staff from a wide range of Departments, including:

- University Planning,
- Design & Construction
- Transportation and Campus Services
- University Relations
- Office of the University Architect
- Facilities Information Systems
- Facilities, Site and Infrastructure,
- ADA Liaison
- Center for Geospatial Information Technology
- Enterprise GIS
- University Publications
- Web Communications
- University Art Director
- Athletics
- Chief of Police
- Emergency Management
- University ADA Services
- Admissions
- Student Groups
- Facilities and Sign Shop
- Visitors Center Manager
- University Planning
- University Landscape Architect
- Real Estate

OUR TASKS INCLUDED

- Tour and Photo Survey of Campus
- Staff, Student and Stakeholder Interviews
- New Student Orientation Experience
- Presentation of Issues and Recommendations for University Community feedback

It has been our task to sort through the issues presented and to responsibly and respectfully integrate them into the analysis based on our knowledge of wayfinding best practices, human factors and design principles. No Comment has been dismissed or arbitrarily disregarded.

We thank all the individuals who took the time and energy to share their ideas and perceptions with us. We deeply appreciate your participation, knowledge and enthusiasm.

VIRGINIA TECH EXPERIENCE



Highway Signage



As we began this process it was important that we experience the campus through the eyes of a first time visitor. This image survey was taken as part of our initial visit during the interview process as well as during our first official visit for our stakeholder interviews.

Arriving from Roanoke was no problem, the signs along Rte 81 and 460, provided the direction we needed to get to Blacksburg and Virginia Tech.

Staff at the Visitors Center provided maps and parking materials, all with different fonts, terminology and graphics. The layouts presented the information in a confusing manner and the more we looked at the parking pass the more confused we became.

A variety of signage designs dotted the roadways and directed us around to various places, but there was little trust in the information, as the signs looked outdated, tattered and created a generally negative impression. It became obvious that the quality of signage and its role as a component to the visitor experience had not reached the level of care and focus of the architecture and landscape.

Arriving to campus our first impression was positive, Virginia Tech is a beautiful campus with the very best of traditional campus design, Gothic architecture and a real sense of place. You can almost imagine the stadium filled on an October afternoon and the Drillfield offers the iconic Virginia Tech experience. Traveling around the Drillfield helps you to immediately capture both the history and culture of the university.

There is a real sense of place and community at Virginia Tech. The campus buildings and grounds are well maintained and enhance the visitor experience.

Once out of our car there was little to no information as we walked around campus. The map received at the Visitors Center was the only helpful piece of communication offered. While we eventually found the Library, Dining Hall and Admissions, it was not always a easy process.

What we need to consider is how a prospective student and their family may perceive the University, how a new student or employee may react or what the perception of a visiting lecturer may be.



Entering Blacksburg



Entering Virginia Tech Campus



As we spent more time on campus we found it increasingly difficult to find our way around, understanding where to park, locating entrances to buildings and traveling through and around buildings was a challenge.

VIRGINIA TECH EXPERIENCE



We like to frame this project in the context of the message and image the University is communicating. The recommendations offered are only a single piece of the overall visitor experience to Virginia Tech.

There were many positives to our trip. We have described the solutions as a “1/4 click” - meaning that the campus itself provides some of the most basic components of wayfinding in its core layout; building uses are clustered (creating zones), natural paths create intuitive decision points and memorable landmarks provide points of orientation.

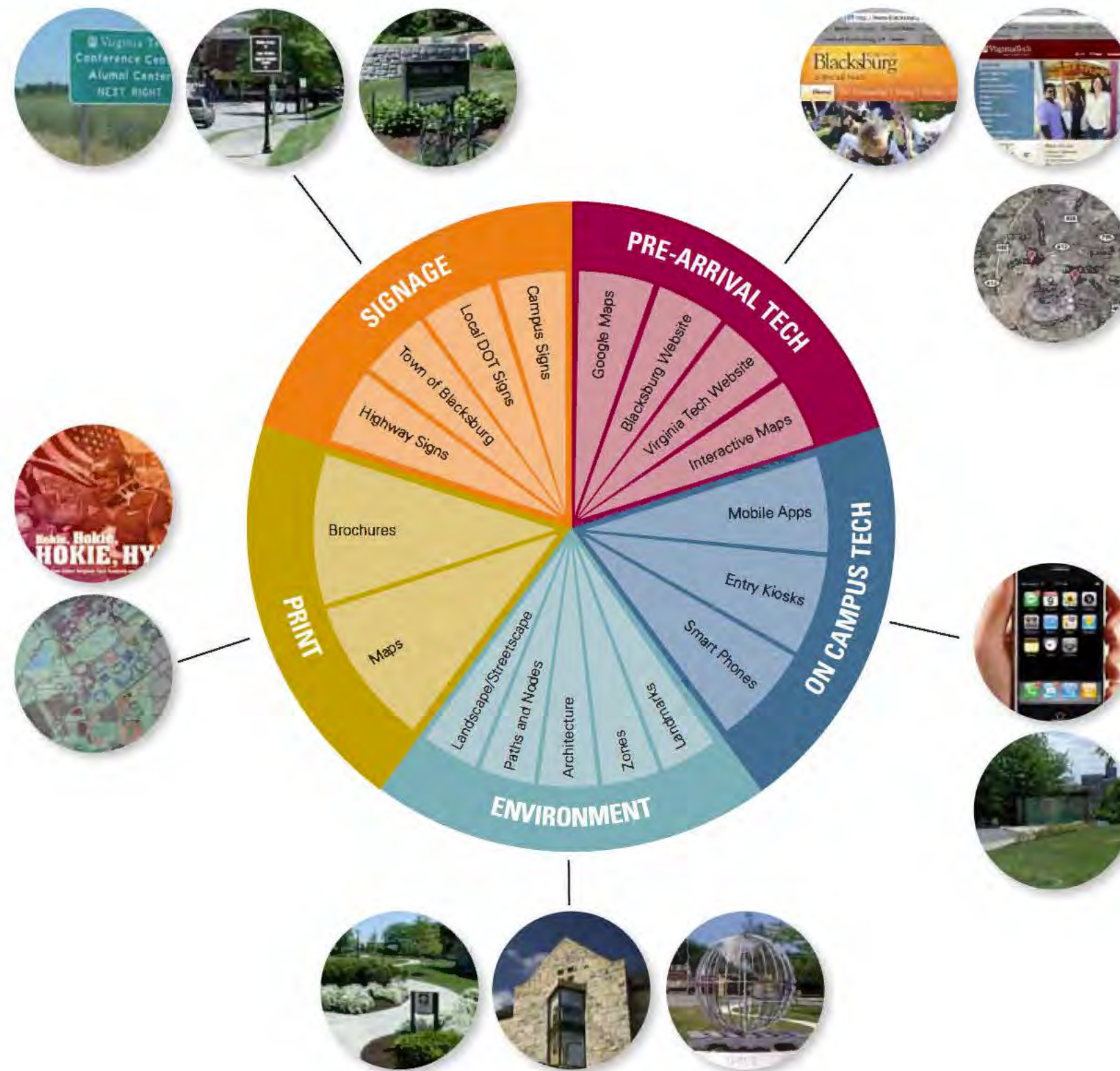
The campus is also already a “place”, it does not need to rely on the environmental graphic design program to create its identity.

The wayfinding program shall contextually fit into the environment, reinforce the natural wayfinding tools of the campus organization and find opportunities to promote the Virginia Tech brand.



Virginia Tech's Campus is beautiful...

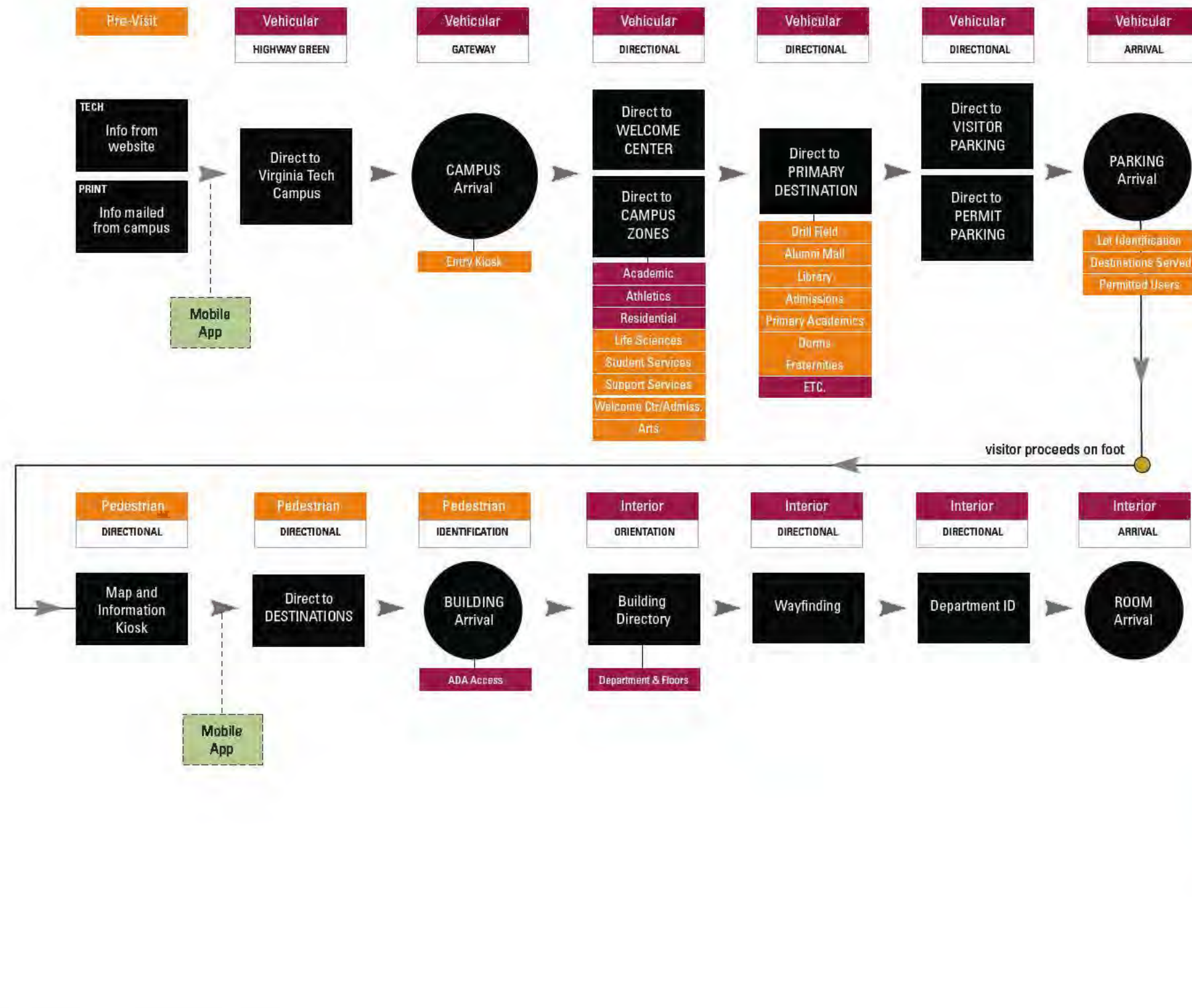
but there are distractions from that beauty.



WAYFINDING OVERVIEW

Creating a sense of place is at the core of this program and the design will help unify the visual context of the Virginia Tech Campus. The elements will reflect the Campus brand and attitude as an exciting, prestigious and tech-driven university.

The Virginia Tech Wayfinding Master Plan considers all potential wayfinding tools and is not simply signage. The program considers a variety of wayfinding tools; landscaping, lighting, entry kiosks, landmarks, gateway elements, signage, mapping and public art should all be considered, as well as related issues such as sustainability and integration of technology.



INFORMATION HIERARCHY

The development of an organized information hierarchy is an important wayfinding issue to establish prior to beginning design work. This hierarchy establishes the information a visitor receives and the sequence and priority that it will be presented.

The hierarchy is communicated when receiving directions either verbally, printed or electronically (email, website, etc.). The use of consistent and simple terminology will help support the direction giving process.

For the purposes of the graphic shown we have concentrated on a first time visitor arriving to campus for either an Admissions tour or a general visitor to a pre-determined building.

There are of course, a variety of user types on campus, including students, faculty, delivery and emergency – each with their own unique destination – but all would follow a similar information sequence.

This hierarchy takes into account the new Visitors Center, which will help centralize a starting point for many visitors. It also utilizes the concept of zones, which is already naturally established on the campus, both by cultural reference and physical clusters of buildings. The hierarchy promotes the zones to the appropriate level of recognition within the wayfinding sequence. The use of zones is a common wayfinding tool for campuses, cities and large building complexes.

Regardless of the visitor's purpose, parking will play a major role in both their sequential journey, but also in the experience they encounter on campus. Our approach to parking is discussed in detail later on in the Master Plan.

The hierarchy also follows a visitor through their transition from vehicular travel to pedestrian, where the scale and amount of information changes, orientation can be established and direction is given to a greater level.

Along the hierarchy sequence, arrival identification is a key element, providing identification of a new transition, whether it's a campus entry, zone, parking area or building entrance.

Once inside a building, directories and wall directional signs guide the visitor to departments, rooms and additional destinations.

TERMINOLOGIES

CAMPUS ZONES

Academics
Athletics
Residential

CLUSTERS:

Arts
Life Sciences
Oak Lane
Student Services
Support Services
VT Visitor/Admissions Center

BUILDINGS

Agnew Hall
Air Conditioning Facility
Ambler Johnston Hall
Architecture Annex
Armory
Art and Design Learning Center
Barringer Hall
Basketball Practice Facility
Bioinformatics Phase I
Bioinformatics Phase II
Bishop-Favrao Hall
Black Box Theatre
Brodie Hall
Building 270F
Burchard Hall
Burke Johnston Student Center
Burrows/Burleson Tennis Center
Burruss Hall
Campbell Hall
Cassell Coliseum
Central Stores
Cheatham Hall
Cochrane Hall
College of Science Admin. Bldg.

Cowgill Hall
Cranwell International Center
Dairy Science Complex
Davidson Hall
Derring Hall
Dietrick Hall
Durham Hall
Eggleston Hall
Engel Hall
English Field
Femoyer Hall
Fleet Services
Food Science and Technology
Fralin Life Science Institute
Golf Course Clubhouse
Graduate Life Center at Donaldson Brown
Greenhouses
The Grove
Hahn Hall - North Wing
Hahn Hall - South Wing
Hahn Horticulture Gardens
Hancock Hall
Harper Hall
Harry T. Peters Large Animal Clinic
Health and Safety Building
Henderson Hall
Hillcrest Hall
Holden Hall
Holtzman Alumni Center
Hutcheson Hall
Institute for Critical Technology
 & Applied Science
International Affairs
Jamerson Athletic Center
Johnson Hall
Lane Hall
Lane Stadium/Worsham Field
Latham Hall

Lee Hall
Life Sciences I
Litton-Reaves Hall
Major Williams Hall
McBryde Hall
McComas Hall
Media Annex
Media Building
Merryman Athletic Center
Miles Hall
Military Building
Monteith Hall
New Residence Hall (Career Services)
New Residence Hall (East)
Newman Hall
Newman Library
Norris Hall
Old Security Building
O'Shaughnessy Hall
Outreach & International Affairs
Owens Hall
Pamplin Hall
Parking Services
Patton Hall
Payne Hall
Peddrew-Yates Residence Hall
Performing Arts Building
Police Department
Power Plant
Price Hall
Pritchard Hall
Randolph Hall
Rasche Hall
Rector Field House
Richard B. Talbot Educational
 Resources Center
Robeson Hall
Sandy Hall

Saunders Hall
Seitz Hall
Shanks Hall
Shultz Hall
Skelton Conference Center
Slusher Hall
Smith Career Center
Smyth Hall
Solitude
Southgate Center
Squires Student Center
Sterrett Facilities Complex
Student Services Building
Surge Space Building
Tennis Center
The Inn at Virginia Tech
Thomas Hall
Torgersen Hall
University Bookstore
University Club
Vawter Hall
Virginia-Maryland Regional
 College of Veterinary Medicine
Visitor Information Center
Wallace Annex
Wallace Hall
War Memorial Chapel
War Memorial Hall
Whittemore Hall
William E. Lavery Health
 Research Center
Williams Hall
Women's Softball Field
Wright House

Communicating consistent nomenclature is a priority component of any wayfinding program.

Three primary principals need to be applied to this issue.

- Nomenclature shall be consistent across all materials (web, print materials, electronic media)
- Nomenclature shall be simple, clear and easily understood by a first time visitor.
- Nomenclature should be culturally recognizable.

There are 4 opportunities where the terminology can set a strong foundation for the system.

Highway/ Local Roadway Signs: The transition from State or Local roads to campus roads needs to be seamless.

Campus Zones: This terminology already exist either by physical identification or by cultural and landmark references.

Parking Lots: Currently this is very confusing, with a variety of reference terms and nomenclature. A consistent approach to lot identification is critical.

Building Names and the integration of a proposed physical Street Address System will have a significant effect on this approach.

CAMPUS APPROACH



REGIONAL/STATE/LOCAL

The Campus is signed generally well from the surrounding Interstates and State Roadways, providing direction from I-81 and Hwy 460.

The primary issues to resolve are;

- Updating the approach signage along Hwy 460 and local roadways to reflect the terminology the master plan suggest for the campus zones.
- Currently proposed new signs planned for the opening of the Virginia Tech Visitor Center. This needs to be discussed further.

COORDINATION WITH VDOT

As part of the anticipated opening of the VT Welcome Center a submittal has been made to VDOT for the updating of the surrounding roadway signage.

In the near term this needs to be closely reviewed with the Wayfinding Master Plan team and Steering Committee to ensure the terminology used is consistent with the recommendations outlined in this document.

Current and planned local VDOT signage references "Central Campus".



Planned signage proposed for the new Visitor Center.

CAMPUS APPROACH



COORDINATION WITH BLACKSBURG

The Town of Blacksburg has recently installed a new wayfinding program. This is a helpful tool in connecting the University to the Downtown. The design team recommends that the terminology on the Blacksburg system be updated to clearly delineate between the Blacksburg Visitor Center and the VT Welcome Center.

Once sign placement is determined for a new campus wayfinding program, this will have to be coordinated with the existing Town of Blacksburg signs to ensure a seamless transition between the two systems.

Locations will have to be reviewed to best determine the appropriate type of sign (VT signs or Blacksburg).

PUBLIC TRANSIT (ARRIVAL)

Visitors by bus require a different set of wayfinding tools. Starting their journey as a pedestrian at specific points of entry, their experience onto the campus is more thoughtful. It is important to provide them opportunities to "get their bearings"

Providing Kiosks and maps near these key arrival points will help orient the visitor to their location and also to where they need to go. Pedestrian signs will lead their way, while the natural landmarks of the campus will help provide cues for their journey back, as well as the familiarity with different parts of the campus as they travel around.

Bus stops and shelters are opportunities to utilize the existing infrastructure around campus as information hubs.



GATEWAYS

OBSERVATIONS

There are several existing gateways to the campus. These points of entry to the campus combine a stone wall feature, carved lettering, landscaping and lighting to create monumental arrival points into the campus.

Other gateways, include the Alumni Mall, this ceremonial boulevard provides a true physical gateway to the campus and a memorable landmark.

There has been a suggestion of adding a gateway element at the south-east quadrant of the campus. As you approach the campus from Southgate Drive.

WELCOME TO THE CAMPUS

The opening of the Visitors Center/ Admissions Center will create a totally new campus arrival experience for visitors. Establishing this primary point of arrival for a large portion of the visitor population, will help communicate consistent wayfinding information, as well as have a established process for disbursing visitors to the various destinations around campus.

OPPORTUNITIES

Human Interaction: Regardless of technology, signs or printed materials, the majority of visitors will always prefer to speak with a person. This is one of the university's first opportunities to present a welcoming and friendly message to its visitors. A smiling face and helpful attitude will always be one of the most memorable experiences a first-time visitor takes home with them. Explaining parking procedures, using consistent terminology and utilizing print materials to illustrate a route can help ease a visitor's journey.

Staff Training: Much like the tourism and hospitality industry help train local hotel staff, Virginia Tech should consider training the Visitors Center staff and provide them with both the verbal and physical tools that will aid them in giving directions that are consistent with the Wayfinding Plan.

Welcome Exhibit: Within the new Visitors Center, there will be a major interactive exhibit that promotes the University and visually orients the visitor to the campus. This exhibit should be coordinated with the wayfinding program.

Obstacles: Transportation between the Visitors Center and the beginning of the campus tour (and back) has been identified as a logistical operation - NOT YET RESOLVED.

While the new visitor center will provide a easily accessible location for Admissions, it creates a transportation issue in shuttling prospective students

and their families from the Visitors Center to the starting point of their campus tour (which starts at Burruss Hall), as well as returning these visitors back to the Visitors Center.

As the Visitors Center staff determines this process, it should be monitored to make sure the wayfinding approach is consistent with the master plan.

KIOSKS/SHELTER

These entry kiosks should be viewed as an additional welcome center, that is the primary arrival port for those visitors who pass by the Welcome Center, or arrive on campus at one of the other entry points.

The existing (3) entry kiosks structures provide the best opportunity for establishing an extremely useful wayfinding element upon arrival on the campus. The kiosk offers quality infrastructure elements, including a pull-off area for 2-3 cars, stone architectural structure and electricity.

Potential Program opportunities for the kiosk include;

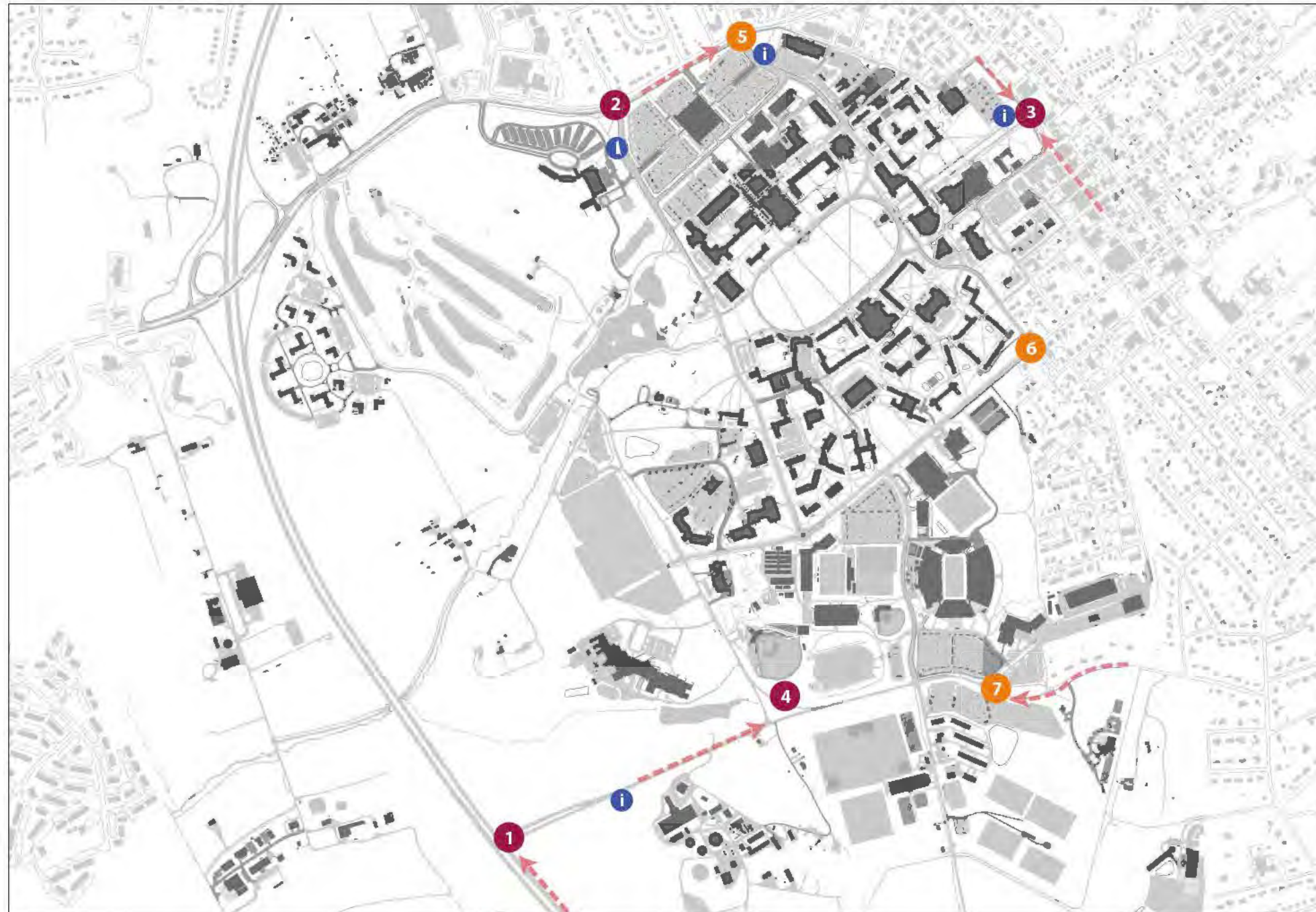
- Solar Power to emphasis Virginia Tech commitment to sustainability
- Electronic Message Board
- Orientation Maps
- Interactive Displays
- Text Message Directory
- Parking Information
- Remote Visitor Pass vending machine

Design: The design should create a point of arrival that encourages you to pull-up, get out of your car and approach the kiosk to gather information.



Current and future VT Welcome Center





GATEWAYS

PRIMARY ARRIVAL GATEWAYS:

1. Southgate Drive (exit off 460)
2. West Campus at Prices Fork
3. Main Street at Alumni Mall
4. Stadium Gateway
(Southgate at Duck Pond)

SECONDARY ARRIVAL GATEWAYS:

5. Stanger Street at Prices Fork
6. Washington and Kent Street
7. Southgate Drive
(arrive from southeast)

ENTRY KIOSKS:

- A. Southgate
- B. West Campus
- C. Alumni Mall (planned relocation)
- D. Stanger (proposed)

Gateways establish a point of arrival and provide opportunities to reinforce the University brand message and capture the physical aspects of the campus. The new Visitor Center is the university's first opportunity to "market" Virginia Tech to its visitors. This is where the university welcomes visitors, providing human interaction and sets the tone for the visitors' journey. It will create a controlled point of arrival and a chance for visitors to receive information in a organized, efficient and friendly manner.

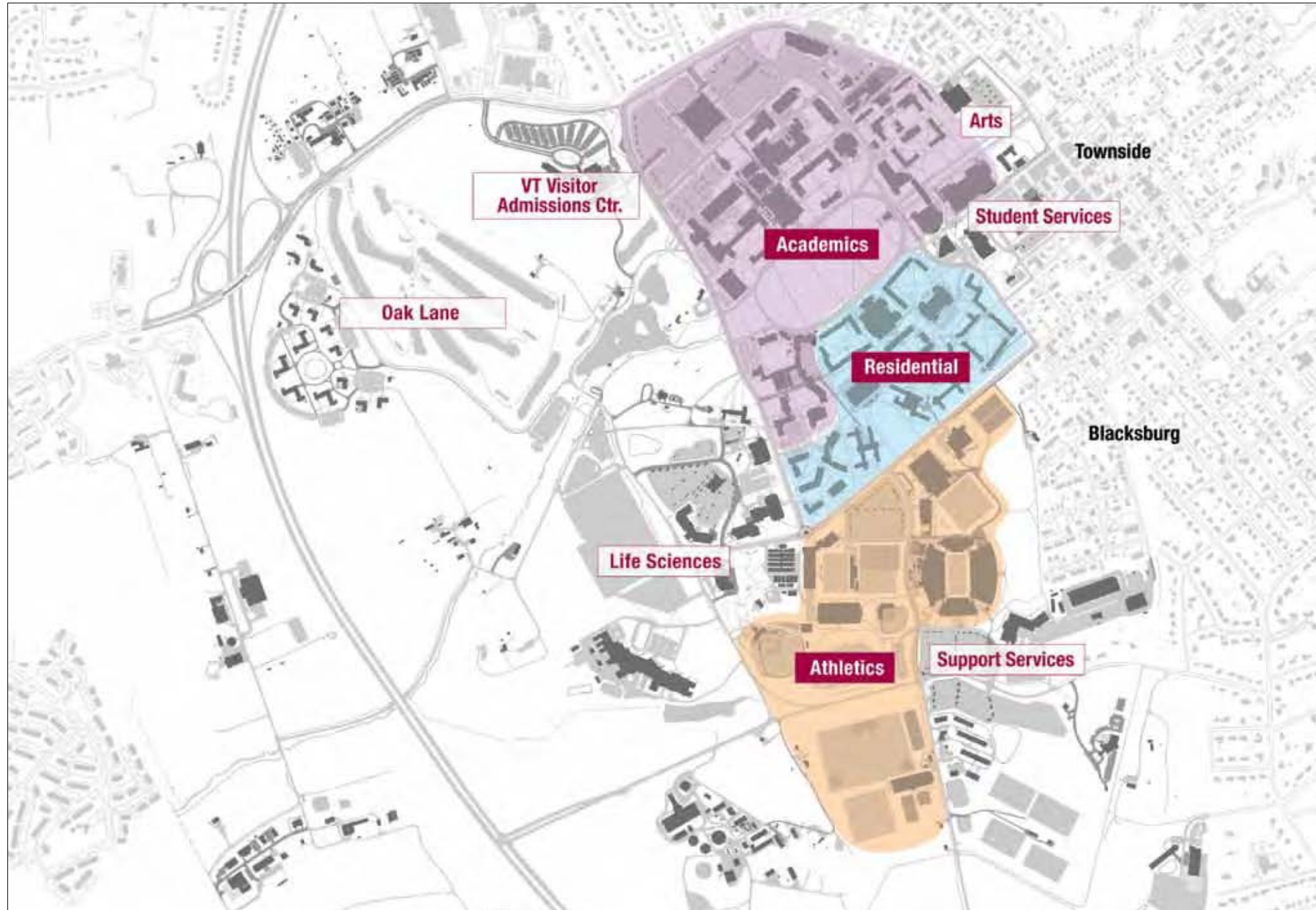
Each of the existing primary gateways onto campus have significant landscaping treatments and architectural features. This creates memorable landmarks, all creating a sense of arrival and setting the tone for the visitor's experience. Alumni Mall presents a ceremonial and iconic gate from downtown Blacksburg, also providing a visual landmark for orientation.

Additional secondary entry points present opportunities to further identify the campus edges and promote the University identity.

RECOMMENDATIONS

Identify the gateways by their location. Utilizing these identification terms (i.e. Prices Fork Gateway) on maps will reinforce its location, provide a identifiable name for giving directions and help orient visitors to where there are in relationship to the entire campus.

Establish a secondary gateways along Stanger Street, Roanoke and Southgate Drive (southeast quadrant of campus).



CAMPUS ZONES

OBSERVATIONS

Virginia Tech is a well structured campus that has natural wayfinding tools built into its core planning. The campus architects over the years (and in the Master Plan) have organized the campus into clusters of common activities and uses. The campus presents zones from a physical, visual and cultural perspective.

This is a basic element of any wayfinding program. The use of zones, districts or clusters allows information to be presented in a simple hierarchal fashion that can be easily understood by a visitor.

The current zones (and some times physical landmarks, like the Drillfield or Alumni Mall) should be considered at the highest level of the wayfinding information hierarchy. The use of zones and their terminology shall become prevalent on all forms of university communication, including signs, web info, printed material, orientation maps and verbal/written instructions.

The benefit Virginia Tech has compared to other campuses, is that the zones are already part of the lexicon and culture of the university community, and the terminology is already easily referenced by students, faculty and staff.

The introduction of zones is not a new concept for Virginia Tech, we are simply using the wayfinding program to further enhance and strongly reconfirm this natural structure of the campus.

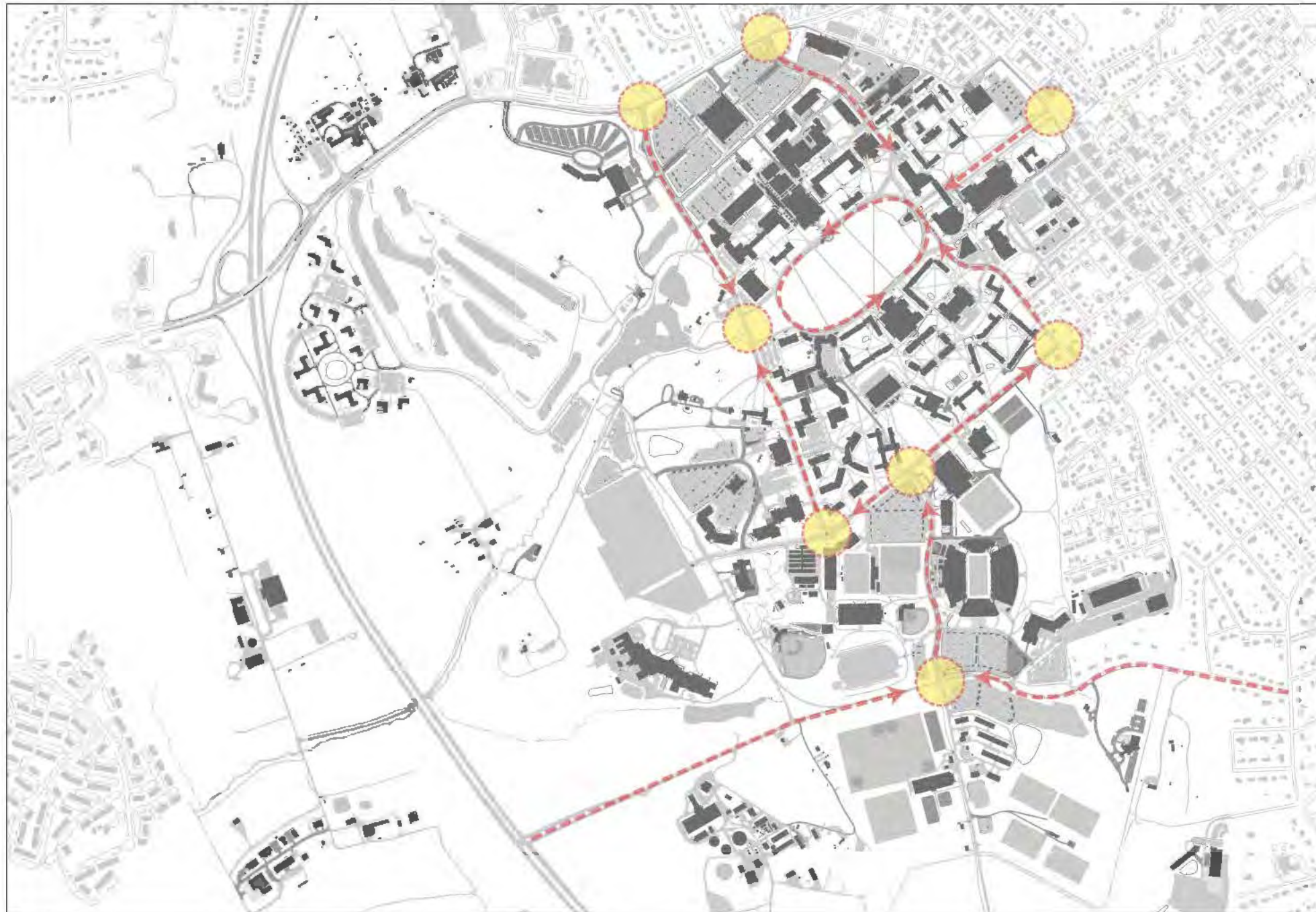
RECOMMENDATIONS

Virginia Tech can be divided into 3 main zones:

- **ACADEMICS**
- **RESIDENTIAL**
- **ATHLETICS**

These 3 main zones will be referred to on signage. The campus can be further divided into 6 secondary zones, or clusters:

- **ARTS**
- **STUDENT SERVICES**
- **SUPPORT SERVICES**
- **LIFE SCIENCES**
- **OAK LANE**
- **VT VISITORS ADMISSIONS CTR**



VEHICULAR CIRCULATION

OBSERVATIONS

This map indicates the primary vehicular routes utilized on the campus.

West Campus Drive, Washington St, Southgate Drive acts as the primary traffic feed for the campus. While Perry St., Stranger St. and Kent St. act as internal circulators. Alumni Drive tends to be more ceremonial and along with Roanoke St. provides access to/from downtown Blacksburg/Main St.

Drillfield Drive is of course iconic, a major destination and the main circulator internal to the campus. Even if your destination is not adjacent to this road it is likely a visitor will drive around Drillfield Drive, as it represents the heart of the campus and "the" Virginia Tech experience.

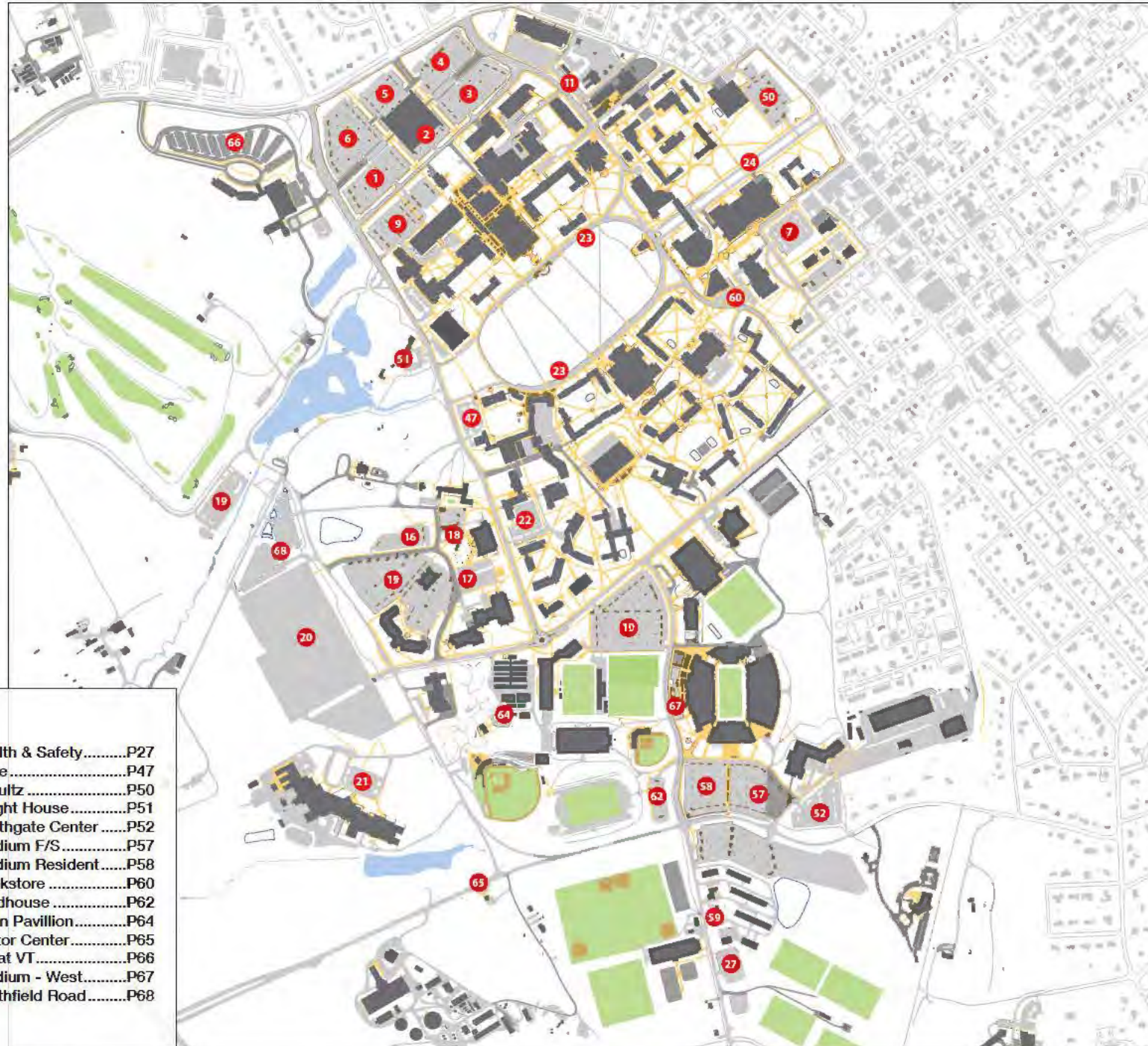
RECOMMENDATIONS

Vehicular directional signs should be placed at all key decision points along the primary circulation routes. The signs will direct primarily to zones, adjacent buildings and parking lots accessed directly by those particular roads.

Buildings which do not have direct access from a roadway should be identified on parking identification signs. Communicating to visitors the most advantageous parking lot for these buildings is important, since the building is primarily accessed by pedestrians and not always identifiable from a vehicle.


PARKING LOT KEY

Perry Street 1.....	P1	Health & Safety.....	P27
Perry Street 2.....	P2	Price.....	P47
Perry Street 3.....	P3	Schultz.....	P50
Price's Fork 4.....	P4	Wright House.....	P51
Price's Fork 5.....	P5	Southgate Center.....	P52
Price's Fork 6.....	P6	Stadium F/S.....	P57
Squire's.....	P7	Stadium Resident.....	P58
Derring.....	P9	Bookstore.....	P60
Coliseum.....	P10	Fieldhouse.....	P62
Upper Slanger.....	P11	Hahn Pavillion.....	P64
Litton-Reaves.....	P15	Visitor Center.....	P65
Litton-Reaves Ext.....	P16	Inn at VT.....	P66
Wallace.....	P17	Stadium - West.....	P67
Wallace Day Care.....	P18	Smithfield Road.....	P68
Duck Pond.....	P19		
Duck Pond Rd. Resident ..	P20		
Veterinary Medicine.....	P21		
Engel.....	P22		
Drillfield.....	P23		
Alumni Hall.....	P24		



PARKING EXISTING CONDITIONS

OBSERVATIONS

Parking was by far the most popular discussion during our stakeholder interviews. This is an issue that may require a cultural and physical shift in thinking. Parking needs on campus can be categorized in the following groups;

- Visitor Parking
- Faculty & Staff Parking
- Student Parking
- Event Parking (sporting, community, etc.)
- Football Parking
- ADA Accessible Parking

The "INTENT" of the current visitor parking policy is to benefit the visitor by offering parking at no charge and allowing visitors to park in a variety of areas throughout the campus. This is a positive and worthy philosophy in concept.

The "OBSTACLE" is in the communication of this policy. The execution of how and where parking occurs creates a confusing parking system.

The current Visitor Parking process is not clearly communicated to a first time visitor and as a result can present a perception that the campus is not welcoming. Not being sure where you are allowed to park can create a frustrating and intimidating situation for the people you are "marketing" to. Some of the issues that present themselves, include;

- Where visitors CAN or CAN NOT park is not clearly presented.
- Visitors are hesitant to park in certain areas (even though there are open spaces), fearing towing or tickets.
- Because lots are referred to and identified in different ways (numbers, names, location, nickname, etc.), providing direction to a visitor and communicating which lot is best for them, is difficult to explain.

Problem: Parking is so open and free its actually more confusing.

Solution: Visitors want to be told where to go and they want it to be clearly marked, with no fear of tickets or towing.



Sample of existing parking icons

PARKING OPTIONS

The design team understands this is a policy and potentially contentious issue and offers 2 options to consider.

OPTION A: CREATE STAND-ALONE VISITOR PARKING ONLY LOTS

Establish 4 or 5 VISITOR PARKING AREAS around Campus – identify them based on their zone i.e. SPORTS COMPLEX, ACADEMIC, RESIDENTIAL.

Permit parking areas would receive alpha or numeric identification – clearly setting themselves apart. This also allows staff to communicate to a visitor “do not park in numbered lots”.

Designing a unique IDENTITY for a VISITOR PARKING SYMBOL and configure the signs as a memorable element that clearly is different from a restricted area.

OPTION A PROS

- This communicates to visitors that they have very specific areas where they need to park.
- The zone and parking lot terminology is integral to each other. This is similar to a hospital where the East Elevators are located in the East Wing.
- Directions will be easier to give – because the parking name and the zone are consistent.

OPTION A CONS

- This is a cultural, political and physical shift to the current approach to parking. It would probably need some kind of university policy change.

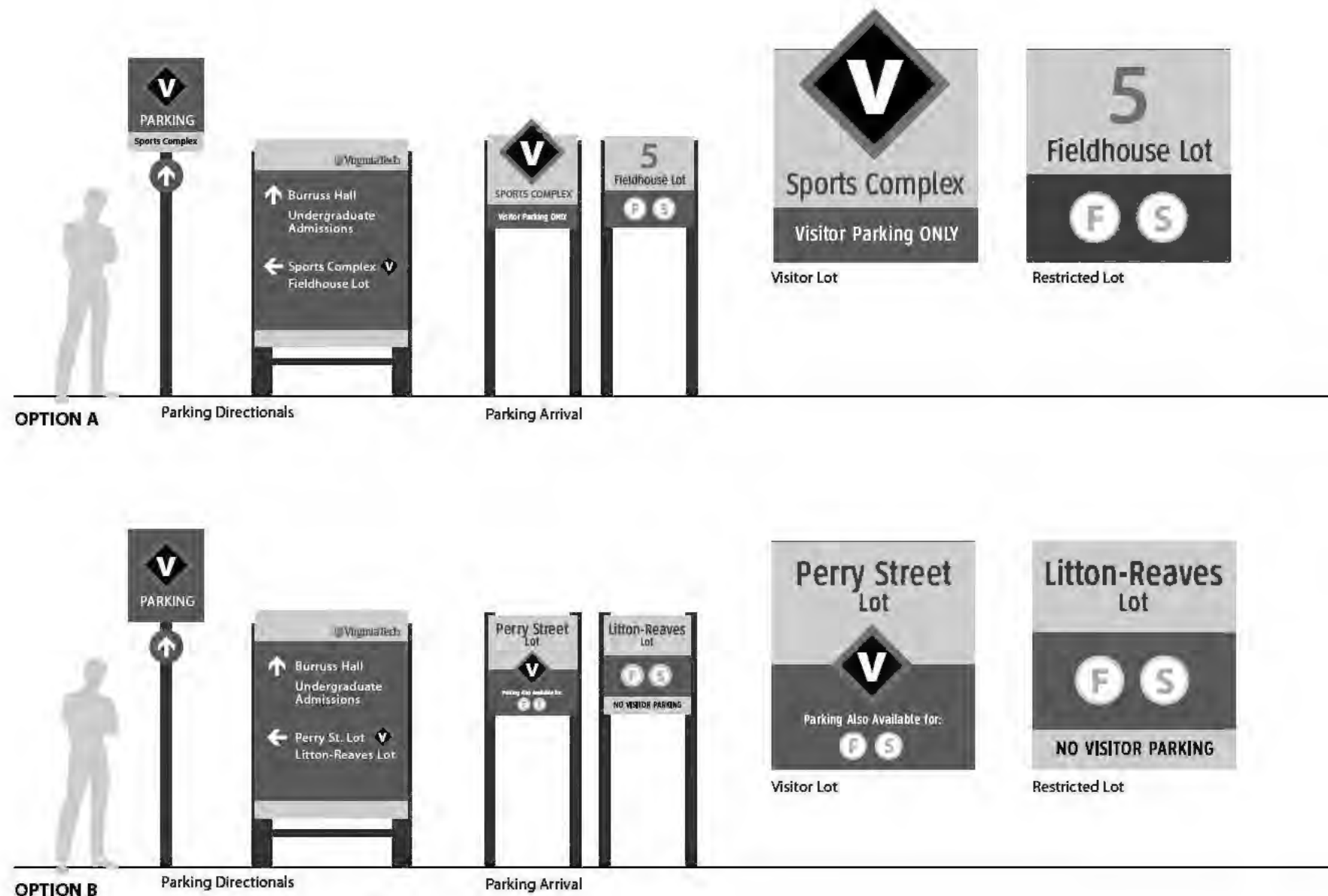
OPTION B: ENHANCE EXISTING PARKING

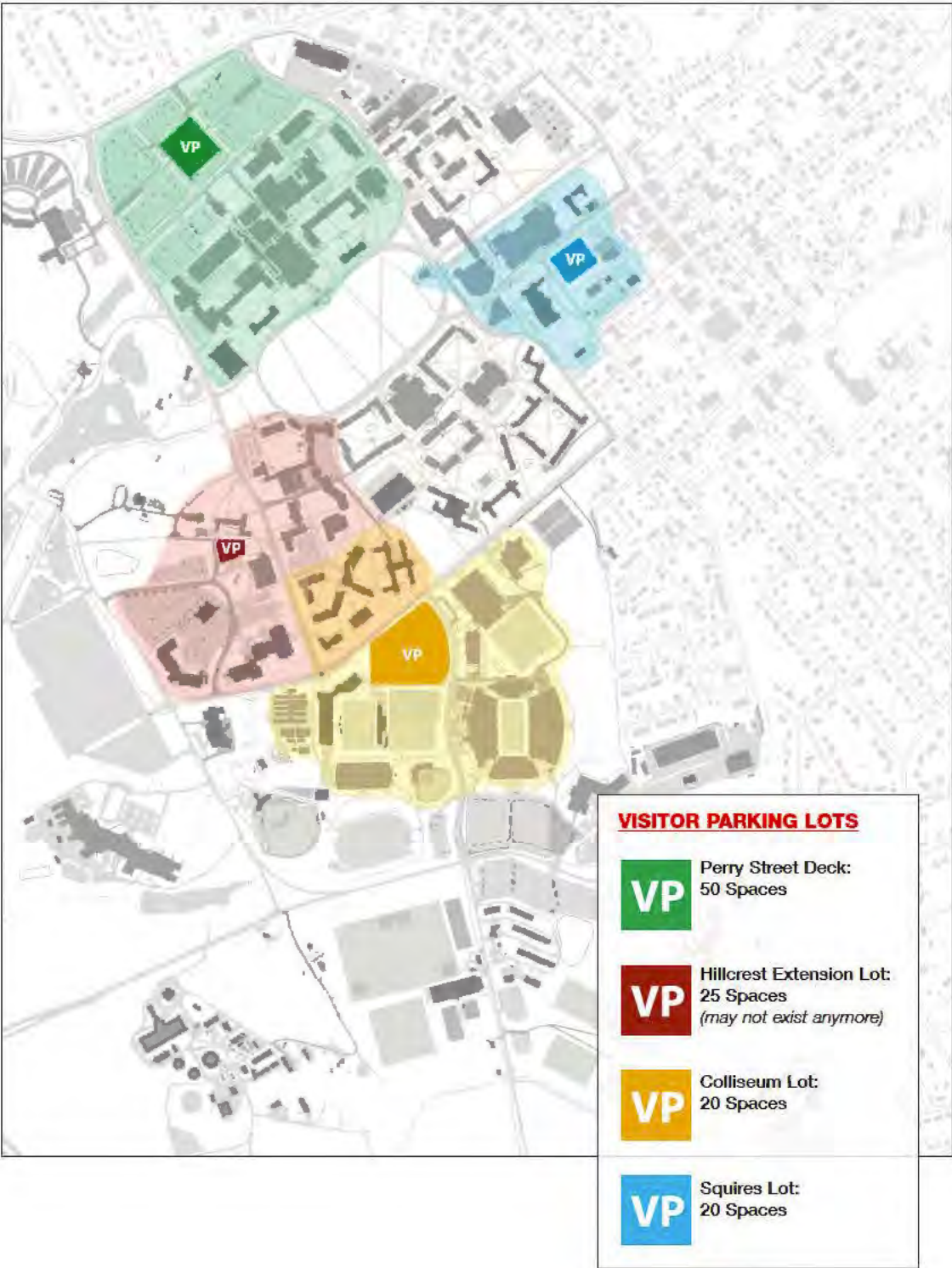
Maintain the intent of the current VISITOR PARKING philosophy, but better communicate it through graphics and clear and consistent terminology. This would include;

- Designing a unique IDENTITY for a VISITOR PARKING SYMBOL
- Direct to Parking Lots by (Name, Locations or Number)
- Clearly identify the lot, destinations it serves and the user groups allowed to access it.

NOTE:

Sufficient parking capacities need to be researched per each zone and parking area to make sure this approach is appropriate. The university may have some of this information or a formal parking study would have to be commissioned. This master plan looks at parking strictly from a wayfinding and visitor's perspective.





PARKING OPTIONS RECOMMENDATION

POTENTIAL STAND-ALONE VISITOR PARKING ONLY LOTS

Visitors currently are provided a Parking Pass at the Visitor Information Center or Parking Services. Parking for Visitors is free but not all visitors understand the need a Parking Pass.

According to a report conducted by Parking Services in February 2007; Over a two-week period, a visitor count was conducted of the 37 prime lots used by visitor. The following results were identified;

- Over the ten day study period, there were a total of 1,713 visitors to the 37 lots.
- There was an average of 171 visitors per day.
- During the survey period there were peak days with 218 and 357 visitors.
- Approximately 3,500 parking tickets are issued on non-affiliated guests annually.
- 1,000-2,000 are voided for being first-time visitors.
- 1,058 tickets were paid.

The design team has identified the following issues as it relates to Parking from a wayfinding perspective and image perspective.

Issue # 1 UNCLEAR PERMISSIONS/ RESTRICTIONS

It is not well known among visitors that they need to obtain a permit and/or the location of the Visitor Information Center and Parking Services.

Even if you get a Parking Permit, understanding where you are allowed to park is confusing: Visitors can park in a variety of locations, garages, lots and spaces.

Parking in spaces marked with a V, F/S, C/G or R is permissible. Parking in spaces marked with a T/A, CP C/G or CP F/s. is not permissible.

This is all very confusing.

Issue #2 PARKING COMPETITION

Because visitors can park in the same lots as faculty and staff, they are forced to "compete" for the same spaces without the detailed knowledge of campus parking and are ill prepared to find a space during the workday.

Issue #3 IMAGE

The two issues outlined above create a stressful and unfriendly environment for the visitor. The wayfinding program offers the opportunity to organize the parking process on the campus and help provide a simple and understandable parking procedure, that will present the University in a positive manner – the goal is to not notice parking.

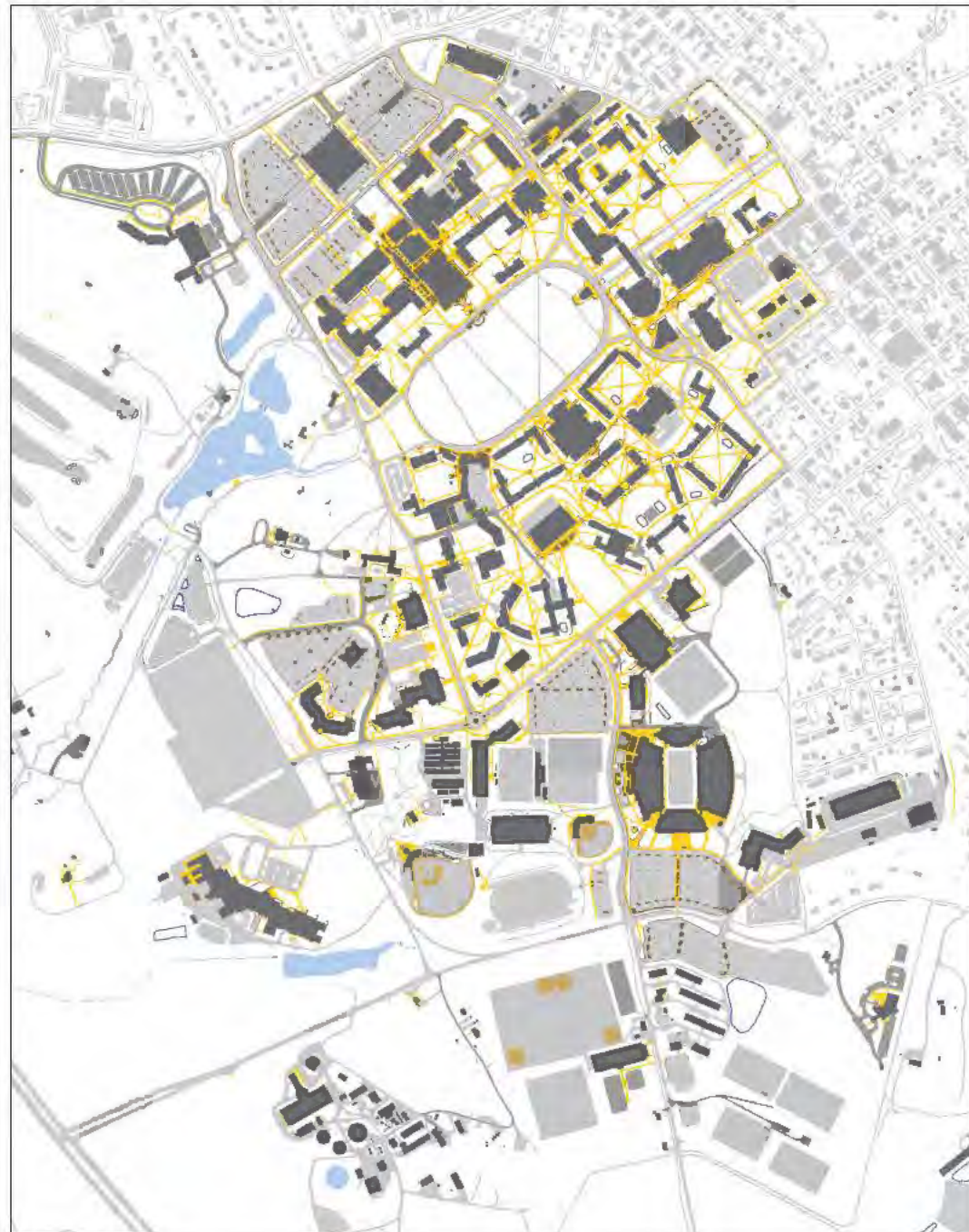
Issue #4 BUILDING VISIBILITY FROM PARKING LOTS

Many of the parking areas are behind the buildings or disconnected from the core of the campus.

RECOMMENDATION (also recommended by the previous Parking Services Report):

Establish Visitor Only Parking Lots or Spaces conveniently located on all four sides of campus. The visitor spaces would be located in four lots adjacent to the main visitor destinations on campus. This number is less than the 171 average per day, but there is a regular turn over of visitors each day. The Track-Field House Lot could be used as an overflow area for busy days since it has a convenient bus route (CRC Shuttle) that travels onto main campus.

Establishing primary parking areas for Visitors will allow the University to provide wayfinding from established points of arrival, where the vehicular to pedestrian transition occurs. It also provides the opportunity to post regulatory and procedure information to a Visitor, which will help reinforce the need for a Parking Pass and reduce the number of visitor parking tickets.



Yellow denotes paved pedestrian pathways



Natural pathways

PEDESTRIAN CIRCULATION

OBSERVATIONS

Once a person exits their vehicle and transitions to a pedestrian traveler there is currently little to no directional information. Pedestrian travel is much different than vehicular. Communicating information to users in an automobile requires quick decisions, limited messages and more legibility for those traveling at a higher rate of speed.

Pedestrian information can be presented at a smaller scale, with a greater quantity of information and the user has time to pause, read and comprehend more. Information for pedestrians can be presented in a variety of ways;

- Directional signs
- Orientation maps
- Kiosks
- Building Identification
- Landmarks
- Mobile Apps

Pedestrians may begin their journey on the Virginia Tech campus from a parking lot/garage, bus stop or adjacent area (i.e. downtown). There are also key gathering points throughout campus that provide opportunities to present information to help direct, orient and inform visitors.

RECOMMENDATIONS

Pedestrian signage is needed to assist in connecting the parking lots to the adjacent buildings and key destinations internal to the campus. Directional signs are needed throughout the campus along primary paths and at key decision points. The design of the signs should consider existing infrastructure, such as bus shelters, light poles and blue light security elements, this will help reduce visual clutter and eliminate adding physical elements to the campus environment.

Pedestrian signs may consider "text message maps" or bar scan technology.

Orientation maps or kiosks shall be placed at major visitor parking areas to help orient visitors upon their transition from the parking lot/garage to campus paths. Maps will typically be located at key gathering areas, decision points and at pedestrian entrances internal to the campus. This type of information can also be presented at bus shelters.

All orientation maps shall be heads up oriented, include a "you are here" indicator and may consider "text message" maps or bar scan technology to help provide direction, promote events or communicate general information about the destination.

Information Kiosks may consider electronic signage such as touch screen technology and mapping capabilities.

The campus grounds are picturesque and well maintained, placement of pedestrian signs must be carefully thought out, not to adversely impact maintenance requirements or detract from the campus appearance. All locations shall be coordinated with the University landscape architect and facilities department.

BUILDING ENTRANCES

OBSERVATIONS

Communication of building terminology around campus can be confusing. Use of formal names, anagrams, functional descriptions and historical references are all utilized.

With the planned implementation of a “street address” system, this could become more difficult OR it can present the opportunity to establish a consistent and meaningful terminology that can be reinforce through the various elements of the wayfinding system.

Identification of buildings is limited to the following:

- Ground mounted sign at primary entry points
- Vinyl on glass doors
- Name carved in stone

Attaching a sign or other element to buildings is currently strictly prohibited.

RECOMMENDATIONS

Ground Mounted Signs: These signs shall present only the name of the building and its (proposed) street address. Department names shall not be included at this level of signage. (see Schematic Designs).

A detailed list of Departments and small groups will be provided inside the building. Building directories will be located within the building vestibule or main lobby; the information may include departments, floor numbers and a (simple) building map.

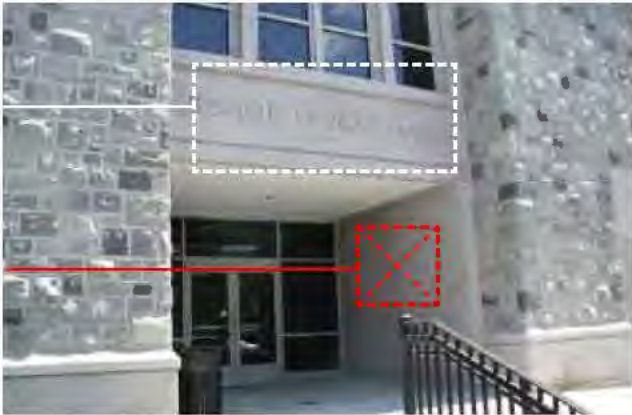
In appropriate situations, informational signs at a building entrance may provide building name, major occupants, hours of operation, and regulatory information as necessary. This shall be limited to vinyl on glass and should include the Virginia Tech brand.

Possible location for Vinyl Graphics on glass



Existing sign carved in stone

New signage not permitted on building exterior



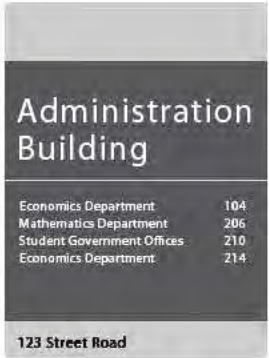
Possible location for Building ID Sign

Possible Building Directory location



Building Identification Signs

One sign will contain the building name, its associated anagram and the address of the building.



Building Directory Signs

A wall mounted sign is mounted inside the building at the entrance with a listing of primary departments and destinations.



BUILDING ENTRANCES

EXISTING BUILDING ID TYPES

Several types of Building Identification currently exist on Virginia Tech's campus. There are many different styles and designs currently being utilized, from building names carved elegantly in stone, to computer paper printouts taped to doors. An inventory of building ID signage was taken by Gay & Neel, Inc. in October 2010. The type of sign was noted, as well as any relevant information about the condition or placement of the sign.

Sign types are shown here. The corresponding inventory chart is on the following pages.

EXISTING BUILDING ID KEY

- GM** Ground mounted
- BM** Building mounted
- C** Carved in building
- P** Plaque on building
- W** Window designation
- O** Other

BUILDING SIGNAGE

PRIMARY ENTRANCES
CHART OF CONDITIONS

#	Building Name	Exisiting Building # on Visitor's Map	Proposed Street Address*	Existing Identification at Primary Entrance (see key)	Notes
1	Agnew Hall	109		GM, P	
2	Air Conditioning Facility	204			Building Located, but no Identifying Sign on Street/Sidewalk
3	Ambler Johnston Hall	032		GM	One for both East & West
4	Architecture Annex	368		GM	
5.	Armory	269			Building Located, but no Identifying Sign on Street/Sidewalk
6	Art and Design Learning Center	196		GM	
7	Barringer Hall	026		GM	
8	Basketball Practice Facility	197		GM	Sign says "Hahn Hurst Basketball Practice Center"
9	Bioinformatics Phase I	119		GM	Could not find designation of "Phase I"
10	Bioinformatics Phase II	120		GM	Could not find designation of "Phase II"
11	Bishop-Favrao Hall	173		GM, C	
12	Black Box Theatre	169		W	
13	Brodie Hall	005		GM	
14	Building 270F	270F			Building Located, but no Identifying Sign on Street/Sidewalk
15	Burchard Hall	171		W	
16	Burke Johnston Student Center	193		GM, W	Sign says "Johnston Student Center"
17	Burrows/Burleson Tennis Center	183		GM	
18	Burruss Hall	176		GM	
19	Campbell Hall	036		GM	One for both Main & East
20	Cassell Coliseum	187		GM	Window
21	Central Stores	241			Could not Locate Building
22	Cheatham Hall	112		GM, P	
23	Cochrane Hall	038		GM	
24	College of Science Admin. Bldg.	270G		GM	
25	Cowgill Hall	172		GM	
26	Cranwell International Center	272		O	Sign on Road Pointing toward Building
27	Dairy Science Complex	475			Building Located, but no Identifying Sign on Street/Sidewalk
28	Davidson Hall	156		GM, P, C	
29	Derring Hall	155		GM, P	
30	Dietrick Hall	189		GM	
31	Durham Hall	126		GM	
32	Eggleston Hall	022		GM	
33	Engel Hall	110		GM, P, O	Paper sign on one door
34	English Field	185D		GM	
35	Femoyer Hall	013		GM	
36	Fleet Services	240		BM, O	Other Directional Signs in Front
37	Food Science and Technology	123		GM	
38	Fralin Life Science Institute	111		GM	
39	Golf Course Clubhouse	295			Building Located, but no Identifying Sign on Street/Sidewalk
40	Graduate Life Center at Donaldson Brown	251		GM	
41	Greenhouses	124		GM, O	

Existing ID KEY

GM: Ground mounted BM: Building mounted C: Carved in building P: Plaque on building W: Window designation O: Other

* Information TBD

#	Building Name	Exisiting Building # on Visitor's Map	Proposed Street Address*	Existing Identification At Primary Entrance	Notes
42	The Grove.	274			
43	Hahn Hall - North Wing	158		GM	
44	Hahn Hall - South Wing	157			Individual Sign for South Wing not Found
45	Hahn Horticulture Gardens	124A		GM	
46	Hancock Hall	133C		O	Historical Plaque on Building
47	Harper Hall	042		GM	
48	Harry T. Peters Large Animal Clinic	149C		GM	Combination Sign w/ Buildings # 149, 149A, 149B
49	Health and Safety Building	459		GM	
50	Henderson Hall	179		GM, W	
51	Hillcrest Hall	054		GM	
52	Holden Hall.	130		GM, P	
53	Holtzman Alumni Center	250C		BM, O	
54	Hutcheson Hall	103		GM, P	
55	Institute for Critical Technology & Applied Science	129		GM, W	
56	International Affairs	257		GM, BM, C, W	
57	Jamerson Athletic Center	187B			
58	Johnson Hall	028		GM, P	Other Directional Signs in Front
59	Lane Hall	001		GM, O	Large Stone Sign
60	Lane Stadium/Worsham Field	185		O	Sign on Road Pointing toward Building
61	Latham Hall	113		GM, O	
62	Lee Hall	030		GM	
63	Life Sciences I	121		GM	
64	Litton-Reaves Hall	118		GM	
65	Major Williams Hall	007		GM	
66	McBryde Hall	151		GM	
67	McComas Hall	191		GM	
68	Media Annex	369		GM	
69	Media Building	370		BM	
70	Merryman Athletic Center	187A		GM	
71	Miles Hall	027		GM	
72	Military Building	203		BM	
73	Monteith Hall	008		GM	
74	New Residence Hall (Career Services)	055		W	
75	New Residence Hall (East)	040		GM	
76	Newman Hall	024		GM	
77	Newman Library	177		GM, P	
78	Norris Hall	132		GM, P	
79	Old Security Building	201		GM	
80	O'Shaughnessy Hall	029		GM	
81	Outreach & International Affairs	2380		GM, BM, W	
82	Owens Hall	195		GM, W	
83	Pamplin Hall	153		GM, P	
84	Parking Services	455		GM, BM	
85	Patton Hall	127		GM, BM, C	
86	Payne Hall	039		GM	
87	Peddrew-Yates Residence Hall	041		GM	
88	Performing Arts Building	175		GM	

Existing ID KEY

GM: Ground mounted BM: Building mounted C: Carved in building P: Plaque on building W: Window designation O: Other

* Information TBD

#	Building Name	Existing Building # on Visitor's Map	Proposed Street Address*	Existing Identification at Primary Entrance	Notes
89	Police Department	242		BM, O	Other Directional Signs in Front
90	Power Plant	202			
91	Price Hall	102		GM	
92	Pritchard Hall	031		GM, P	
93	Randolph Hall	133		GM, P	
94	Rasche Hall	004		GM	
95	Rector Field House	186			
96	Richard B. Talbot Educational Resources Center	149B		O	Combination Sign w/ Buildings # 149, 149A, 149B
97	Robeson Hall	154		GM, P	
98	Sandy Hall	101		GM, P	
99	Saunders Hall	106		GM, P	
100	Seitz Hall	108		GM, P	
101	Shanks Hall	006		GM	
102	Shultz Hall	188			
103	Skelton Conference Center	250B		GM	
104	Slusher Hall	035		GM	
105	Smith Career Center	194		GM, W	
106	Smyth Hall	105		GM, P	
107	Solitude	275		O	Historical Plaque on West Campus Drive
108	Southgate Center	190		GM	
109	Squires Student Center	180		GM	
110	Sterrett Facilities Complex	242		GM	
111	Student Services Building	192		GM	
112	Surge Space Building	170		GM	Sign says "Building 170"
113	Tennis Center	183			
114	The Inn at Virginia Tech	250A		GM	
115	Thomas Hall	012		GM	
116	Torgersen Hall	174		GM	
117	University Bookstore	178		GM	
118	University Club	252		GM	
119	Vawter Hall	025		GM	
120	Virginia-Maryland Regional College of Veterinary Medicine	149		GM, O	Combination Sign w/ Buildings # 149, 149A, 149B
121	Visitor Information Center	313		GM	
122	Wallace Annex	301		GM	
123	Wallace Hall	115		GM	
124	War Memorial Chapel	181		GM	
125	War Memorial Hall	182		GM	
126	Whittemore Hall	134		GM	
127	William E. Lavery Health Research Center	149A		O	Combination Sign w/ Buildings # 149, 149A, 149B
128	Williams Hall	152		GM, P	
129	Women's Softball Field	185H			Building Located, but no Identifying Sign on Street/Sidewalk
130	Wright House	276		GM	

Existing ID KEY

GM: Ground mounted BM: Building mounted C: Carved in building P: Plaque on building W: Window designation O: Other

* Information TBD

INTERIOR SIGNAGE

OBSERVATIONS

The scope of this project includes a general wayfinding philosophy for interior wayfinding. Virginia Tech currently has an interior signage standard that is implemented during construction projects and on an as-needed basis.

The map to the left provides an illustration of the typical interior sign types required, this includes the following;

Building Entrance Identification from either the exterior, adjacent buildings or interior spine.

Building Directory indicating departments, level and orientation maps.

Floor Directories indicating the departments located on that individual floor.

Directional signs direct to departments, destinations, conference rooms, room numbers, restrooms and other public amenities. Wall or overhead signs may be utilized.

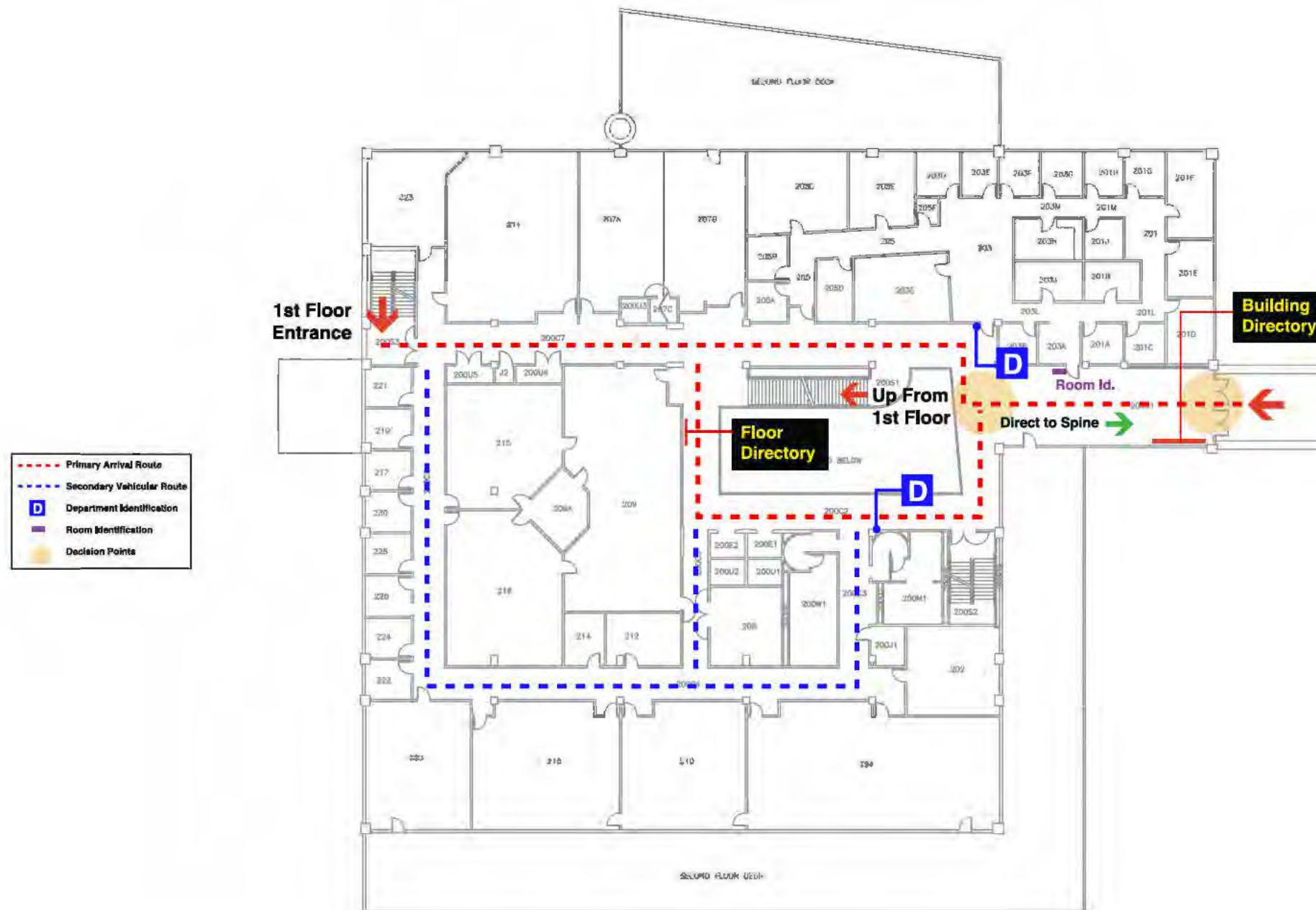
Department identification at the entry of the department.

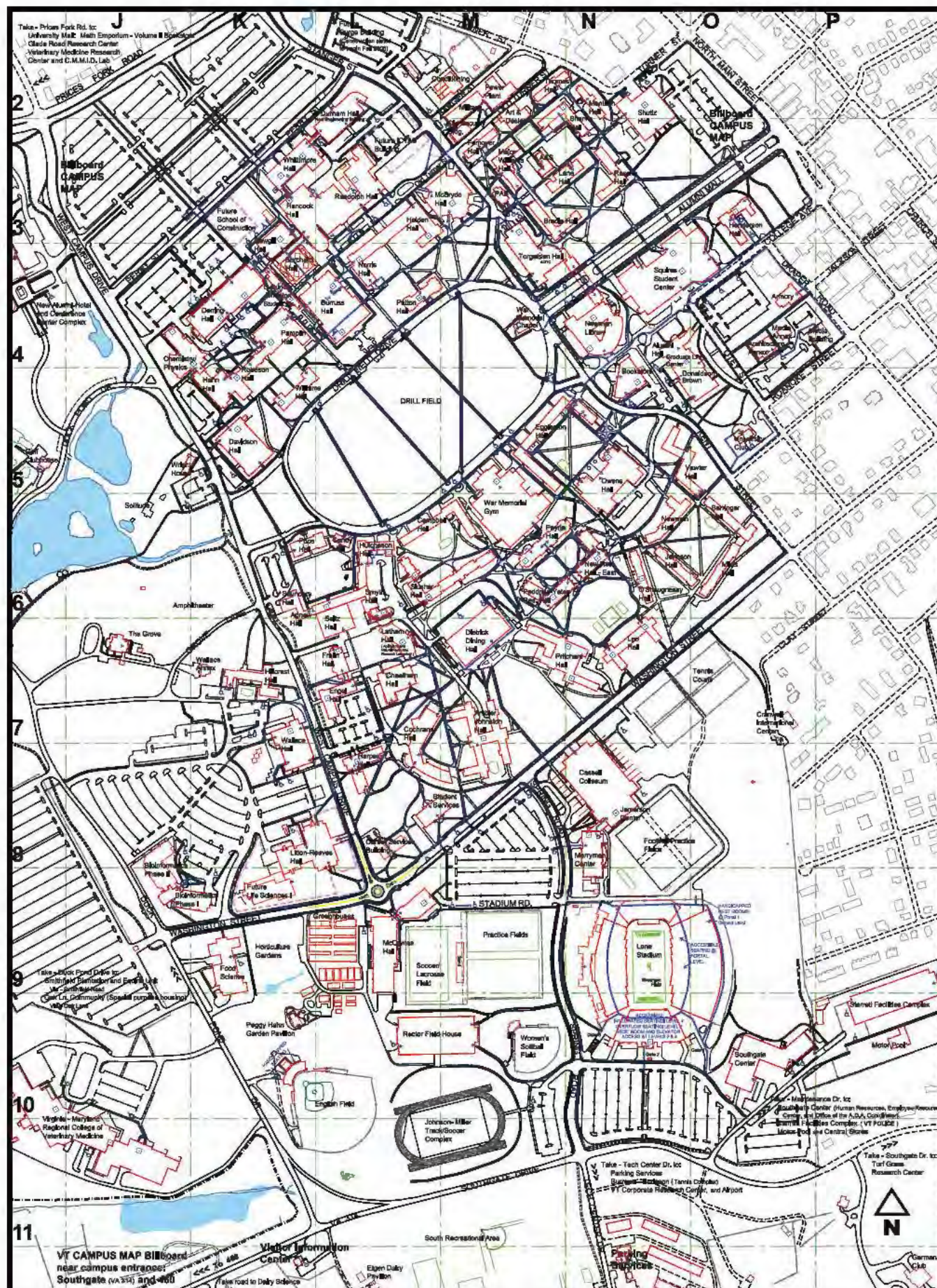
Room Identification, including room numbers and function.

Code Signage; restrooms, stairs, level and evacuation maps.

The interior signage will meet all ADA requirements including:

- Typeface: Stroke to Width ratio
- Copy Height: 5/8" UPPERCASE
- Contrast: 70% Copy / Background
- Raised Letters: 1/32"
- Braille: Grade 2 Braille
- Finish; Non Glare, Matte/Eggshell
- Mounting Heights: 60" from floor to location of Braille.
- Overhead Signs: 3" high copy and mounted a minimum of 80" from floor to bottom of the sign



**FINAL
DOCUMENT**


Existing Signage

Virginia Tech Universal Access Campus Map

LEGEND:

- BUILDING AND/OR STRUCTURE OUTLINE
- GRID BOUNDARY LINES
- CONSTRUCTION WORK AREA
- ACCESSIBLE ROUTES
- MODERATELY ACCESSIBLE ROUTE / LONG OR EXTREMELY STEEP GRADE
- ♿ ACCESSIBLE PARKING
- ELEVATOR
- ▲ LIFT
- CURB CUT
- ↑ ACCESSIBLE ENTRANCE
- ↑ ACCESSIBLE ENTRANCE WITH POWER DOORS

Prepared by the Department of Human Resources,
Employee Resource Center / Office of the ADA Coordinator
Revision date: June 16, 2006

ADA ACCESSIBILITY

OBSERVATIONS

One of the more difficult wayfinding challenges on the Virginia Tech campus is accessibility to the various buildings entrances.

ADA requires that all buildings be accessible – this requires to basic elements.

Access: Many buildings have been retrofitted with ramps to by-pass the stairs and provide access to wheelchair users.

The wayfinding issue is that the location of the ramps is not always at the primary entrance and the accessible entrance and path are not easily recognized. (i.e. it could be on the opposite side of the building.

Direction to Accessible Entrances: ADA requires that if an entrance is NOT accessible, a sign must be posted at that entrance directing a user to the nearest accessible entrance.

For the buildings surveyed those routes were not always clear, often very complicated (i.e. Derring Parking lot to Burruss Hall) and sometimes the route required circulation through another building, only adding to the confusion.

The accessible signs currently used to provide direction and identify entrances are inadequate and need to be upgraded. The size, color and scale make them difficult to find. In addition many of the signs are old, peeling and unsightly. While a small visual element on the campus, they reflect poorly on the University and its attention to that segment of the University community.

The University does offer an Accessible map to visitors, helping them to understand the best accessible routes and identifying the appropriate entrances to use. This map is heavily used.

RECOMMENDATIONS

Create a clearly recognizable identity for the Accessible signage, including directional and entrance identification. Utilize the international symbol on an blue layout, with clear arrows.

Analyze and re-program the directional sign locations and messages for access to each building.

Update the existing ADA Access Map to be consistent with the overall Map Standards (suggested in this Master Plan). The current map is heavily used by all types of visitors. It presents a very technical graphic language that can be improved to make it more legible and visitor friendly.

MISCELLANEOUS ELEMENTS



Interpretive Examples



Existing Donor Plaques

INTERPRETIVE SIGNS

As a visitor moves through the Virginia Tech campus, opportunities to uncover additional layers of information about the campus can be presented.

Interpretive signs can tell the story of the campus, whether it's a description of a historic building or an explanation of current research project, these elements build on the Virginia Tech brand, educate visitors and celebrate your history.

Interpretive signs are pedestrian oriented and can be located around campus, both interior and exterior. A standard template can be developed and a variety of topics can be highlighted, including;

- Historic Buildings
- Renowned Alumni or Faculty
- VA Tech Achievements
- Current Research projects
- Sustainable practices (LEED Cert.)
- Interesting Campus Facts

The new Visitor Center is planning to have exhibit about the VirginiaTech experience and will certainly promote the campus from an Admissions standpoint.

DONOR

The campus has a variety of donor recognition plaques, some serve as the building identity others identify a simple gifts or recognition in honor of alumni, their family members or a dedicated faculty member. These types of plaques promote the traditions and heritage of Virginia Tech.

Building identification / carved in stone help identify building entrances, but do not always offer the contrast and visibility necessary from a distance or an automobile. These signs should be supported by a ground mounted identification sign.

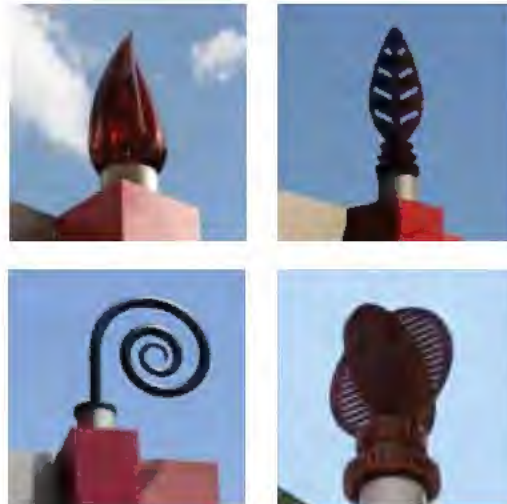
Miscellaneous donor plaques can provide identification at building entrances and also provide a simple visual landmark for communicating directions.

RECOMMENDATIONS

Interpretive Master Plan: Utilizing a variety of stories, signage configurations and environmental graphic tools establish an overall plan for the campus. This would include an outline of topics and locations for potential interpretive elements. The master plan can also set guidelines for design, character count, image requirements, material specifications, construction details and installation methods.

Interpretive Tour: Similar to the current orientation walking tour and iPod tour, a interpretive tour may be of interest to general visitors to the campus or it can be used within the curriculum of some classes.

SUSTAINABILITY



Ashville, North Carolina
Local Artisans



3M High Intensity
Reflective Vinyl



Downtown Phoenix
Reflective Sheeting



Solar Panel



Miami Beach
Solar Powered Gateway



Tampa Riverwalk
Solar Powered Kiosk

Wayfinding programs can offer the opportunity to reduce the negative impacts that the built environment and transportation can have on our planet.

Wayfinding can have positive effect on our environment;

Promote Multi-Modal Transportation

Wayfinding programs promote the use of alternative transportation methods by communicating information that encourages the use of bicycle paths, pedestrian walkways and public transportation. Wayfinding programs help to support the use of these transportation means by making them accessible, user-friendly and promoting their availability.

Efficiency in Transportation

In an effort to reduce traffic, wayfinding programs help people find their way quickly and efficiently to their desired destination, whether it is a major attraction or a hard to find parking garage. Less time traveled equals less time searching which reduces the carbon foot-print left by the vehicle.

Materials and Processes

The design of the wayfinding program shall meet our modern needs and preserve to the greatest degree possible the finite resources of our planet. The wayfinding program may consider a variety of "green" materials and processes, as well as administrative efforts that promote "local" inclusion.

Solar Power

Solar panels can provide power to the illuminated signs such as gateways and information kiosks. In Tampa, solar-powered kiosk units consume only 2.05 kilowatt-hours (KWh) per month at a cost of 20 cents – in comparison to \$72 per month if the units were powered with tradition fluorescents.

Green Materials / Reflective Sheeting

The manufacturing process for 3M High Intensity Reflective Vinyl, reduces VOC emissions by 97 percent and energy consumption by 72 percent, compared to the standard engineer grade vinyl sheeting products typically used in the past.

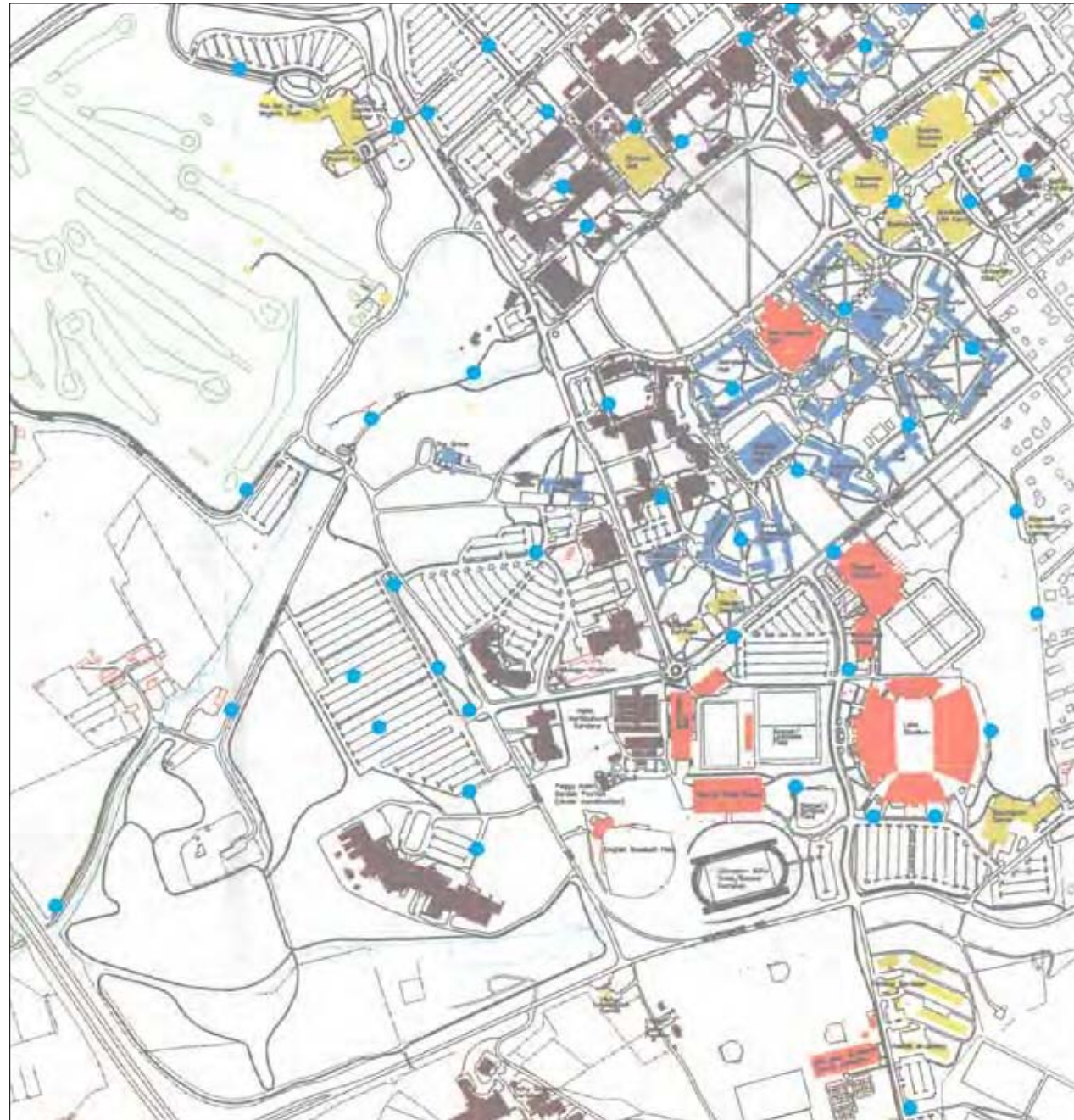
Local Construction

Some municipalities are awarding extra points to local qualified fabricators during the bid process to help keep the projects local and reduce the need for shipping large portions of the project across the country as well as supporting local businesses.

Some clients are "buying local" by engaging community artisans, who can produce finials and other sign components locally. These local initiatives also support the local economy.

RELATED ISSUES

- SECURITY
- EMERGENCY RESPONSE
- POSTAL/MAILING SYSTEMS
- OFF CAMPUS BUILDINGS (DIRECTION AND IDENTITY)
- VISUAL CLUTTER
- LIGHTING



● "Blue Light" Emergency Phone



Visual Clutter

MENU OF SIGN TYPES

EXTERIOR

The sign types shown on these pages represent a generic design and are intended to demonstrate signage hierarchy. Actual signage design alternatives will be explored within the schematic design task.

Campus Maps and Pedestrian

Directional: These signs will be located at key decision points. Maps shall be oriented "heads up" and directional signs will direct to buildings and primary destinations.

Building Identification (ground):

These pedestrian oriented signs at building entrances shall include building name, anagram and street address.

EXTERIOR SIGN TYPE DESCRIPTIONS

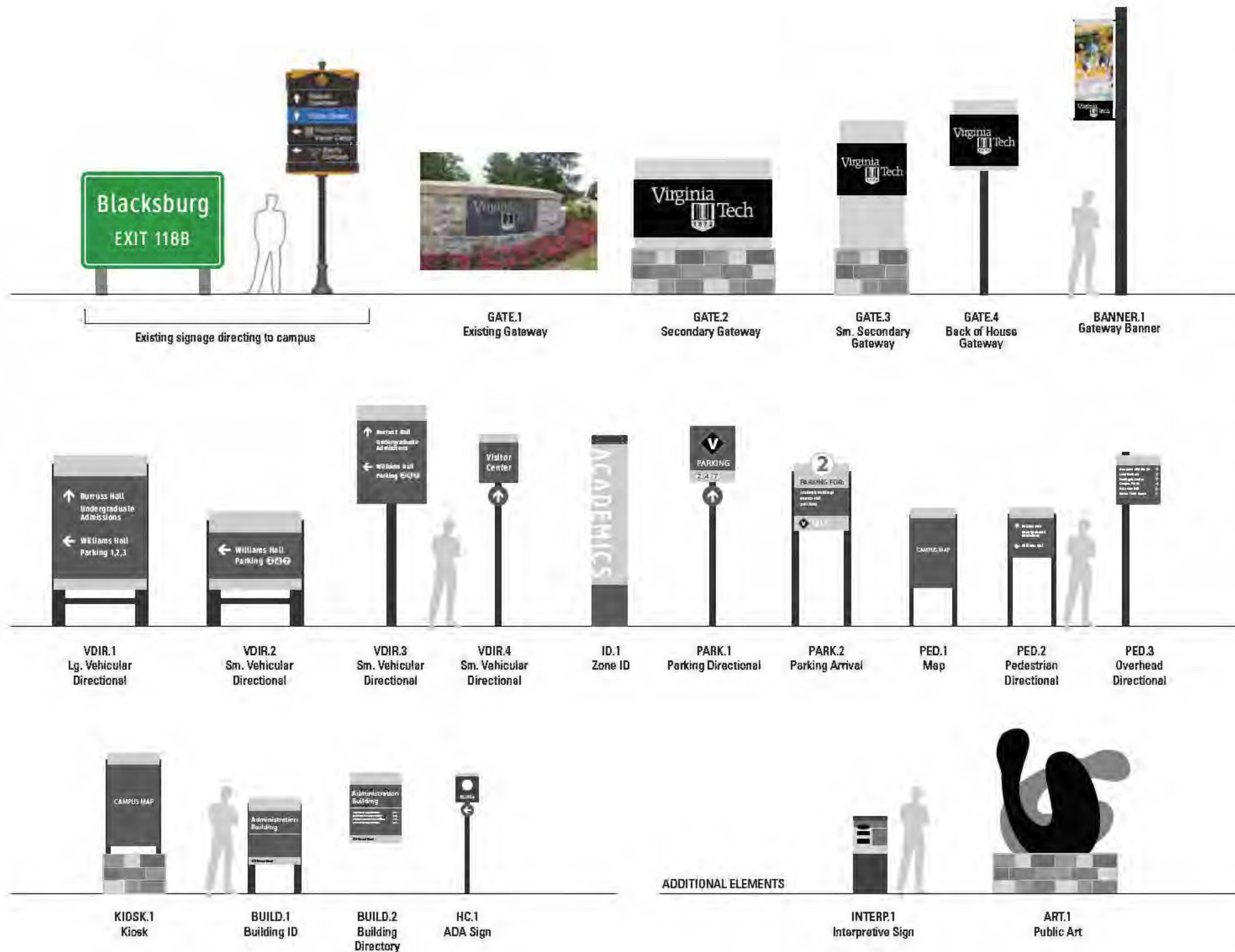
Blacksburg Sign Program: Located along public streets this sign indicates the vehicular path to the main campus.

Main Identification: These existing stone monuments provide an excellent arrival to campus entry points.

Secondary Gateways: This sign marks the campus entry points, but at a smaller scale than the primary gateways.

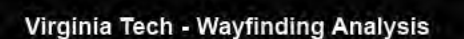
Vehicular Directional: This sign directs to buildings and parking areas, they are internal to the campus roadways. Copy height should be a minimum of 4" high. These signs should be illuminated.

Parking Lot Identification: This sign will designate specific parking lots. Minimum height to the bottom of the sign is 7' - 6". Reflective vinyl will be utilized on these signs.



INTERIOR

Department Identification: This sign is located at the entry of the department.



EXISTING INFRASTRUCTURE



Lightposts



Emergency Call Boxes



Bus Shelters



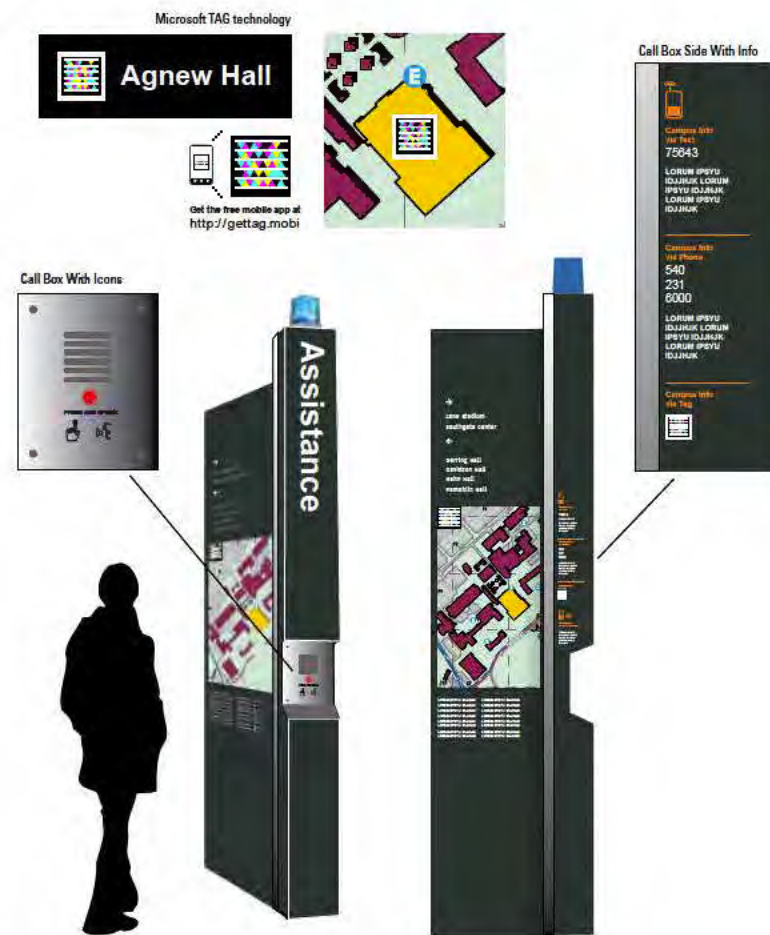
Entry Kiosks

LIGHTPOSTS

EMERGENCY PHONES

BUS SHELTERS

ENTRY KIOSKS



See more in Schematic Design Section



See more in Schematic Design Section



Virginia Tech Website



MOBILE HOKIE App



myCampus App

WAYFINDING TOOLS

TECHNOLOGY

Virginia Tech Brand Driver: Technological Leadership

The integration of technology into the wayfinding program will reinforce the message of innovation as a core value of the Virginia Tech brand. The incorporation of these devices and applications is now expected, especially by students, no longer a special enhancement, these wayfinding tools are part of a student's daily routine.

Consideration should be given to a variety of technological wayfinding approaches;

End User Technology: This is the utilization of technology where information is communicated to users through the visitors device (smartphone, ipod or computer). This concept does not require the university to invest in hardware or infrastructure and eliminates the issues of maintenance, vandalism, theft, etc. The only requirement is the software development and the on-going maintenance of the information.

End-User Technology includes;

Text Message Maps: Static orientation maps (on signs and kiosks) that includes a "text message number", when keyed in, the user receives a return text message with information about the destination. This can be a short message about events, hours of operation on the best place to park.

MOBILE HOKIE (iPhone App): There was talk among the stakeholder groups that a MOBILE HOKIE app was under

development. A wayfinding application can be a natural extension of this. The App. may include up-to-date campus information related to wayfinding (parking info, dining places, road closures, special event info, etc.).

Utilizing Google Map technology or Virginia Tech internal GIS technology, would then allow visitors to request the best route to a destination, understand the distance needed to travel and amount of time it may take.

myCampus (iPhone App): myCampus is a map based location service for a variety of categories, including buildings, offices, programs/schools, services, parking lots, emergency points and any other point of interest (POI) on or near the campus or facility. It also allows visitors to view and use other information about a POI like a website, phone number, and hours of operation.

In addition, myCampus provides the ability for the campus or facility to stream RSS feeds and news updates to visitors and staff. myCampus also leverages push notifications to all users, so that you can send an important message right to the user's phone.

Features:

- Map based location services with GPS
- Allows users to find parking lots, buildings, and offices on the campus or facility
- Maps out all emergency locations
- Users can search buildings, offices/classrooms by name



Google Trike



Stand Alone Kiosks



iPod downloads



Microsoft Tags

WAYFINDING TOOLS

TECHNOLOGY (CONT.)

Benefits:

- Visitors will have a GPS based map on their iPhone, letting them know exactly where they are on your facility. They will be able to easily find buildings, parking lots and emergency points. myCampus has an easy to use, intuitive user interface
- Alerts can be sent to all users with an Apple's push notification.
- The University can independently manage features functionality and data.

Pricing: Free. The base myCampus iPhone App is licensed for free. A basic services agreement is necessary to add extra features and branding elements.

Interactive Campus Map

(web-based): The university's on-line map can be configured as a point-and-click version to allow users to access information and directions - via GoogleMaps. (see maps on next page)

Google-Trike: Virginia Tech should submit for the Google-Trike to survey the pedestrian sections of the campus. Similar to Google Street-View this camera captures street level information for viewing over the web. The Google-Trike captures areas that are not accessible by automobiles, such as college campuses, hiking trails and bicycle paths.

iPod downloads: Admissions currently offers a downloadable walking tour, available through the iTunes Store. The tour offers an Intro to Burruss Hall, McBryde Hall and Owens Hall. This has potential to expand to include parking

information, accessibility and other wayfinding info. In addition to iTunes, kiosks may include USB ports where information can be download directly to the ipod, or simply this can be communicated to visitors at kiosks, bus shelters and printed orientation maps that the information is available and they can download the files utilizing the campus wireless network.

Hardware Technology: This includes physical hardware built into signs/ kiosks or stand-alone elements in an interior space. Touchscreen directories, LCD screens and internet access are all possibilities based on the desired level information and required use. These applications provide the ability to offer a larger variety of updateable information and at a higher level of recognition and visibility.

Typically these elements are in campus gathering points, where visitors need to request specific information (touchscreen), are willing to spend time exploring the interface (internet access) or where the university intent is to make a visual splash (LCD screens).

This approach requires a greater investment in computer hardware, and the consideration of issues such as vandalism, environment conditions, accessibility and establishing infrastructure (electricity, wiring, etc.). There are existing spaces and elements that can offer the protection, infrastructure and appropriateness for these types of elements - existing entry kiosks, new Visitors Center, Dining Hall and Library are all appropriate spaces.

WAYFINDING TOOLS

MAPS

Through interviews with key stakeholders we discovered there are a variety of maps used around campus, all with their own graphic language, purpose, terminology and use. The types of maps identified (and the use) include;

- Wayfinding (Visitors Brochure)
- Parking (everyday use)
- Parking (special events /Athletics)
- Athletics (general use i.e. tents)
- Police and Rescue
- ADA Routes & Handicapped Parking
- Transportation (Blacksburg Transit)
- Admissions
- Bicycle Routes

There are also many places (and media) where maps can be utilized;

- Website (interactive)
- Hand-held device (interactive)
- Kiosks (interactive)
- Signage (printed)
- Brochures (printed)
- Transit Hubs/ Bus stops (vinyl graphics)

RECOMMENDATION

Virginia Tech is a constantly evolving campus, the accuracy of the map and updating the information is a common issue for all. The University has the benefit of a highly skilled GIS Department that is constantly updating their own campus base map with new construction, roadway repairs and various types of information.

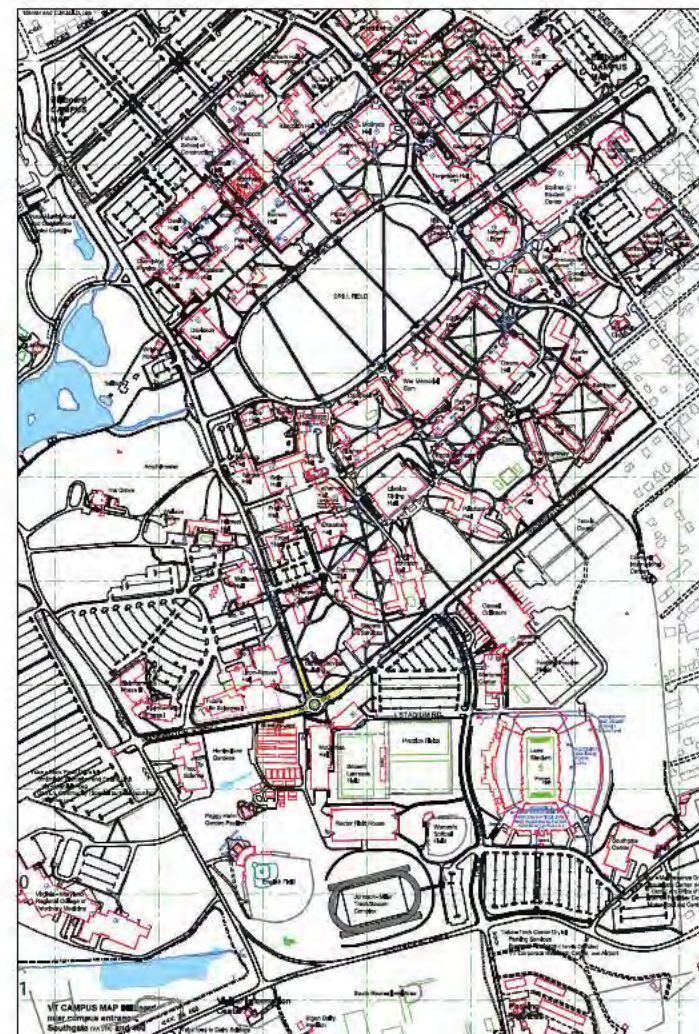
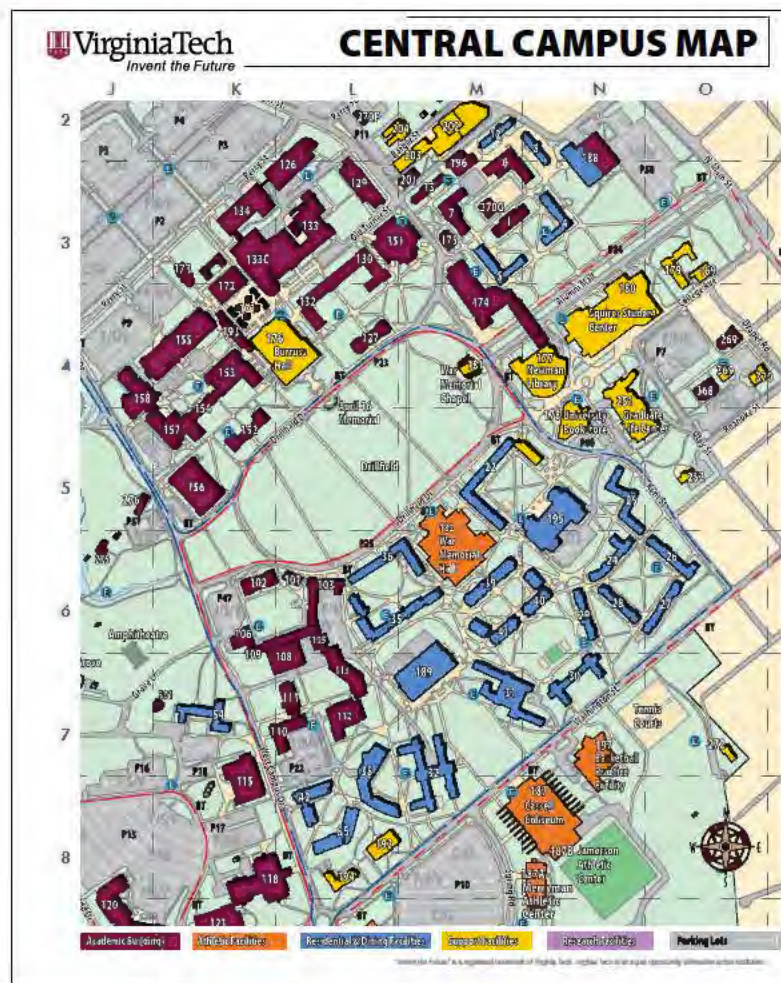
This department is also utilizing the latest technology to inventory, track and gather information about the campus. It is the recommendation of the master plan that the GIS Department be the **SINGLE SOURCE** for creating the standard base map that everyone uses, this will help the university centralize, share and disperse consistent and accurate information to its visitors, faculty, students and staff. This will also require the establishment of an internal mechanism and administrative process for the management of the map system.

Creation of a standard Campus Map catalog, this template of brochure can help with establishing a consistent graphic language across the variety of maps.

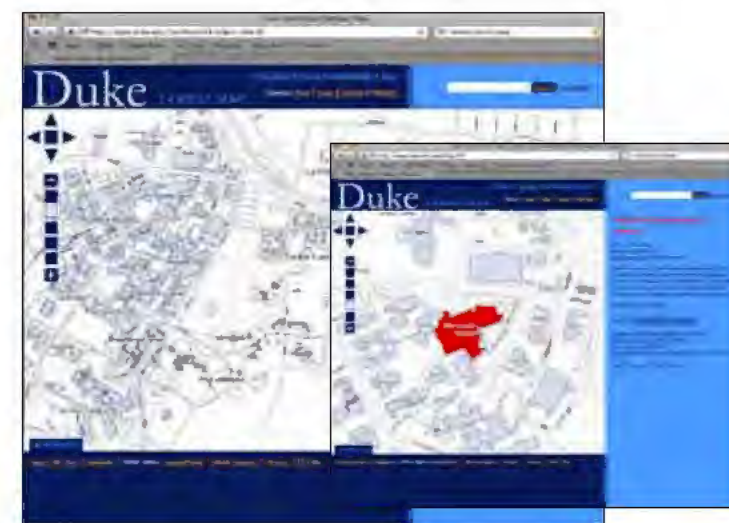
Establish standard Graphic Software for creating the base map.

General Map Design Guidelines:

- Sign with Maps will typically be located at key gathering areas and paths of pedestrian travel.
- All static mapping on signs shall be "heads-up" oriented and include a "you are here" indicator.
- Maps are created in layers, allowing for each department to utilize the map for their individual needs.



Various Maps used on Virginia Tech's Campus



Interactive Map at Duke University
www.maps.duke.edu

WAYFINDING TOOLS

LANDMARKS



OBSERVATIONS

Landmarks are used everyday to provide direction; it can be as simple as “ make a left at the water fountain” or as common as “meet me at the entrance to Burruss Hall”.

In addition to providing directions, landmarks are also helpful for establishing a person’s orientation, especially in an exterior environment, where architectural features, landscaping and physical elements help to position us in unfamiliar territory.

The Virginia Tech campus offers many landmark features, including: iconic elements like the the War Memorial Chapel, special landscaped areas, natural features (Duck Pond) and simple gathering spaces outside of buildings.

The similarity of building materials does offer a uniformity that can disorient a first time visitor. Therefore the presence of unique landmark elements play a greater role in assisting a visitors orientation. This master plan identifies potential additional landmarks that can be utilized to enhance Virginia Tech as a place, and reinforce the University brand, while providing a helpful wayfinding tool.

PUBLIC ART

There was talk among the stakeholder groups regarding public art around the campus. There seems to be an obstacle to establishing a strong programs, due to State funding restrictions. It was also mentioned that there was a previous landscape plan that identified potential locations for art features.

The University should continue to pursue this idea, the establishment of a public art program around campus can provide opportunities for excellent landmarks and direction.

Public art will also enrich the culture of the campus and build upon its sense of place.

BANNERS

Establishing a banner program along Southgate, West Campus and Washington Street will help to create a celebratory visual element.

Additional banners along Prices Fork Rd and Main Street can establish the boundaries of the campus. Each of these opportunities can reinforce the brand and provide that sense of arrival.

The design of the banners shall be bold and simple, with strong imagery and graphics.



Southgate Entry Kiosk



Alumni Entry Kiosk



West Campus Entry Kiosk



Directory Kiosk at University of North Carolina



Southgate Entry Kiosk concept

WAYFINDING TOOLS

ENTRY KIOSKS

OBSERVATIONS

The entry kiosks provide an opportunity to welcome visitors. They act as a secondary or self-serve "Visitors Center"

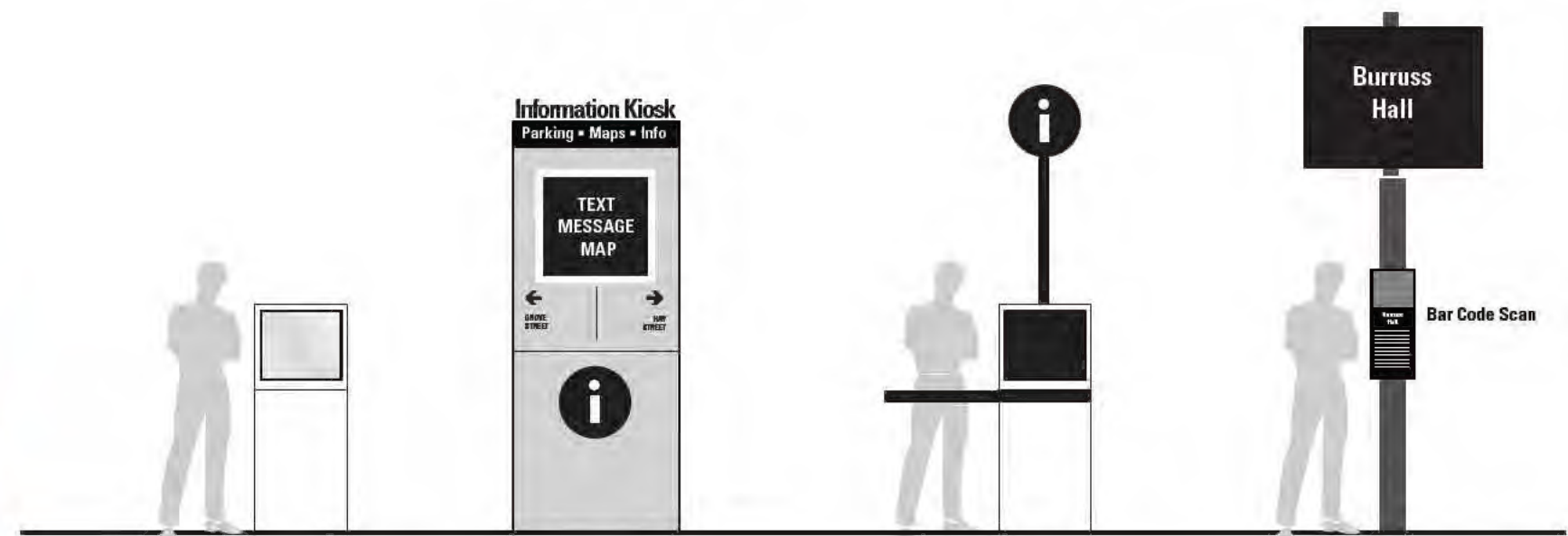
Currently the kiosks are uninviting, outdated and under utilized.

We have developed a series of design concepts for different levels of refurbishment (simple to complex).

Our goals for the kiosks include;

- Engaging for people who drive by and people who park
- Incorporate technology
- Contain a variety of campus information
- Provide a friendly and inviting welcome to the campus

INFORMATION HUBS



INTERACTIVE STATION

Contains downloadable content, internet access, reservation making capability, printable information, shopping and dining, etc.

INFORMATION KIOSK

Contains orientation map, directional information, text messaging/internet links, interpretive information, advertising, shopping and dining, etc.

MANNED KIOSK

Professional greeter provides personal contact and info, printable information, brochures, maps, shopping and dining, etc.

INFORMATION PANEL/BAR CODE SCAN

Contains text messaging/internet links, interpretive information, destination information and advertising

Recommended Locations:

- Transportation Hubs
- Library
- Stadium Complex
- Student Services
- Visitor Center
- Admissions

PRIMARY LOGO



SECONDARY LOGO - Usage needs to be discussed, currently this logo is used on some gateway signage.



SHIELD



DESIGN GUIDELINES

Virginia Tech is a high-performing research university with a world-view that advances the land-grant values of discovery, learning, and outreach. We serve and engage the citizens of the Commonwealth of Virginia, the nation, and the world. We attract motivated high-achieving students, staff, and faculty who excel in an academically energized,technologically creative, and culturally inclusive learning community. Our bold spirit, climate of innovation and service, open boundaries of study and research, and entrepreneurial approach positively transform lives and communities.

BRAND DRIVERS

- *Nationally and internationally recognized faculty experts*
- *Groundbreaking research and eminent scholarship*
- *Challenging academic standards*
- *Technological leadership*
- *Service to community and society*

IDENTITY STANDARDS

About Our Name

Our official name is Virginia Polytechnic Institute and State University, but using the full name is cumbersome. Thus, using “Virginia Tech” is preferable in all but formal uses.

Virginia Tech is used in news releases, feature articles, and publications and on the Web. When using the full name of the university, never use an ampersand instead of “and.” Never use VPI&SU, VPI and SU, VA Tech, or Virginia Tech University.

“Tech” is acceptable after a first reference to “Virginia Tech,” but it should not be used repeatedly or solely.

“VT” and “Va. Tech” are acceptable only in limited, informal situations, such as a news headline where space is tight. Do not use “VT” or “Va. Tech” in body copy, in titles of publications, on signs, or in any formal publication. Questions concerning usage of the university name and/or nickname should be directed to styleguide@vt.edu or 540/231-9468.

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- Virginia Tech®
- Hokies®
- Virginia Tech Hokies®
- HokieBird®
- The university seal
- VT®
- The university logo
- Invent the Future®
- The university shield
- Hokie Tracks™
- Virginia Polytechnic Institute and State University®

With one exception, the registered trademark symbol ® must be used with all university marks (note that the ® must be used with the graphic representation of the university seal, shield, and logo). The ™ symbol should be used with Hokie Tracks™.

Athletic trademarks are applicable only in athletic and informal usage and must not be used for academic applications, academic products, or university . Using the university seal in nonuniversity publications is prohibited without prior approval from University Relations.

DESIGN GUIDELINES

COLOR

The official Virginia Tech colors are PMS 208 (Chicago maroon) and PMS 158 (burnt orange). The use of color creates a strong visual impact that reinforces the university brand identity.

The traditional university maroon and orange will remain a dominant design element, but these colors are now enhanced by a fresh palette of complementary and accent colors. This expanded color palette may be used to define a hierarchy of information or may be screened back and used for major headlines and background color blocks. (see chart at left.)

TYPE

The logo without tagline consists of two parts: the shield symbol and the logotype in an updated horizontal configuration.

The name “Virginia Tech” appears in a customized Raleigh typeface, and the tagline in Franklin Gothic ITC italic or Arial regular italic.

For signage, we are using Clearview Highway typeface for its easy to read, characters and friendly, welcoming style.

MATERIALS

Virginia Tech exhibits its character and pride every day via its buildings, most of which are made of Hokie Stone. Hokie Stone is actually a native limestone common in Southwest Virginia and parts of Tennessee and Alabama. No two stones are the same color, varying from grays, browns, and blacks to pinks, oranges, and maroons. Since the mid-1950s, Virginia Tech has operated its own quarry, and a resolution passed by the board of visitors during the 1990s decrees that the popular limestone must now appear on every building.

Official university colors

Maroon

PMS 208:
C=40%, M=100%,
Y=50%, K=15%;
R=102, G=0, B=0;
hex code=660000

Orange

PMS 158:
M=65%, Y=90%;
R=255, G=102, B=0;
hex code=FF6600

Complementary/secondary colors

PMS 118:
M=18%, Y=100%,
K=27%;
R=170, G=142, B=10

PMS 5493:
C=43%, Y=14%,
K=21%;
R=140, G=175, B=173

PMS 577:
C=24%, Y=46%,
K=10%;
R=181, G=204, B=142

PMS 5405:
C=58%, M=17%,
K=46%;
R=63, G=96, B=117

Complementary/neutral color

Gray:
K=40%;
R=153, G=153, B=153;

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 0123456789

CUSTOMIZED RALEIGH TYPEFACE

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 1234567890

ARIAL REGULAR ITALIC TYPEFACE

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz 1234567890

CLEARVIEW HIGHWAY TYPEFACE

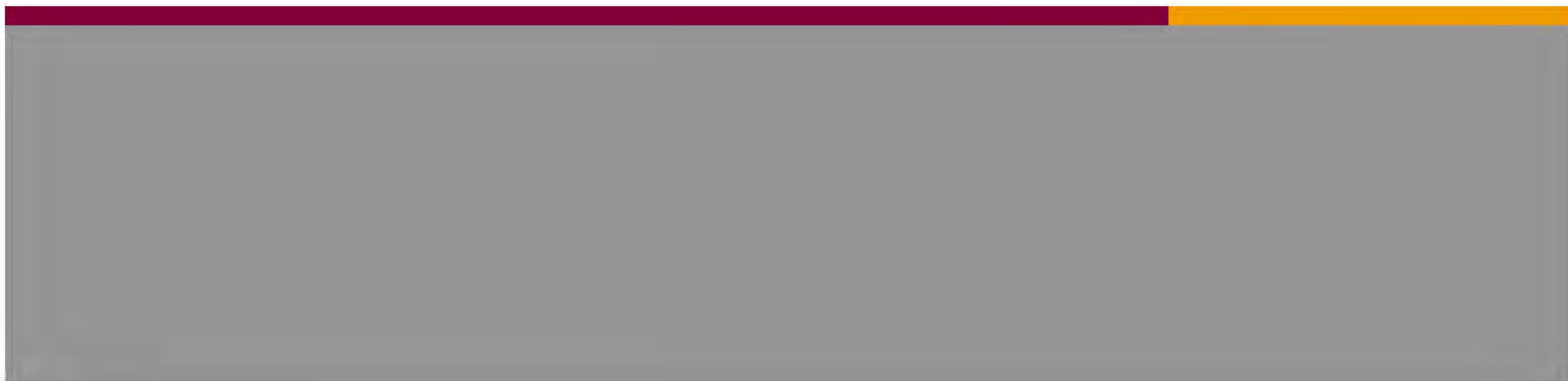


Hokie Stone

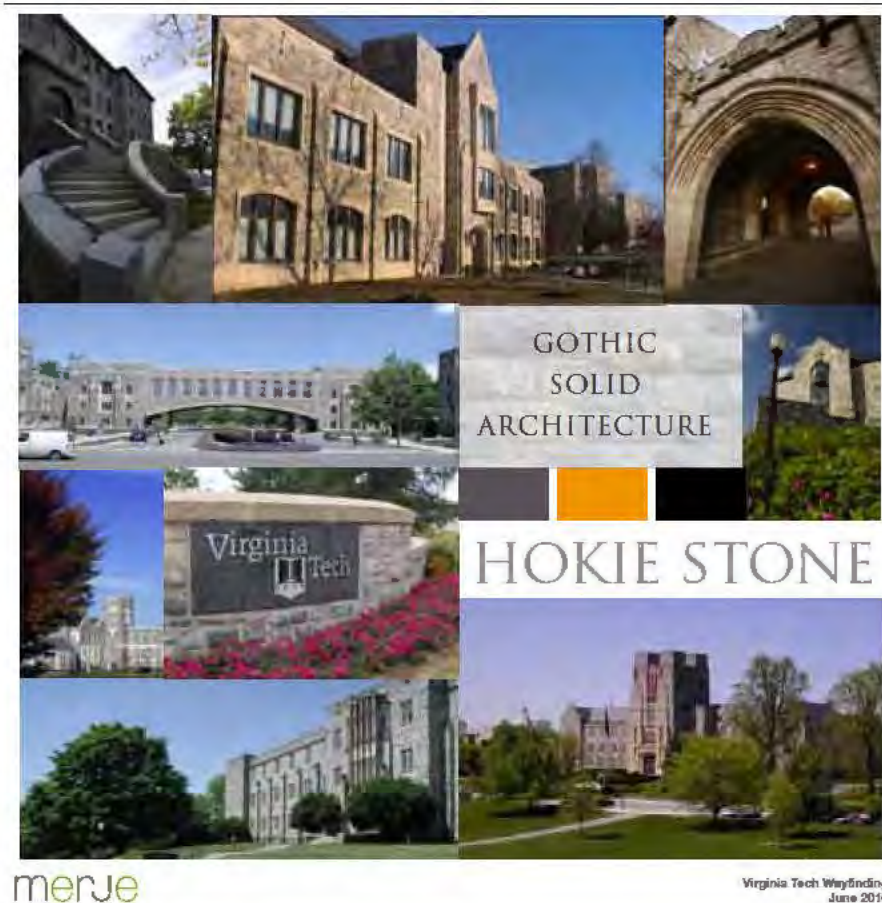
**FINAL
DOCUMENT**

SCHEMATIC DESIGN

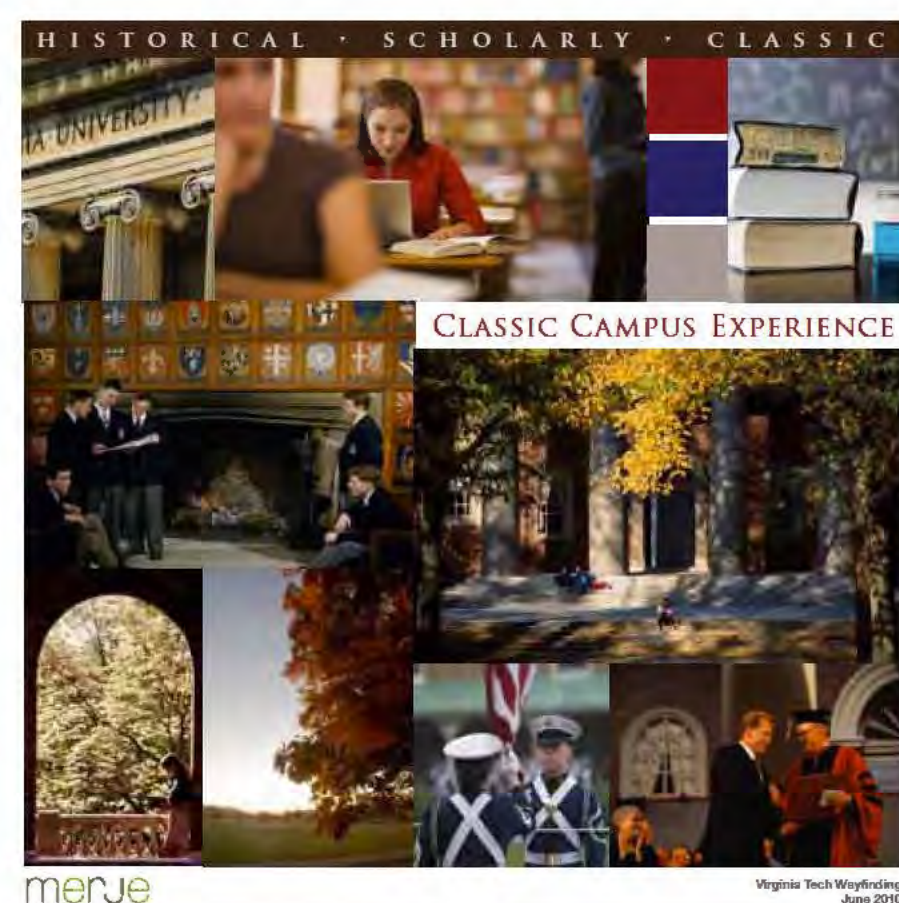
WAYFINDING SIGNAGE AND ENTRY KIOSKS



THEME BOARDS



Theme A: Architecture



Theme B: Classic Campus

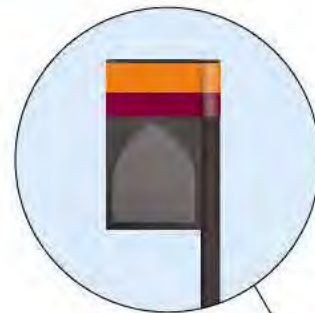


Theme C: Technology

Visitor Parking Icon



Back of PARK.1



Other Parking Icons



Various architectural design elements to be brought into sign designs



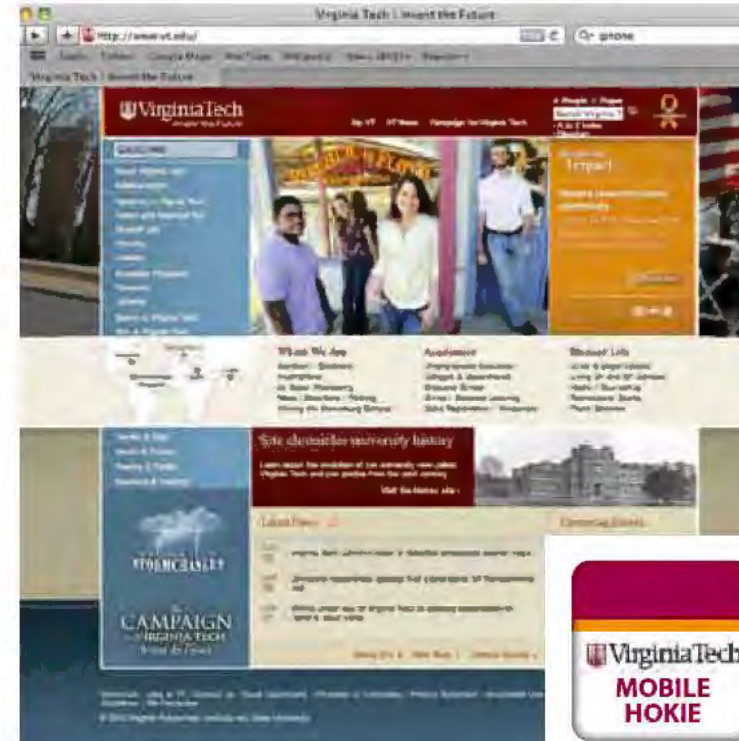
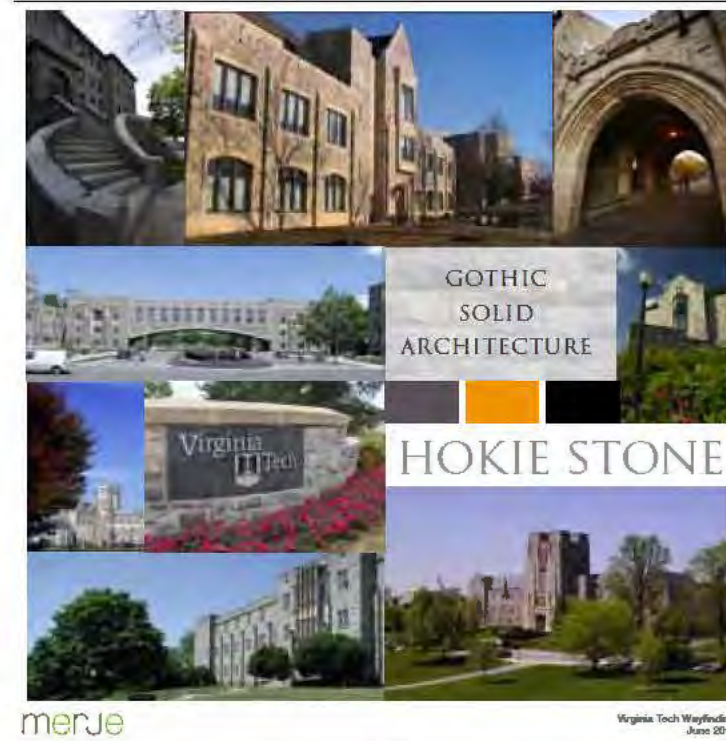
Color bands wrap back of sign



OPTION A

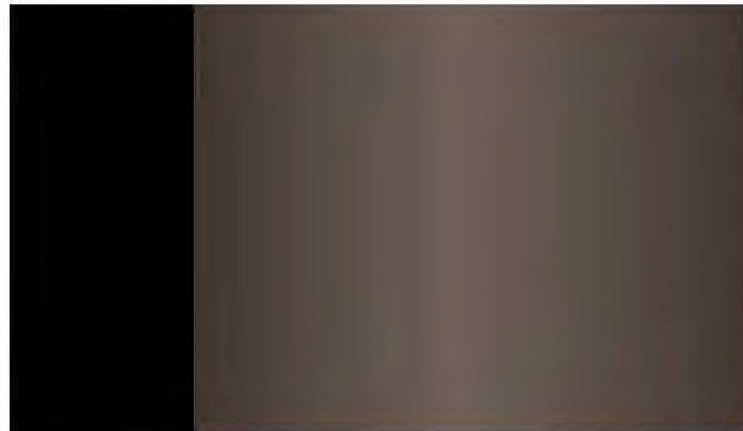
Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | July 21, 2010

merJe

**FINAL
DOCUMENT**


OPTION A IN DEPTH

It's important to view the signs in context to all the elements that make up the Virginia Tech wayfinding experience. These elements work together to create a single message that promotes the VA Tech brand and communicate a well-organized, friendly and caring university.



OPTION A

Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | July 21, 2010

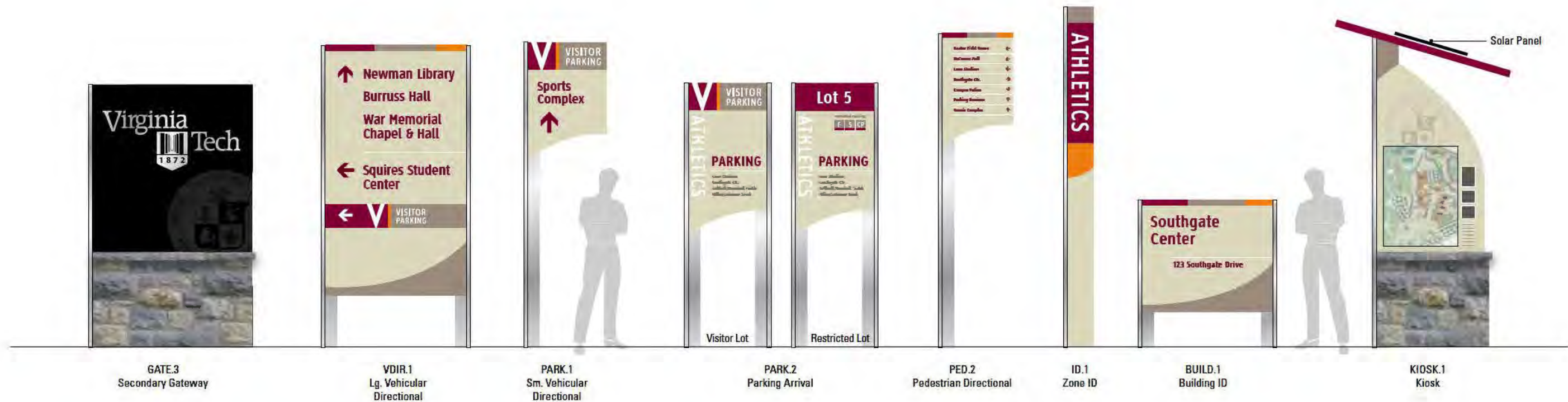
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**FINAL
DOCUMENT**

Visitor Parking Icon



Other Parking Icons

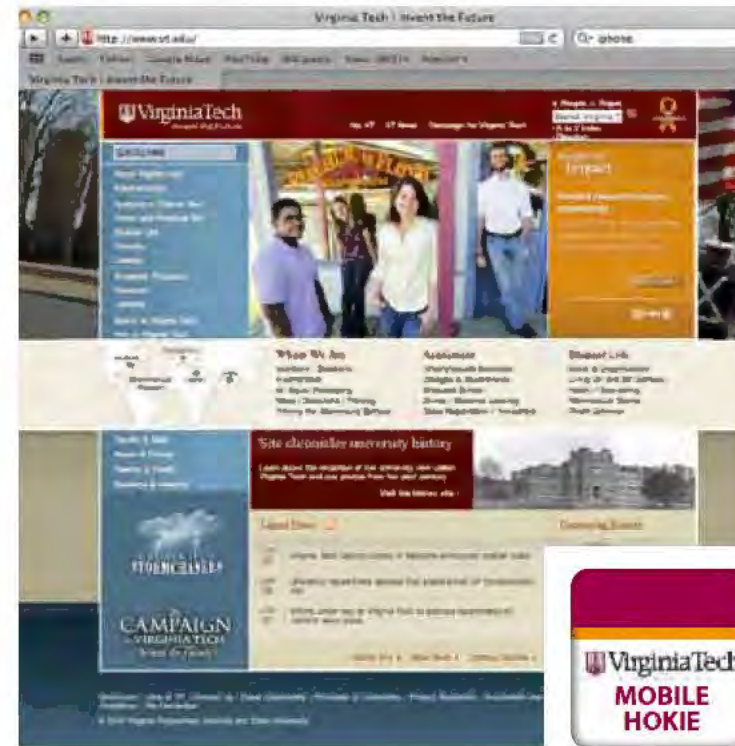
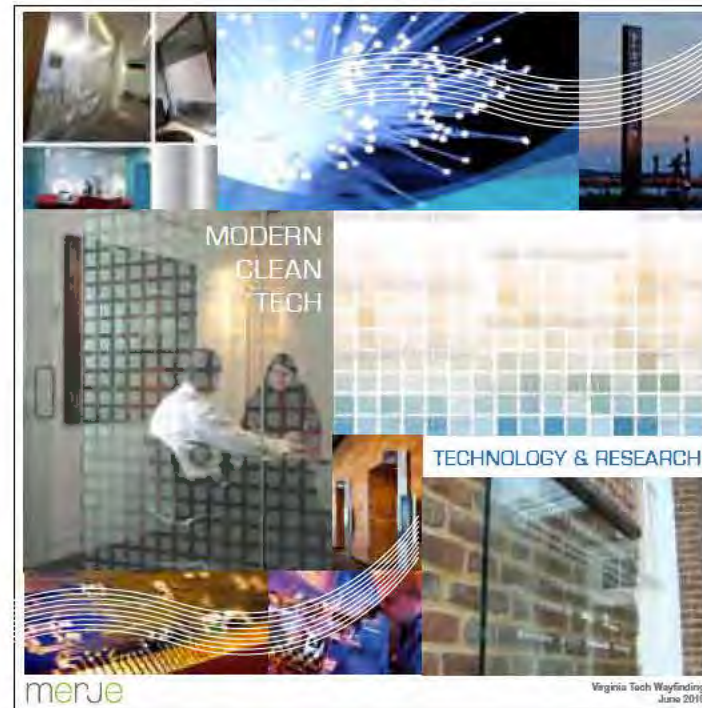


OPTION B

merJe

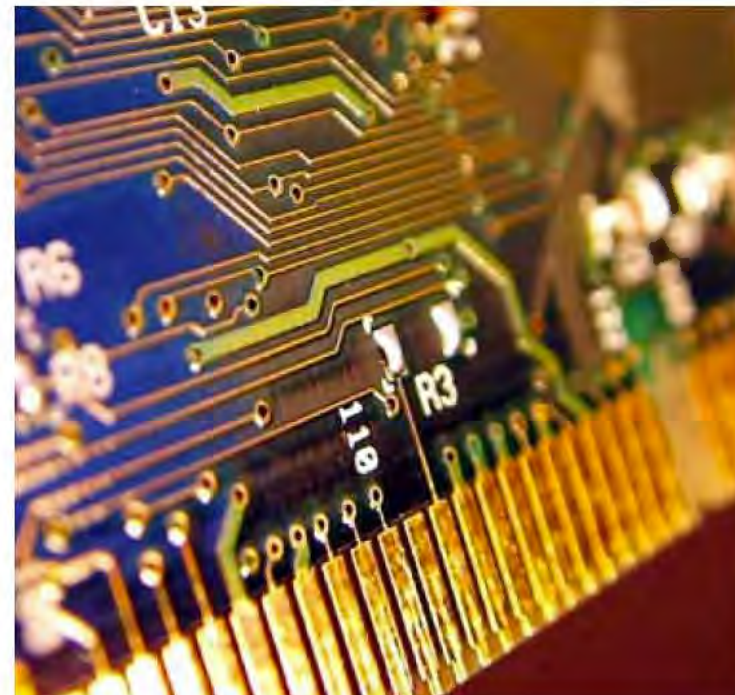
Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | July 21, 2010

**FINAL
DOCUMENT**



OPTION B IN DEPTH

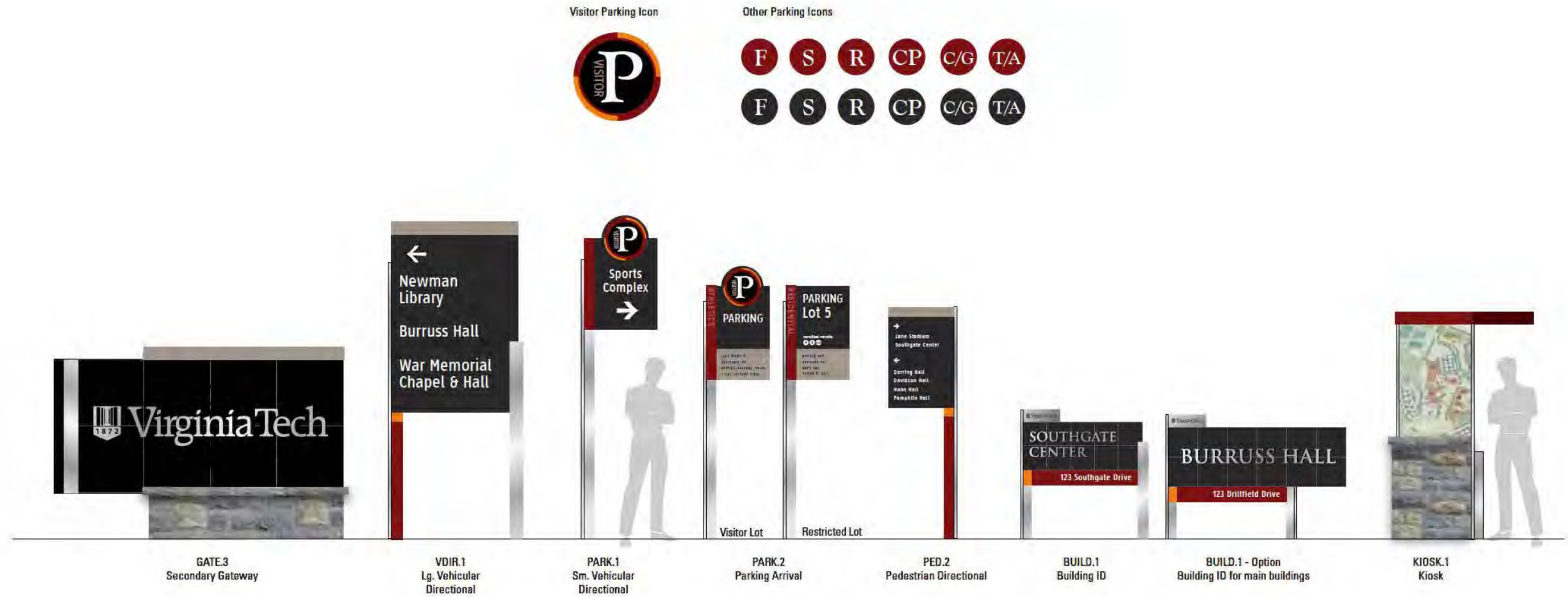
It's important to view the signs in context to all the elements that make up the Virginia Tech wayfinding experience. These elements work together to create a single message that promotes the VA Tech brand and communicate a well-organized, friendly and caring university.



merje

OPTION B

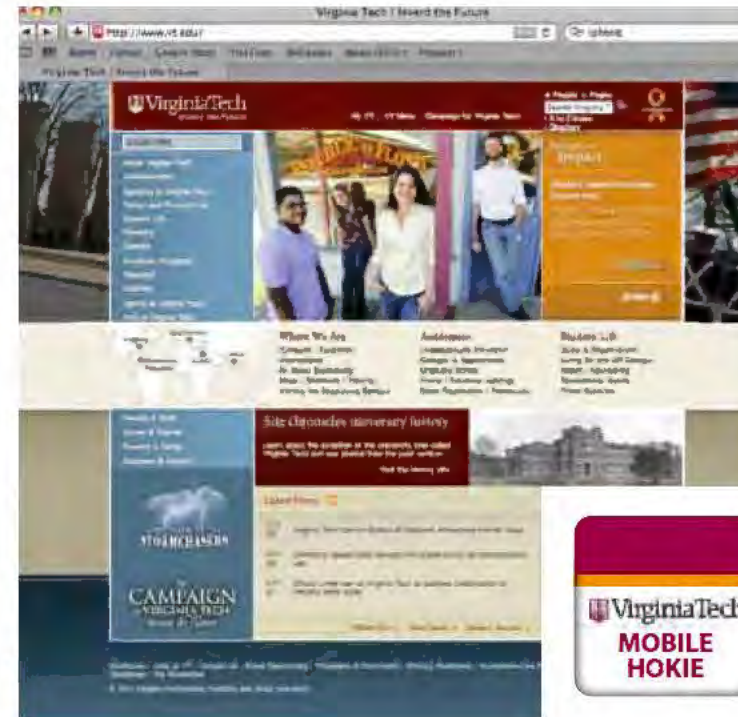
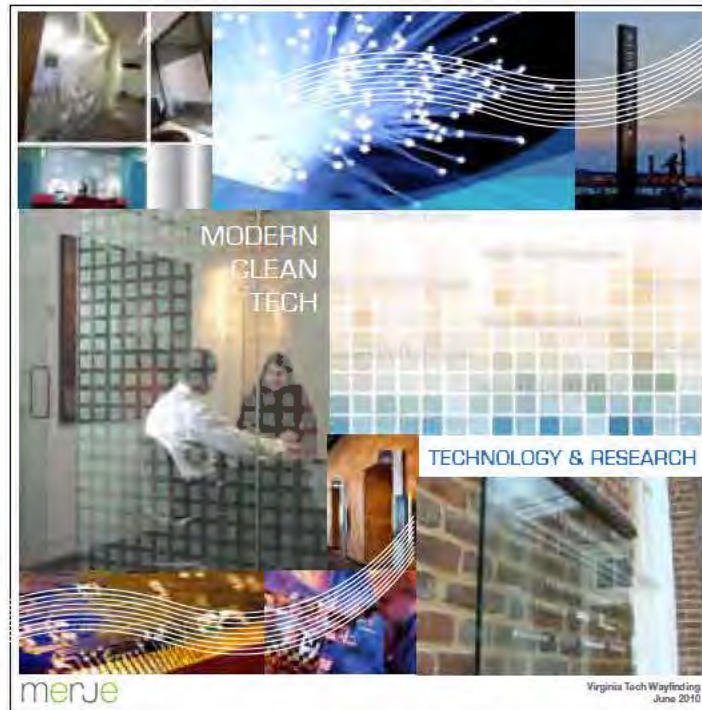
Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | July 21, 2010



OPTION C

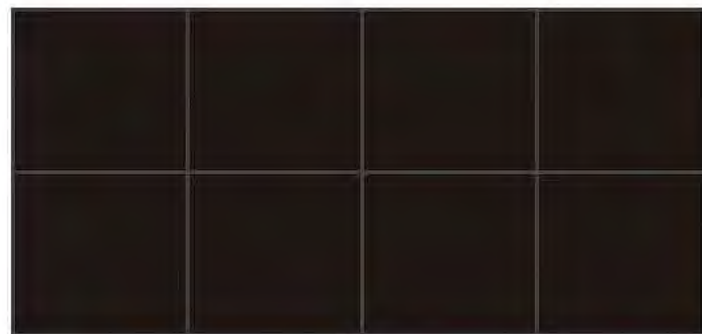
merje

Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | July 21, 2010



OPTION C IN DEPTH

It's important to view the signs in context to all the elements that make up the Virginia Tech wayfinding experience. These elements work together to create a single message that promotes the VA Tech brand and communicate a well-organized, friendly and caring university.

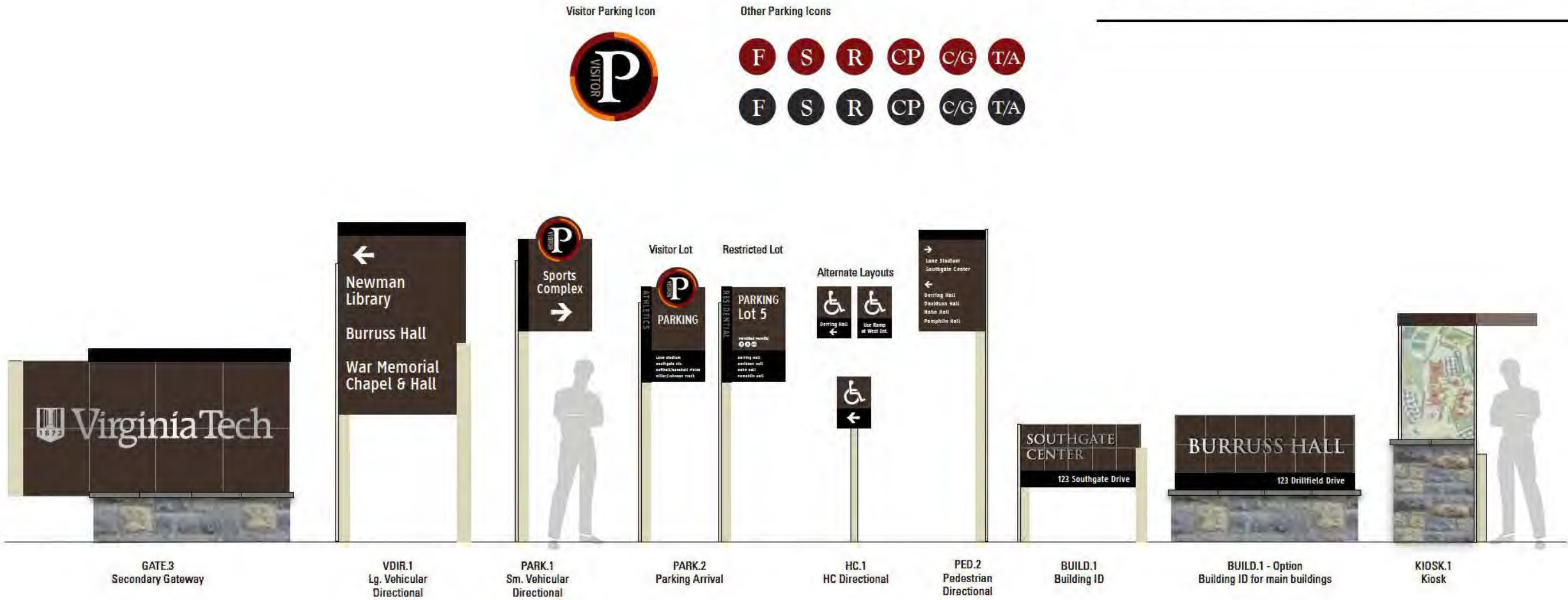


OPTION C

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Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | July 21, 2010

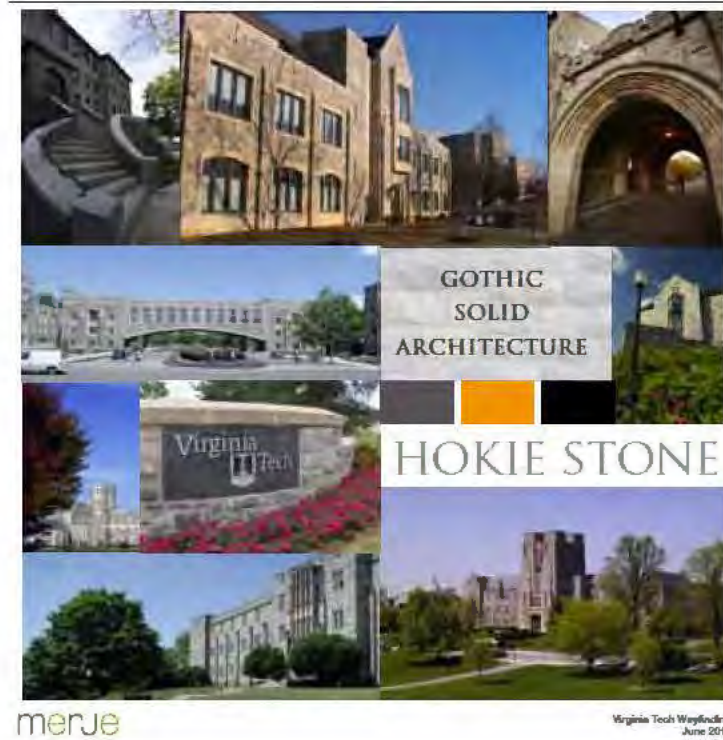
OPTION D FINAL CONCEPT



OPTION D - FINAL CONCEPT

Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | September 24, 2010

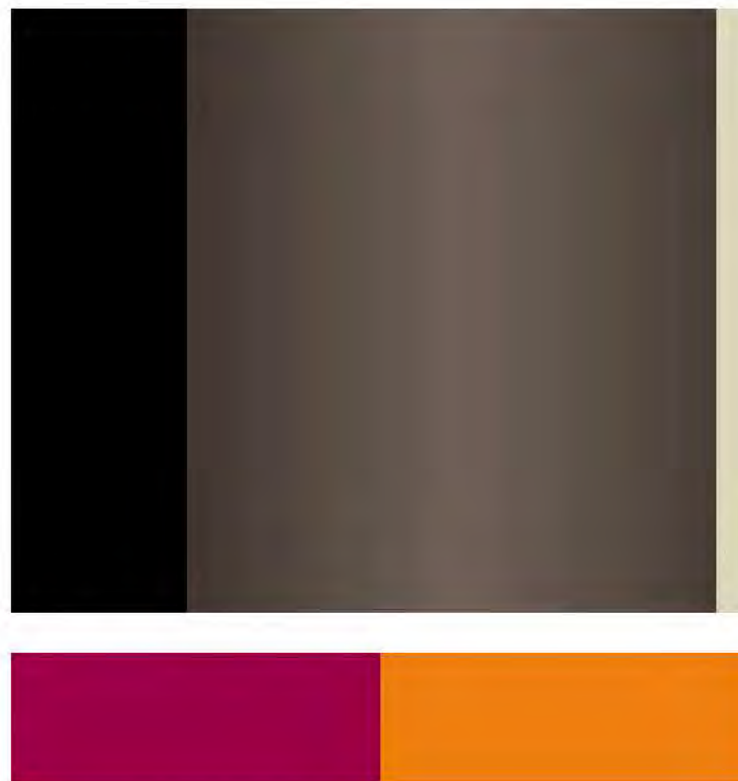
merje

**FINAL
DOCUMENT**


OPTION D FINAL CONCEPT

This option represents the final schematic design. It is a design approach that blends the limited color palette of Option 1 with the modern, open feel of Option 2 design.

This final concept also utilizes finishes and paint colors already established in campus architecture. The maroon and orange colors are used very sparingly.



OPTION D - FINAL CONCEPT

Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | September 24, 2010

merje

Emergency Icon



Existing Call Boxes with new paint



Existing Call Boxes with lighting element

Microsoft TAG technology



Call Box Side With Info



Call Box With Icons



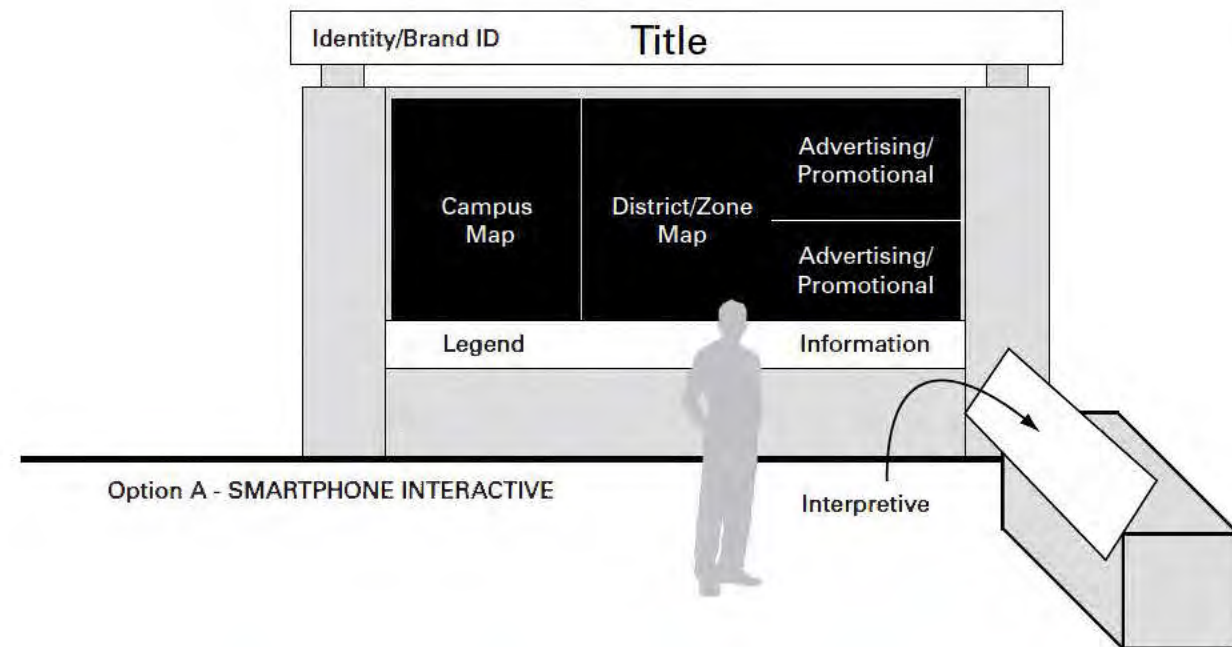
Existing Call Boxes with added map panel



EMERGENCY CALL BOXES

Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | July 21, 2010

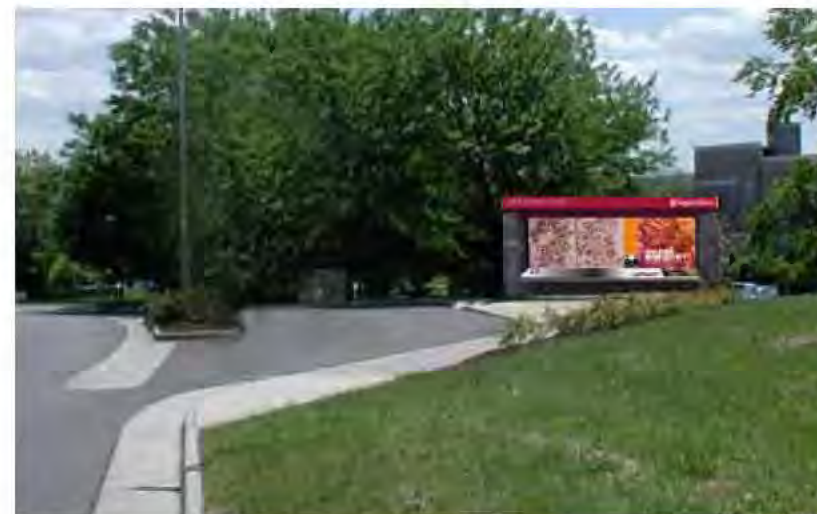
merJe



STRUCTURE	CONTENT	PRODUCT	ISSUES TO RESOLVE
EXISTING HEADER	TITLE	DIMENSIONAL LETTERS	OWNERSHIP
	BRAND ID	SIGN REFACE	
EXISTING INTERIOR WALL	CAMPUS MAP	ETCHED METAL	MAINTENANCE - PHYSICAL • BUDGET
	DISTRICT/ZONE MAP	ETCHED METAL	
	2 AD/PROMOTIONAL	POSTER PANEL	
EXISTING COLUMNS	LEGEND	PHENOLIC PANEL	MAINTENANCE - CONTENT • VT WEBSITE • VT VISITOR CENTER • DEPT. SOURCE/FEED
	INTERACTIVE	SMARTPHONE	
EXISTING LOW WALL	INTERPRETIVE	PHENOLIC PANEL	SHOULD TIE INTO VISITOR CENTER EXHIBIT
	INTERACTIVE	SMARTPHONE	
			POSSIBLE PHASING OF COMPONENTS OVER TIME



Southgate Entry Kiosk



West Campus Entry Kiosk

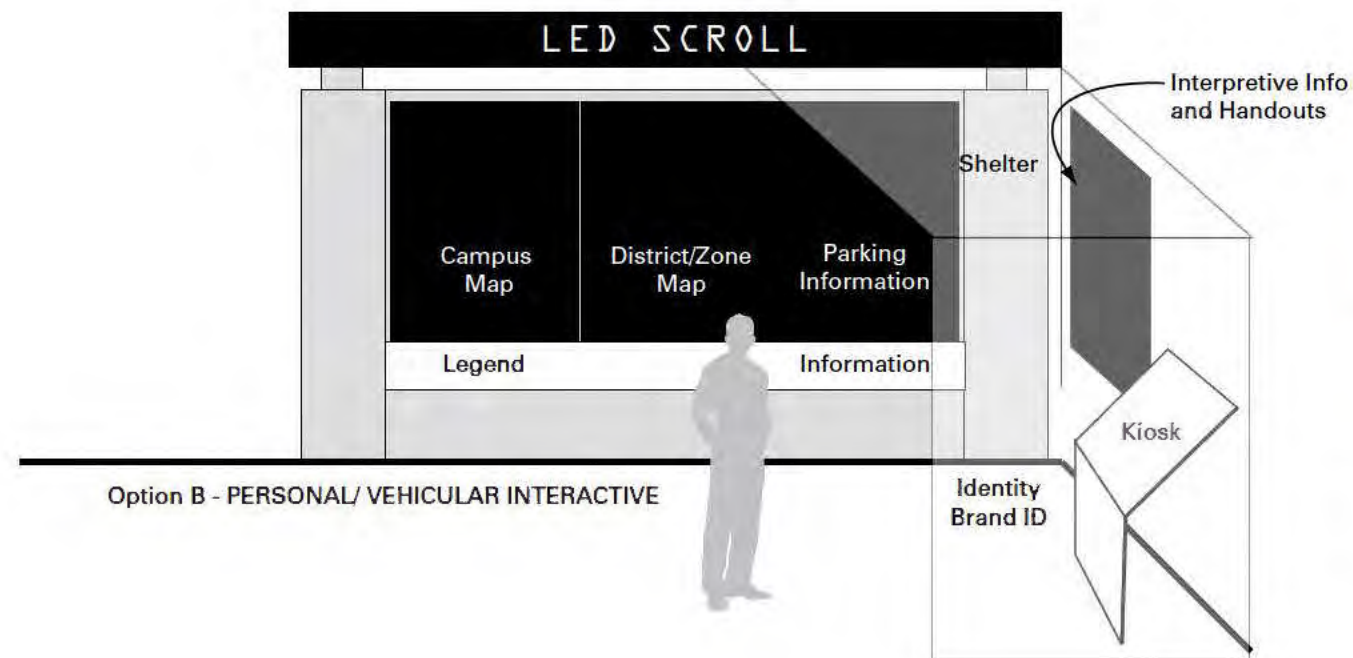


Alumni Entry Kiosk

merJe

ENTRY KIOSK - OPTION A

Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | July 21, 2010



STRUCTURE	CONTENT	PRODUCT	ISSUES TO RESOLVE
NEW HEADER	DAILY EVENTS	LED/SIGN PANEL	OWNERSHIP INFORMATION SOURCE MAINTENANCE - PHYSICAL • BUDGET MAINTENANCE - CONTENT • VT WEBSITE • VT VISITOR CENTER • DEPT. SOURCE/FEED SHOULD TIE INTO VISITOR CENTER EXHIBIT POSSIBLE PHASING OF COMPONENTS OVER TIME
SHELTER	BROCHURES	PRINTED MATERIAL	
	MAPS	PRINTED MATERIAL	
	SCHOOL INFO	ELECTRONIC KIOSK	
	BRAND ID	ETCHED GLASS	
EXISTING INTERIOR WALL	CAMPUS MAP	ETCHED METAL	
	DISTRICT/ZONE MAP	ETCHED METAL	
	PARKING INFORMATION	PHENOLIC PANEL	
EXISTING COLUMNS	LEGEND	PHENOLIC PANEL	
	INTERACTIVE	SMARTPHONE	



Southgate Entry Kiosk



West Campus Entry Kiosk

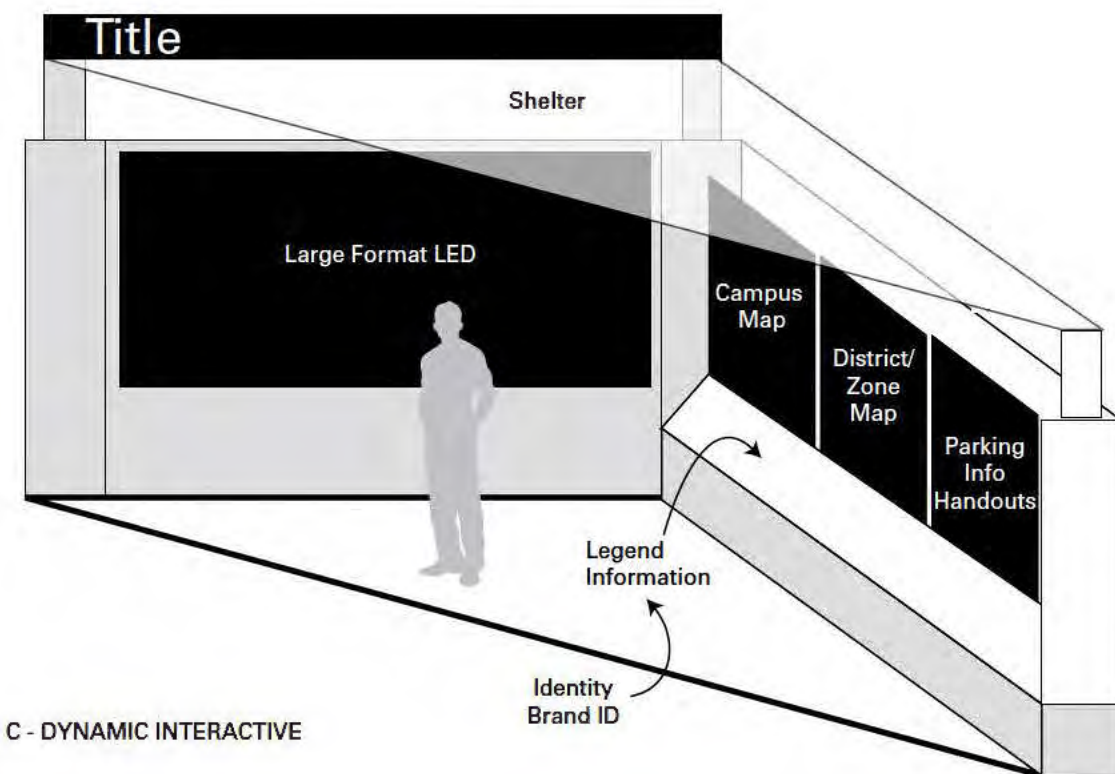


Alumni Entry Kiosk

merJe

ENTRY KIOSK - OPTION B

Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | July 21, 2010



Option C - DYNAMIC INTERACTIVE

STRUCTURE	CONTENT	PRODUCT	ISSUES TO RESOLVE
NEW HEADER	TITLE	SIGN PANEL	OWNERSHIP
SHELTER	MAPS	PRINTED MATERIAL	INFORMATION SOURCE
	STATIC SCHOOL INFO	PRINTED MATERIAL	MAINTENANCE - PHYSICAL
	DYNAMIC SCHOOL INFO	LARGE FORMAT LED	• BUDGET
	CAMPUS MAP	ETCHED METAL	MAINTENANCE - CONTENT
	DISTRICT/ZONE MAP	ETCHED METAL	• VT WEBSITE
	PARKING INFORMATION	PHENOLIC PANEL	• VT VISITOR CENTER
	LEGEND	PHENOLIC PANEL	• DEPT. SOURCE/FEED
	INTERACTIVE	SMARTPHONE	SHOULD TIE INTO VISITOR CENTER EXHIBIT
			POSSIBLE PHASING OF COMPONENTS OVER TIME



Southgate Entry Kiosk



West Campus Entry Kiosk



Alumni Entry Kiosk

merJe

ENTRY KIOSK - OPTION C
Wayfinding and Signage Program - Virginia Tech, VA
Schematic Design | July 21, 2010

IMPLEMENTATION STRATEGY

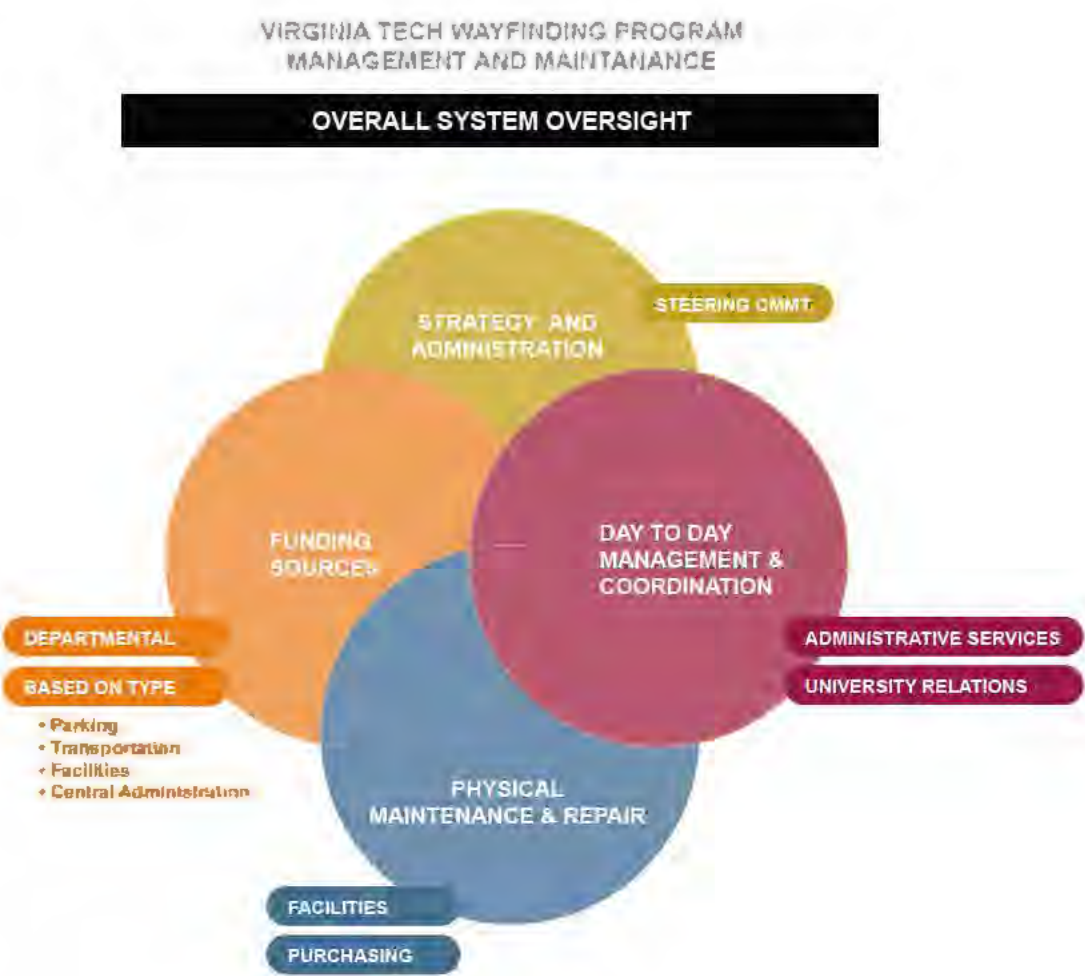


MANAGEMENT & MAINTENANCE

Sign Longevity	0-4 Years	5-9 years	10-15+ years
Design and Planning	Design: General Evaluation of positive and negative aspects of the system. Planning: University In-house maintenance based on new request and circulation/destination updates.	Design: General Evaluation of positive and negative aspects of the system. Planning: Contract with a consultant to analyze major changes to the University and necessary system adjustments. 1 or 2 updates possible during this time period.	If the system has not been analyzed since implementation, a major updating is likely to be needed. Outside consultants will be required to review and inventory the system, as well as make suggested changes based on new circulation, destinations, etc.
Vandalism	Annual cleaning/repair. Stickers and graffiti are most common. Cleaning solvents and Goo-Gone are typical products utilized.	Parts replacements and full sign replacement as needed. Cleaning solvents and Goo-Gone are typical products utilized.	Parts replacements / full sign replacement as needed. Cleaning solvents and Goo-Gone are typical products utilized.
Cleaning Schedule	Annual Cleaning	Annual Cleaning	Annual Cleaning
Management / Administration	Weekly coordination transitioning to quarterly coordination between University and fabricator during year 1 and 2. Day-to-day monitoring of the system, based on Facilities observations, safety issues and citizens reports.	Annual coordination between University and fabricator. Day-to-day monitoring of the system, based on Facilities observations, safety issues and citizens reports.	Annual coordination between University and fabricator. Day-to-day monitoring of the system, based on Facilities observations, safety issues and citizens reports.
Breakaway Product: Transpo	Maintenance Free - Covered under Warranty for 3 years.	Maintenance Free - consider general review as part of yearly inspection process.	Maintenance Free - consider general review as part of yearly inspection process.
Reflectivity Life Span: 3M High Intensity Diamond Grade	Covered under warranty for 5-7 years	Covered under warranty for 5-7 years. Reflectivity may be effective beyond the warranty period. Individual signs may require sheeting to be replaced during this time period	Reflectivity becomes less effective. If not previously replaced. 10 – 15 years is the maximum lifespan.

Sign Longevity	0-4 Years	5-9 years	10-15+ years
Custom Color Life Span: 3M High Intensity Diamond Grade	Covered under warranty for 3 years. Color generally maintained beyond warranty period, depends on direction sign panel is facing.	Fading may begin depending on the direction sign panel is facing. Individual signs may require sheeting to be replaced during this time period	Fading occurs, if not previously replaced. 10 –15 years is the maximum lifespan.
General Materials: Aluminum Sign Panels & Posts	Specifications require 5 year fabricator warranty for workmanship. General wear-and-tear maintenance required	General wear-and-tear maintenance required.	General wear-and-tear maintenance required.
Painted Surfaces	Covered under manufacturers warranty. General maintenance and touch-up will be required.	Warranty expires. Typically color holds up beyond warranty period. Fading may begin depending on the direction sign panel is facing. Individual signs may require individual parts to be replaced during this time period.	Fading occurs – based on direction sign panel is facing – 10 – 15 years is the maximum lifespan to expect.
Sign Panels / Fasteners	Specifications require 5 year fabricator warranty for workmanship. General repairs and replacement due to auto incidents or vandalism. Inspect welds and fasteners for connection integrity.	Quantity of repairs increases, if not maintained previously. Inspect welds and fasteners for connection integrity.	Consider full inventory of system and repairs based on consistency of maintenance and up-keep over the years.
Brackets/ Fins / Details	Specifications require 5 year fabricator warranty. General repairs and replacement of parts due to auto incidents or vandalism. Inspect welds and fasteners for connection integrity.	Quantity of repairs increases, if not maintained previously. Inspect welds and fasteners for connection integrity.	Consider full inventory of system and repairs based on consistency of maintenance and up-keep over the years.
Concrete Footers	Maintenance free. Inspect structural integrity – similar to any construction project.	Maintenance free. Inspect structural integrity – similar to any construction project.	Maintenance free. Inspect structural integrity – similar to any construction project.

Management can be handled through the establishment of a governing body that oversees the funding, maintenance, and expansion of the sign program. A project manager should be assigned the responsibility of day to day management of the system. Maintenance should be the shared responsibility of the University and the programs Stakeholders.



Committee Minutes
FINANCE AND AUDIT COMMITTEE

309 Lane Stadium

June 4, 2012

Audit Closed Session

Board Members Present: Mr. John Lee, Mr. George Nolen, Ms. Deborah Petrine, Mr. Michael Quillen

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

1. **Update on Fraud, Waste, and Abuse Cases:** The Committee met in Closed Session to receive an update on the outstanding fraud, waste, and abuse cases.
2. **Discussion with the Director of Internal Audit:** The Committee met in Closed Session with the Director of Internal Audit to discuss audits of specific departments and units where individual employees were identified.

Audit Open Session

Board Members Present: Mr. John Lee, Ms. Maxine Lyons – Staff Representative, Ms. Deborah Petrine, Mr. Michael Quillen

VPI & SU Staff: Mr. Erv Blythe, Mr. Allen Campbell, Mr. John Cusimano, Mr. Brian Daniels, Dr. John Dooley, Mr. Larry Hincker, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Sharon Kurek, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Kim O'Rourke, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton, Jr., Dr. Raymond Smoot, Dr. Charles Steger, Mr. Jeb Stewart, Mr. Brad Sumpter, Ms. Sue Teel

Guests: Mr. Josh Fox and Ms. Karen Helderman – Auditor of Public Accounts

1. **Motion to Reconvene in Open Session**
2. **Approval of Items Discussed in Closed Session:** The Committee reviewed and took action on items discussed in closed session: ratified the Personnel Changes Report and approved the 2012-2013 Promotion, Tenure and Continued Appointment Program.

3. **Opening Remarks and Approval of Minutes of the March 26, 2012 Meeting:** The Committee reviewed and approved the minutes of the March 26, 2012 meeting.
4. **Scope Discussion with External Auditor:** The Committee met with the Auditor of Public Accounts (APA) for a discussion of the scope of the audit of the 2012 financial statements and the APA's plans for conducting and completing the audit.
5. **Review and Acceptance of University's Update of Responses to all Previously Issued Internal Audit Reports:** The Committee reviewed the university's update of responses to all previously issued internal audit reports. At the March meeting, the university reported that as of December 31, 2011, two audit comments remained outstanding. Fourteen audit comments have been issued since then. As of March 31, 2012, the university has addressed nine comments, leaving seven open recommendations in progress. The Committee received a briefing at the meeting that reviewed the status of the outstanding comments, including the comments that have been addressed since March 31, 2012.

The Committee accepted the report.

6. **Review of Internal Audit Department's Status Report as of March 31, 2012:** The Committee reviewed the Internal Audit Department's Status Report as of March 31, 2012. Internal Audit has completed 63 percent of its audit plan in accordance with the fiscal year 2011-12 annual audit plan and previously reported modifications.

The Committee accepted the report.

7. **Review and Discussion of Proposed 2013 Audit Plan:** The Committee reviewed the proposed audits for the development of the fiscal year 2012-13 annual audit plan. Internal Audit conducted the annual risk assessment after reviewing financial and operational data and seeking input from senior management. Internal Audit has also created a university-wide information technology risk assessment and long-range audit plan in accordance with industry standards. Approximately 7,100 hours will be devoted to risk-based audits and compliance reviews, and 1,500 hours are allotted for advisory services. Twenty audits and four compliance reviews are proposed for 2012-13. Audits not completed in the fiscal year scheduled will be carried forward to the next fiscal year.

The Committee accepted the report.

8. **Review and Acceptance of the following Internal Audit Reports/Memos Issued:** The Committee reviewed and accepted the following Internal Audit Reports:
 - a. **Institutional Review Board for Human Subjects:** The audit received a rating of improvements are recommended. A recommendation was issued to management in the area of Institutional Review Board (IRB) training.

- b. Mechanical Engineering: The audit received a rating of immediate improvements are needed. Immediate improvements are needed to achieve an adequate system of internal controls and effectively manage the associated business risks in the areas of labor redistributions and effort reporting.
- c. University Registrar: The audit received a rating of improvements are recommended. Audit recommendations were issued to management in the areas of Family Educational Rights and Privacy Act (FERPA) compliance and physical security of the unprinted transcript paper stock.
- d. IT – Identity Assurance Using eToken Certificates: The audit received an effective rating, indicating that management has designed and implemented controls that are effective at reducing the Virginia Tech Certification Authority's exposure to business risks.
- e. Non-General Fund Revenue: The audit received a rating of improvements are recommended. Audit recommendations were issued to management in the area of sponsored programs fund administration for the Office of Sponsored Programs and in the area of course fee collection for the Department of Industrial and Systems Engineering.
- f. College of Architecture and Urban Studies: The compliance review indicated internal controls and/or policy compliance need improvements. Specific areas where opportunities for further improvements were noted include monthly reconciliation process, wage payroll process, overtime compensation, leave reporting, purchase card process, funds handling, key control, and emergency preparedness. Several of these areas were concentrated within one unit that experienced turnover in key leadership positions during the audit period.

Finance Closed Session

Board Members Present: Mr. John Lee, Mr. George Nolen, Ms. Deborah Petrine, Mr. Michael Quillen

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

1. Motion for Closed Session

- * 2. **Ratification of Personnel Changes Report:** The Committee met in Closed Session to review and take action on the quarterly personnel changes report. Dwight shared a report on the Personnel Changes report analysis in response to a request from the Rector in the March 26, 2012 closed session meeting. The committee requested that a report be provided on the total annual salary actions

during fiscal years in which the university is able to conduct a university-wide merit based compensation program or bonus program.

- * 3. **2012-2013 Promotion, Tenure, and Continued Appointment Program:** The Committee met in Closed Session to review and take action on the 2012-2013 Promotion, Tenure, and Continued Appointment Program.

Finance Open Session

Board Members Present: Mr. John Lee, Ms. Maxine Lyons – Staff Representative, Ms. Deborah Petrine, Mr. Michael Quillen

VPI & SU Staff: Mr. Erv Blythe, Mr. Bob Broyden, Mr. Allen Campbell, Mr. John Cusimano, Mr. Brian Daniels, Dr. John Dooley, Mr. Larry Hincker, Mr. Tim Hodge, Ms. Elizabeth Hooper, Ms. Sharon Kurek, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Kim O'Rourke, Ms. Lisa Royal, Ms. Savita Sharma, Mr. M. Dwight Shelton, Jr., Dr. Raymond Smoot, Dr. Charles Steger, Mr. Jeb Stewart, Mr. Brad Sumpter, Ms. Sue Teel

1. **Opening Remarks and Approval of Minutes of the March 26, 2012 Meeting:** The Committee reviewed and approved the minutes of the March 26, 2012 meeting.
2. **Update on 2012 Legislative Session:** The Committee received an update on the results of the 2012 legislative session, including the Governor's Executive Budget presented on December 19, 2011. The General Assembly session opened on January 11, 2012 and was scheduled to complete its work by March 10, 2012. No budget was agreed upon prior to adjournment. A Conference Committee budget was made available on April 15, 2012, and was accepted by the Senate and the House on April 17, 2012. This report presents the major elements of the Executive Budget and General Assembly actions for the 2012-14 biennium.
- * 3. **Approval of Year-to-Date Financial Performance Report (July 1, 2011 – March 31, 2012):** The Committee reviewed the Year-to-Date Financial Performance Report for July 1, 2011 – March 31, 2012. For the third quarter, budget adjustments were made to reflect revisions to projected revenues and expenditures. During the third quarter, tuition and fee revenues are ahead of historical projections due to a higher than anticipated summer enrollment and fall to spring retention rate. Revenues in Residence and Dining Halls are higher than projected due to higher than anticipated sales of Dining meal plans and Dining Dollars. Projected revenues for the Intercollegiate Athletics System were adjusted \$3.7 million to accommodate increased revenue from the NCAA Opportunity Fund, handling fees, basketball season tickets, conference allocation, private gifts, the ACC Championship Game, and Sugar Bowl.

For the quarter ending March 31, 2012, \$76 million has been expended on Educational and General capital projects and \$33.4 million has been expended on

Auxiliary Enterprises capital projects. Capital outlay expenditures for the nine month period ending March 31, 2012 totaled \$109.4 million.

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

- * 4. **Approval of 2012-2013 Faculty Compensation Plan:** The Committee reviewed for approval the 2012-2013 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 and administrative and professional faculty, and requires a board-approved faculty compensation plan.

The authorized salary average for 2011-12 for Virginia Tech is \$90,392. This places Virginia Tech at the 25th percentile of its peer group for 2011-12. Because the General Assembly did not provide funding for increases in 2012-13, the authorized salary average is projected to remain constant in 2012-13.

The compensation plan includes a Faculty Research Incentive pilot program. The goals of the program are to encourage additional research activity and proposals by faculty, to create an incentive to generate savings in the Colleges' instructional budgets, and to generate funds for bonuses for participating faculty members. The university will assess the performance of this pilot program during the 2012-13 fiscal year.

The Committee recommended the 2012-13 Faculty Compensation Plan to the full Board for approval.

- * 5. **Approval of 2012-2013 University Budget:** The Committee reviewed for approval the following 2012-13 university budgets:
 - a. **Operating and Capital Budgets:** The university anticipates an initial authorization of \$1.14 billion during 2012-13 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 2012-13, the state has increased the university's General Fund base allocation by \$7.48 million, including \$6.53 million for the university's Educational and General program and \$0.95 million for Agency 229, and the university expects to receive additional Central Appropriation fund transfers during the fiscal year. For 2012-13, the recommended internal budget for all operations is \$1.2 billion. This is an increase of \$45.6 million over the adjusted 2011-12 budget. This increase reflects changes in nongeneral fund revenues for 2012-13 and actions of the 2012 General Assembly session that will impact the 2012-13 General Fund appropriation.

The Educational and General budget will be \$617.7 million in 2012-13. The auxiliary revenue will grow 5.4 percent over the adjusted 2011-12 budget in 2012-13, with a significant portion of the increase attributable to growth in Residential and Dining Programs, Telecommunication services improvements and increased costs in the Virginia Tech Electric Services utility.

The capital outlay program for 2012-13 is comprised of 20 Educational and General projects and 10 Auxiliary Enterprise projects for a total of 30 projects. The total capital outlay budget for fiscal year 2012-13 includes approximately \$652 million of authorizations with an estimated available balance of about \$386 million. Of the available balance, the university plans to spend about \$166 million in fiscal year 2012-13.

- b. **Hotel Roanoke Conference Center Commission Budget:** The Hotel Roanoke Conference Center Commission was established by resolutions adopted by Virginia Tech and the City of Roanoke, under Commonwealth of Virginia enabling legislation. The enabling legislation provided that the Commission shall annually prepare and submit to both the City of Roanoke and Virginia Tech a proposed operating budget showing its estimated revenues and expenses for the forthcoming fiscal year, and, if the estimated expenses exceed the estimated revenues, the portion of the unfunded balance is to be borne by each participating party for the operation of the conference center. The Commission has adopted and approved its operating budget for fiscal year 2012-13. Virginia Tech and the City of Roanoke will make equal contributions of \$80,000 to the Commission for fiscal year 2012-13. The funds for Virginia Tech will come from the Fralin endowment which was established to assist with the project.
- c. **Virginia Tech-Wake Forest University School of Biomedical Engineering and Sciences Budget:** The Committee reviewed for approval the 2012-13 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 2012-13 recommended budget is \$2.1 million.

The Committee recommended the 2012-13 University Budget to the full Board for approval.

- * 6. **Approval of 2012-2013 Auxiliary Systems Budgets:** The Committee reviewed for approval the 2012-13 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 Athletics System revenue bonds, the Board of Visitors is required to adopt an annual budget. All budgets are balanced and designed in accordance with bond covenants including maintenance and reserve requirements. Once approved by the Board of Visitors, the annual budget will be filed with the State Treasurer and will be the basis for making payments from the revenue fund to meet the operating costs of the auxiliary systems.

- a. **Dormitory and Dining Hall System Budget:** The 2012-13 budget for the Dormitory and Dining Hall System, including debt service, is \$98.8 million for the period of July 1, 2012 to June 30, 2013.
- b. **Electric Service System Budget:** The 2012-13 budget for the Electric Service System, including debt service, is \$38.5 million for the period July 1, 2012 to June 30, 2013.
- c. **University Services System Budget:** The 2012-13 budget for the University Services System, including debt service, is \$35.2 million for the period July 1, 2012 to June 30, 2013.
- d. **Intercollegiate Athletics System Budget:** The 2012-13 budget for the Intercollegiate Athletics System, including debt service, is \$50.2 million for the period July 1, 2012 to June 30, 2013.

The Committee recommended the 2012-13 Auxiliary Systems Budgets to the full Board for approval.

- * 7. **Approval of 2012-2013 Pratt Fund Budgets:** The Committee reviewed for approval the 2012-13 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 2012-13, the College of Engineering proposes expenditures of \$850,228. Animal Nutrition proposes expenditures of \$1.3 million for 2012-13.

The Committee recommended the 2012-13 Pratt Fund Budgets to the full Board for approval.

- * 8. **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 Financial Officer as one of the three university representatives 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.

- * 9. **Approval of Revisions to and Renewal of Related Corporation Affiliation Agreements:** The Committee reviewed for approval revisions to and renewal of related corporation affiliation agreements. As approved by the Board of Visitors, the university has entered into affiliation agreements with the following university-related corporations for the purpose of defining the relationship and requirements of university-related corporations: Virginia Tech Alumni Association, Inc., Virginia Tech Applied Research Corporation, Virginia Tech Athletic Fund, Inc., Virginia Tech

Corps of Cadets Alumni, Inc., Virginia Tech Foundation, Inc., Virginia Tech Innovation Corporation (formerly Virginia Tech Technology Services and Operations Corporation), Virginia Tech Intellectual Properties, Inc., and Virginia Tech Services, Inc.

The Virginia Tech Innovation Corporation (VTIC) has expanded its mission from a focus on information technology activities to a much broader range of technology initiatives, primarily envisioned to occur through research. This transformation will allow VTIC to hold or operate a number of subsidiary entities to pursue specific innovation initiatives. The first two such initiatives will be established as single member limited liability corporations (LLC) of VTIC. The first of those LLCs will carry out the original mission and activities originally envisioned by the Technology Services and Operations Corporation. The second LLC will house the National Tire Research Center, which will begin operations during 2012. In addition, the mission of the Virginia Tech Applied Research Corporation has changed from its original mission (which included a holding company concept for research initiatives) as approved by the Board to a mission focused specifically on pursuit of applied research opportunities in a limited number of areas of federal government interest, such as cybersecurity, homeland security, and national defense. These changes provide the structure for the continued pursuit of a broad range of research initiatives and opportunities in the future.

The terms of the existing agreements end on June 30, 2012. It is recommended that the agreements be renewed at this time to be extended to a term ending June 30, 2016.

The Committee recommended the Revisions to and Renewal of Related Corporation Affiliation Agreements to the full Board for approval.

***Requires full Board approval.**

There being no further business, the meeting adjourned at 11:13 a.m.

Update to Responses to Open Internal Audit Comments

FINANCE AND AUDIT COMMITTEE

March 31, 2012

As part of the internal audit process, university management participates in the opening and closing conferences and receives copies of all Internal Audit final reports. The audited units are responsible for implementing action plans by the agreed upon implementation dates, and management is responsible for ongoing oversight and monitoring of progress to ensure solutions are implemented without unnecessary delays. Management supports units as necessary when assistance is needed to complete an action plan. As units progress toward completion of an action plan, Internal Audit performs a follow up visit within two weeks after the target implementation date. Internal Audit is responsible for conducting independent follow up testing to verify mitigation of the risks identified in the recommendation and formally close the recommendation. As part of management's oversight and monitoring responsibility, this report is provided to update the Finance and Audit Committee on the status of outstanding recommendations. Management reviews and assesses recommendations with university-wide implications and shares the recommendations with responsible administrative departments for process improvements, additions or clarification of university policy, and inclusion in training programs and campus communications. Management continues to emphasize the prompt completion of action plans.

The report includes outstanding recommendations from Compliance Reviews and Audit Reports. Consistent with the report presented at the March Board meeting, the report of open recommendations includes three attachments. Attachment A summarizes each audit in order of final report date with extended and on-schedule open recommendations. Attachment B details all open high or medium priority recommendations for each audit in order of the original target completion date, and with an explanation for those having revised target dates or revised priority levels. Attachment C charts performance in implementing recommendations on schedule over the last seven years. The 98 percent on-schedule rate for fiscal year 2012 reflects closing 39 of 40 recommendations by the original due date.

The report presented at the March 26, 2012 meeting covered Internal Audit reports reviewed and accepted through December 31, 2011 and included two open medium priority recommendations. Activity for the quarter ended March 31, 2012 resulted in the following:

Open recommendations as of December 31, 2011	2
Add: Medium & High priority recommendations accepted March 26, 2012	14
Subtract: recommendations addressed since December 31, 2011	9
Remaining open recommendations as of March 31, 2012	<u>7</u>

While this report is prepared as of the end of the quarter, management continues to receive updates from Internal Audit regarding auditee progress on action plans. Through May 8, 2012, Internal Audit has closed two of the seven outstanding medium and high priority recommendations. The remaining five open recommendations are progressing as expected and are on track to meet their respective target due dates. Management is working jointly with all the units and providing assistance as needed to ensure the action plans are completed timely.

ATTACHMENT A

Open Recommendations by Priority Level

FINANCE AND AUDIT COMMITTEE

MARCH 31, 2012

Report Date	Audit Name	Audit Number	Total Recommendations						
			ISSUED	COMPLETED	OPEN				
					Extended		On-schedule		Total
					High	Medium	High	Medium	Open
21-Dec-11	Department of English	12-1021	2					2	2
17-Feb-12	Human Nutrition, Foods and Exercise	12-1026	2				2		2
27-Feb-12	University Scholarships and Financial Aid	12-1028	1					1	1
27-Feb-12	UNIX Systems	12-1022	2				1	1	2
Totals:			7	0	0	0	3	4	7

ATTACHMENT B

Internal Audit Open Recommendations

FINANCE AND AUDIT COMMITTEE

March 31, 2012

Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
21-Dec-11	1	12-1021	Department of English	Education Abroad Program Administration	Medium		15-May-12		1	
27-Feb-12	2	12-1022	UNIX Systems	Chemistry - Unsupported Operating System	High		01-Jun-12		1	
21-Dec-11	3	12-1021	Department of English	Grants Administration	Medium		15-Jun-12		1	
17-Feb-12	4	12-1026	Human Nutrition, Foods and Exercise	Personnel Activity Reports	High		01-Jul-12		1	
27-Feb-12	5	12-1022	UNIX Systems	CAVE - Access Controls	Medium		01-Jul-12		1	
17-Feb-12	6	12-1026	Human Nutrition, Foods and Exercise	GREEN System Information Management	High		01-Jan-13		1	
27-Feb-12	7	12-1028	University Scholarships and Financial Aid	Departmental Scholarships Utilization Monitoring	Medium		30-Apr-13		1	

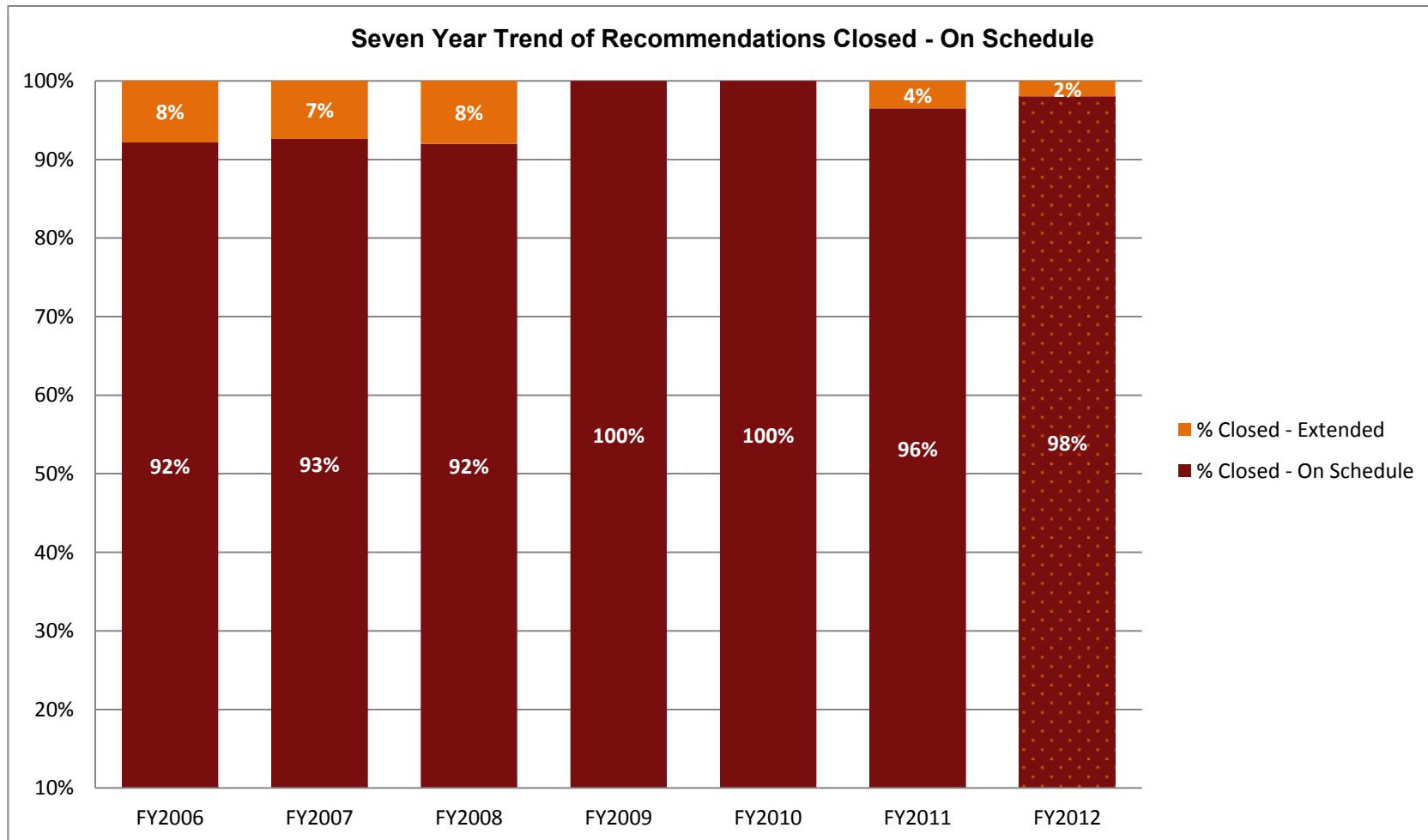
- (1) As of March 31, 2012, management confirmed during follow up discussions with Internal Audit that actions are occurring and the target date will be met. The Internal Audit department will conduct testing after the due date to confirm that the Management Action Plan is implemented in accordance with the recommendations.

ATTACHMENT C

Management Performance and Trends Regarding Internal Audit Recommendations

FINANCE AND AUDIT COMMITTEE

March 31, 2012



Internal Audit Status Report
FINANCE AND AUDIT COMMITTEE

April 24, 2012

Audit Plan Update

Audits were performed in accordance with the fiscal year 2011-12 annual audit plan and previously reported modifications at a level consistent with the resources of the Department of Internal Audit. Six audit projects have been completed since the March board meeting, as detailed in the Internal Audit Reports Issued report. Additionally, two advisory service reviews have been completed for management on Virginia Bioinformatics Institute and Air Transportation Services.

The following six audit projects are underway: Athletics, Construction Contracts, University Bursar, Payroll Transactions, Equine Medical Center, Surplus Property, along with two management requested advisory projects on International Centers and Programs and a confidential project conducted as an attorney-client work product for University Legal Counsel.

So far in fiscal year 2011-12, Internal Audit has completed 63 percent of its audit plan as depicted in Exhibit 1.

Exhibit 1
FY 2011-12 Completion of Audit Plan

Audits	
Total # of Audits Planned	31
Total # of Supplemental Audits	6
Total # of Carry Forwards	0
Total # of Planned Audits Canceled and/or Deferred	5
Total Audits in Plan as Amended	32
Total Audits Completed	20
Audits - Percentage Complete	63%
Note: Includes Compliance Reviews and Advisory Services	

Internal Audit Proposed Audit Plan for Fiscal Year 2012-13

FINANCE AND AUDIT COMMITTEE

May 8, 2012

Internal Audit conducts risk-based audits, compliance reviews, advisory services, and allegations of fraud. The risk-based audit is an objective examination of evidence for the purpose of providing an independent assessment to contribute to the improvement of governance, risk management, and the control systems within the university. The objective of the compliance review is to ensure all senior management areas (even low risk) receive periodic visits from Internal Audit every five years to perform tests of compliance with major university business policies at a minimum. Advisory service activities, the nature and scope of which are agreed with the client, are intended to add value and improve the university's governance, risk management, and control processes without the internal auditor assuming management responsibility.

Internal Audit management conducted its annual risk assessment to identify the entities that should receive audit attention in fiscal year 2012-13. University departments and administrative operations were grouped into approximately 175 auditable entities or responsibility centers based on common missions and the existing organizational structure.

For each auditable entity, financial data reviewed included expenditures, revenues, cash receipts, federal contracts and grants, and the total number of employees. The relative business risk was assessed on a judgmental basis based on the following qualitative and quantitative factors.

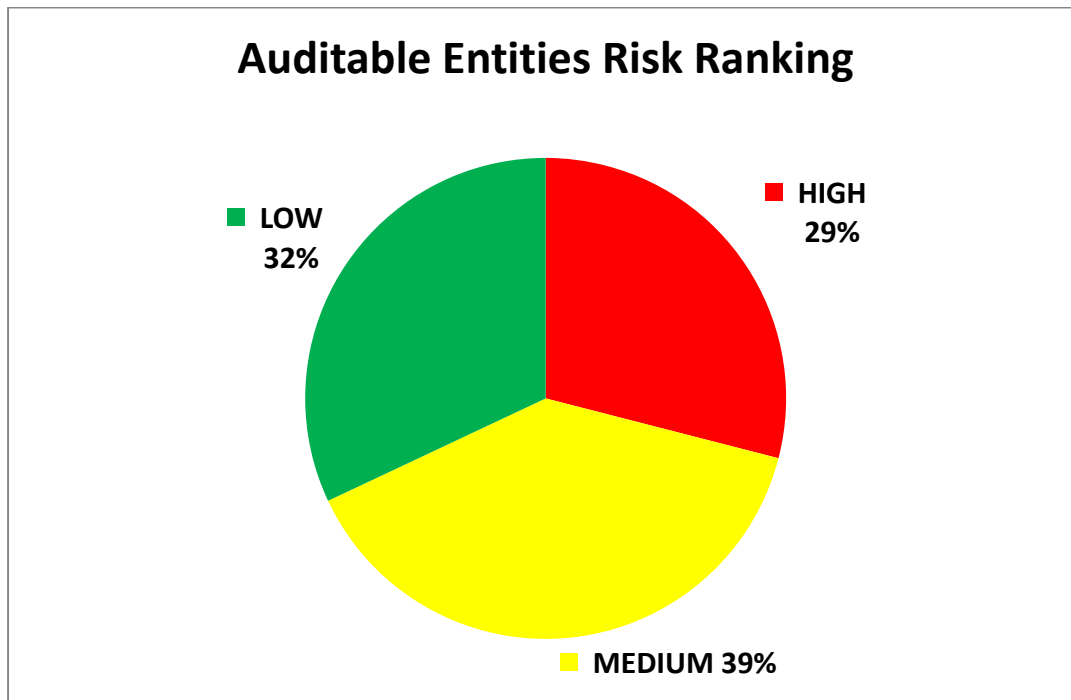
Factor
Quality and Stability of Control Environment
Business Exposure (Materiality and Liquidity of Operational Resources)
Public and Political Sensitivity
Compliance Requirements
Information Technology and Management Reporting

Elements considered within these factors included:

- Sense of management control consciousness;
- Stability and expertise of management;
- Interval since the last audit review;
- Complexity of operations and technology applications;
- Materiality or financial impact to the university;
- Potential impact to reputation;

- Impact of non-compliance with internal and external policy, procedure, regulatory, and statutory requirements; and
- Reliance on information and management reporting for operating decisions, monitoring performance, providing services, and allocating resources.

The graph below depicts the results of the risk assessment classifications. The risk assessment results are similar to previous risk assessments conducted by Internal Audit.



Senior management had the opportunity to provide input on areas for consideration in the preparation of the audit plan. Additionally, a five-year core audit plan was developed to ensure Internal Audit provides adequate coverage related to the university's critical areas. See the Proposed Five-Year Core Audit Plan on Schedule 4. The Core Audit Plan includes several multi-year audits that will allow for annual reviews of selected components of the entities with high external compliance risk and complex operations. These entities are University Scholarships and Financial Aid, Office of Sponsored Programs, Office of the University Bursar, and Intercollegiate Athletics.

Internal Audit has also created a university-wide information technology (IT) risk assessment and audit plan document mapped to the ISO 27002 standard. This planning method helps ensure the consideration and reduction of enterprise-wide risks within the IT universe at Virginia Tech and compliance with Commonwealth of Virginia requirements for IT audit functions. ISO 27002 is an information security standard published by the International Organization for Standardization (ISO) that is considered to be a best practice for developing and maintaining enterprise-wide IT security. IT

policies at Virginia Tech already reference this internationally accepted standard as the basis for the guidance set forth.

Internal Audit consulted with key IT personnel during the development of the assessment and plan document to ensure that audit coverage was maximized and properly targeted. The assessment of IT and business operations at Virginia Tech identified four high-level risk domains, which provide the basis for execution of the five-year audit plan. These domains are as follows:

- Student Systems
- Finance and Administrative Systems
- Human Resources Systems
- Research Systems

These domains are intended to encapsulate the vast majority of the systems and computing environments within the IT universe at Virginia Tech. Audit coverage will be obtained for each of these risk domains in all of the 12 main content areas and their sub-areas described in the ISO 27002 standard for each five-year audit plan. This will be achieved in a variety of audits that are topical in nature to gain a better understanding of the university-wide environment instead of narrowly focusing on the performance of individual departments. This approach will also allow Internal Audit to maintain current knowledge of the IT security and operating conditions in a dynamic industry through the constant evaluation and revision of individual audits during the plan period. See the Proposed Five-Year Core Information Technology Audit Plan on Schedule 5.

As each audit is undertaken, risks will be re-evaluated to ensure proper audit coverage taking into account confidentiality, integrity, and availability. If new topics emerge during the five-year plan period that require more immediate attention, reconfiguration of the plan can be undertaken to accommodate these changes.

Given existing resources, an estimated 11,350 direct hours will be devoted to audits, planning and reviews (Schedule 1). Based on the risk assessment and feedback from management, the proposed audit plan (Schedule 2) includes a balance of high, medium, and low risk entities along with advisory services and compliance reviews (Schedule 3). A description of the preliminary audit scope for projects on the fiscal year 2012-13 plan is detailed in Schedule 6. Internal Audit's goal is to complete 85 percent of the audit plan. The proposed audit plan may be modified based on the external audit environment or changes in regulations, management, or resources.

**PROPOSED FIVE-YEAR CORE AUDIT PLAN
FOR FISCAL YEAR 2012-13 THROUGH FISCAL YEAR 2016-17**

Sources of Effort Available:	No. of Employees	Annual Hours	Total Hours	Percent Of Effort
Audit Staff *	7	2,080	13,860	86.63%
Wage Auditor	1	1,500	1,500	9.38%
Graduate Assistant	1	640	640	4.00%
Total Available - Fully Staffed	9		16,000	100.00%

* Adjusted for Anticipated Vacancies due to Staff Turnover (2 auditors for 2 months)

Planned Application of Effort:

Performing Scheduled Audits	6,000	37.50%
Compliance Reviews	1,100	6.88%
Advisory Services / Management Requests	1,500	9.38%
Reviews of Alleged Fraud, Waste, and Abuse	1,500	9.38%
Annual Audit Activities (Follow-up, Inventory)	750	4.69%
Continuous Monitoring	500	0.60%
Total Direct Hours - Audit, Planning and Review	11,350	70.94%
Vacations, Holidays, and Sick Leave	2,184	13.65%
Training and Professional Development	630	3.94%
Administrative Tasks, Network Maintenance	1,836	11.48%
Total Indirect Hours	4,650	29.06%
Grand Total Hours of Effort	16,000	100.00%

**PROPOSED FIVE-YEAR CORE AUDIT PLAN
FOR FISCAL YEAR 2012-13 THROUGH FISCAL YEAR 2016-17**

ENTITIES	LAST AUDIT	RISK	HOURS
Animal & Poultry Sciences	N/A	High	350
Athletics NCAA Compliance *	2009	High	300
Financial Reporting and Cost Accounting	2007	High	300
Fish and Wildlife Conservation	N/A	High	350
Graduate Education	2005	High	350
Human Resources: Compensation & Classification	2009	High	250
International Research, Education & Dev. (OIRE)	2005	High	350
IT: Disaster Recovery	N/A	High	250
IT: Interfaces and Wires	N/A	High	350
IT: Outsourced Systems	N/A	High	400
Office of Sponsored Programs*	2010	High	250
Office of the University Bursar *	2008	High	250
Psychology	2002	High	300
University Scholarships and Financial Aid *	2010	High	250
Virginia Tech Transportation Institute	2008	High	400
Real Estate Management & Architecture	2006	Medium	275
Records Management	N/A	Medium	250
Virginia Cooperative Extension	2010	Medium	300
IT: Mobile Device Security	N/A	Medium	275
Career Services	2004	Low	200
Total Hours Needed			6,000
Total Audits Planned			20

* Entity receives an annual audit on different components of their operation.

ADVISORY SERVICES REVIEWS

Vice President and Dean for Undergraduate Education IT Review	200
Chemistry Service Centers	200
Construction Contract Review	500
Gift Accounting Funds Handling	150
Unallocated - Management Request	450
Total Hours Needed	1,500

**PROPOSED FIVE-YEAR CORE AUDIT PLAN
FOR FISCAL YEAR 2012-13 THROUGH FISCAL YEAR 2016-17**

Audit Entity (Senior Management Areas)	Last Review	Hours of Effort				
		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Athletics	2007	250				
College of Agriculture and Life Sciences	2009		300			
College of Architecture and Urban Studies	2012					250
College of Business	2010			200		
College of Engineering	2008	300				
College of Liberal Arts and Human Sciences	2008	300				
College of Natural Resources	2009		200			
College of Science	2010			250		
College of Veterinary Medicine	2008	250				
Office of the President	2011					150
Office of the Provost	2012					200
University Libraries	2011				200	
Vice President and Dean for Graduate Education	2008		200			
Vice President and Dean for Undergraduate Education	2011			250		
Vice President for National Capital Region	2011				150	
Vice President for Administrative Services	2010			300		
Vice President for Alumni Relations	2010				150	
Vice President for Development and University Relations	2011				250	
Vice President for Diversity and Inclusion	2009			150		
Vice President for Finance	2012					250
Vice President for Information Technology	2009		200			
Vice President for Outreach and International Affairs	2011				300	
Vice President for Research	2012					300
Vice President for Student Affairs	2009		250			
Total Budgeted Hours		1100	1150	1150	1050	1150
Number of Reviews		4	5	5	5	5

NOTE: Compliance reviews include all departments reporting to the respective senior management area.

**PROPOSED FIVE-YEAR CORE AUDIT PLAN
FOR FISCAL YEAR 2012-13 THROUGH FISCAL YEAR 2016-17**

Area	2013	2014	2015	2016	2017
Enrollment Services	Financial Aid – State & Inst. Prog., Overaward	Financial Aid – Inst. & Stud. Eligibility, Title IV Return, Quality Assur.	Financial Aid – Federal Prog., Dept. Schol., Fin. Reporting	Financial Aid – State & Inst. Prog., Overaward	Financial Aid – Inst. & Stud. Eligibility, Title IV Return, Quality Assur.
	Graduate Education	Student Residency Status		Admissions	Registrar
Research	Sponsored Programs – Proposals, Award Neg.	Sponsored Programs – Compliance, Close-Out	Sponsored Programs – A/R, Cash Mgt.	Sponsored Programs – Proposals, Award Neg.	Sponsored Programs – Compliance, Close-Out
	VTTI	Fralin Life Science Institute	ICTAS	VTCRI	VBI
		BioSafety	Cost Transfers	Conflict of Interests	Effort Reporting
Human Resources/Payroll	Compensation & Classification	Hiring & Termination	Leave Accounting	Benefits	Payroll Transactions
Auxiliary Enterprises	Career Services	Housing & Residence Life	Health and Counseling Centers	Electric Services	Inn @ VT
	NCAA – Recruiting	Athletics – Operations	NCAA – Financial Aid	NCAA – Eligibility	NCAA – Recruiting
Facilities Management	Real Estate/Architecture	Facilities Operations	EHSS	Planning, Design & Construction	Building Official
	Records Management	Facilities WorkOrder System	Utilities	Mail Services	Printing Services
		Fleet Srvs, Parking & Transportation	Renovations		
Procurement & Payment / Financial	Controller's Office – Financial/ Cost Acctg	Purchasing & Accounts Payable	Controller's Office – Risk Management	Controller's Office – General Accounting	Controller's Office – Fixed Assets
	Bursar's – Institutional Loans & Collections	Bursar – Cash Receipts & Disb.	Bursar – Student Revenue	Bursar's – Institutional Loans & Collections	Bursar – Cash Receipts & Disb.
Academic Units	Animal & Poultry Sciences	Computer Science Engineering	Electrical & Computer Engineering	Crop and Soil Environmental Sciences	Engineering Science & Mechanics
	Fish and Wildlife Conservation	College of Veterinary Medicine	Civil & Environmental Engineering	Materials Science & Engineering	Geosciences
	Psychology	School of Education	Horticulture	Physics	Biochemistry
		Aerospace & Ocean Engineering	School of Public and International Affairs	Human Development	Biological Systems Engineering
Off-Campus Locations (Virginia & International)	Virginia Cooperative Extension	Alson H. Smith Jr. and Middleburg ARECs	Virginia Cooperative Extension	Eastern Shore AREC	Institute for Advanced Learning & Research
	OIRED	VP for National Capital Region	Reynolds Homestead	Roanoke Center	Richmond & Hampton Roads Centers

**PROPOSED FIVE-YEAR CORE INFORMATION TECHNOLOGY AUDIT PLAN
FOR FISCAL YEAR 2012-13 THROUGH FISCAL YEAR 2016-17**

Year	Audit	ISO 27002 Coverage Areas											
		Risk Assessment	Security Policy	IT Security Organization	Asset Management	Human Resources Security	Physical and Environmental Security	Communications and Operations Management	Access Control	Information Systems Acquisition, Development, and Maintenance	Business Continuity	IT Security Incident Management	Compliance
2013	Disaster Recovery	✓		✓	✓			✓			✓		
2013	Interfaces and Wires								✓				
2013	Mobile Device Security				✓		✓	✓					
2013	Outsourced Systems						✓		✓				
2014	Banner Applications		✓				✓	✓					
2014	Employee Access Life Cycle			✓		✓							
2014	PCI Compliance								✓				
2014	Wireless Security						✓	✓	✓				
2015	IT Security Incident Response				✓	✓	✓		✓	✓			
2015	Network (Routers & Firewalls)						✓	✓	✓				
2015	Project Management						✓		✓				
2015	Windows Server Security							✓					
2016	FERPA/HIPAA			✓			✓						✓
2016	Oracle Database			✓					✓				
2016	Printer Security						✓	✓					
2016	UNIX Server Security							✓					
2017	Banner Applications		✓				✓	✓					
2017	COOP Review	✓		✓	✓		✓				✓		
2017	General Controls Review			✓		✓	✓						✓
2017	Surplus Property						✓						

Note: Audits will include coverage of all critical or sensitive risk domains (Student, Finance, Human Resources, and Research) of the university.

PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2012-13 AUDIT PLAN

The description of the preliminary audit scope for projects on the fiscal year 2012-13 audit plan is detailed below. However, the preliminary scope is subject to change as the audit objectives are based on identified business goals and objectives, potential risks, and processes designed to mitigate those risks during the audit planning process. The annual expenditures and revenues referenced below reflect fiscal year 2010-11 data.

Periodic Reviews of Colleges, Schools, and Departments: The objective of these audits is to assure sound business practices are in place and processes are in compliance with university policies. These reviews will focus on the unit's business objectives and will evaluate controls and business risks. Tests of records may include core business functions such as contract and grant administration, service centers, health and safety, facility security, conflict of interest, and systems and network security as applicable, to determine if processes effectively manage risks, safeguard assets, and comply with policies.

Academic Reviews:

Animal and Poultry Sciences – In addition to traditional teaching and research, the department maintains livestock herds and flocks at six centers on campus and at nearby Kentland Farm. This department within the College of Agriculture and Life Sciences has expenditures of \$8.4 million, including \$3.3 million in sponsored research. While the last audit of this college was in 2008, the Department of Animal and Poultry Science has never received a focused audit.

Fish and Wildlife Conservation – The department within the College of Natural Resources and Environment has expenditures of \$7.9 million, including \$6.1 million in sponsored research, which is an 89 percent increase since 2008. While the last audit of the college was in 2005, the Department of Fish and Wildlife Conservation has never received a focused audit.

Psychology – The department within the College of Science has more than 70 graduate students and 800 undergraduate students. The department has expenditures of \$6.4 million, including \$2 million in sponsored research representing a 26 percent increase since 2008 and includes a large portion focused on human subjects. While the last audit of the college was in 2008, the Department of Psychology has not received a focused audit since 2002.

Athletics NCAA Compliance: Virginia Tech sponsors 21 varsity sports at the NCAA Division I level. The department's operating revenues were approximately \$66.9 million and expenditures were \$62.6 million. Internal Audit conducts a complete audit of Athletics over a four-year period. This audit will include reviews of recruiting, institutional control, and awards, benefits, and expenses. The last audit of these NCAA activities was in 2009.

PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2012-13 AUDIT PLAN

Career Services: Career Services within the Division of Student Affairs functions as the primary resource for actively engaging students in their career aspirations by assisting with: academic major selection, attainment of career-related experience, and the development and pursuit of post-graduate career plans. Career Services hosts the Hokies4Hire web-based resume and hiring system for students and alumni. Career Services also coordinates and hosts the On-Campus Interviewing (OCI) Program for eight weeks in the fall semester and eight weeks in the spring semester. Approximately 10 percent of graduates accept full-time positions through OCI. Career Services has expenditures of \$2.3 million and revenues of \$2.9 million. This review will focus on business operations, revenues and fees, and employer prospecting and recruiting. The last audit of this office was in 2004.

Financial Reporting and Cost Accounting: The Financial Reporting section of the Controller's Office is responsible for preparing the university's annual audited financial statements, the National Science Foundation (NSF) Report of research expenditures, and various other reports and surveys as required by federal and state reporting requirements as well as third parties. The Cost Accounting section of the Controller's Office is responsible for preparing the university's annual fringe benefit proposal as well as the university's Federal Facilities and Administrative (F&A) cost proposal. It is also responsible for approving new service centers, monitoring and completing annual reviews of all existing service centers, and offers training on cost accounting standards and other topics. For Financial Reporting, this review will focus on financial statements, NSF reports, and the process for establishing and monitoring organization and account codes in Banner. For Cost Accounting, this review will focus on the fringe benefit proposal, F&A proposal, and service centers. The last audit of these activities was in 2007.

Graduate Education: The Graduate School is responsible for the development, administration, and evaluation of graduate education throughout the university. The graduate school offers 150 masters and doctoral degree programs, awards more than 1,500 master's degrees and 400 doctoral degrees annually. Virginia Tech has approximately 9,200 graduate students enrolled including more than 1,600 international graduate students from more than 90 countries. This review will focus on the graduate admission process, degree progress monitoring, scholarship and fellow programs, and health and safety. The last audit of the Graduate School was in 2005.

Human Resources: Compensation and Classification: Compensation Management is a wide-ranging activity within Human Resources at Virginia Tech. Programs covered by Compensation Management include: in-band adjustments, interpreting and developing policy related to the Fair Labor Standards Act, pay strategy, pay structure, and role changes. The Classification activity within Human Resources refers to the coordination of distinct employment categories at Virginia Tech including faculty, staff, and wage. Each of these classifications has their own policies and procedures governing conduct, pay structure, and benefits programs. The last audit of these activities was in 2009.

PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2012-13 AUDIT PLAN

IT-Disaster Recovery: As Virginia Tech's operational reliance on information technology (IT) has grown, so has the risk associated with a loss of IT resources in the event of a disaster, whether natural or human-induced. Disaster recovery planning includes developing policies and procedures, at the department and central levels, to prepare for the recovery or continued availability of critical technology infrastructure and systems. A disaster recovery plan is a subset of a continuity of operations plan (COOP) and focuses specifically on the IT systems and infrastructure instead of the overall efforts to keep the organization running. A high level of communication between central administration and departments is vital to coordinate the overall readiness to recover in the event of a disaster. This audit will focus on the university level initiatives in this area as well as how departments are managing these processes. No audit of this nature has been conducted of the disaster recovery environment.

IT-Interfaces and Wires: Virginia Tech sends a large number of highly sensitive transmissions to external entities through electronic means. These processes are often mandated and examples include the transfer of funds or the submission of sensitive information. Often times, the receiving party dictates the security in place over the transmission, and may even require that data is sent unencrypted to work with existing systems. This audit will identify high-risk transmissions and focus on the security of the processes in place. No audit has been conducted of the interfaces and wires environment.

IT-Mobile Device Security: The use of mobile devices has increased rapidly in recent years. Smart phones and tablets are frequently used at Virginia Tech to access university data and systems including web-based applications and university email, which can include sensitive data in the form of attachments. Security configurations and requirements vary greatly across the industry. This audit will focus on the policies and procedures surrounding mobile device security from both the department and central administrative perspectives. No audit has been conducted of the mobile device security environment.

IT-Outsourced Systems: In addition to mandatory submission of data to third parties, Virginia Tech has procured entire systems through outsourcing agreements to host and process institutional data. Examples include an outsourced e-commerce system for procuring goods or services and systems intended to meet requirements for meeting federal immigration requirements. In addition to these high-visibility centrally purchased systems, there are departmental systems outside of the university environment that may have highly sensitive data, yet have not been approved by central administration due to long-term existence or due to relatively low financial impact. This audit is intended to identify and review the security of departmentally and centrally purchased outsourced systems. No audit has been conducted of the outsourced systems environment.

Office of International Research, Education, and Development (OIREd): OIREd supports the international mission of Virginia Tech through collaborative programs in research, education, and technical assistance. Currently, OIREd oversees projects in

PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2012-13 AUDIT PLAN

more than 40 countries throughout Asia, Africa, Latin America, the Caribbean, and Europe. As part of the university's Outreach and International Affairs division, OIRED provides access to the full range of expertise available at Virginia Tech and through project partners around the world. The sponsored research awards totaled \$10.6 million and expenditures were \$6.5 million, which represent 127 percent and 19 percent increases from 2009 respectively. The last audit of OIRED was in 2005.

Office of Sponsored Programs: The Office of Sponsored Programs (OSP) has the responsibility of ensuring compliance with all policies and procedures (university, state, federal, and individual sponsor) as they relate to externally funded grants and contracts. The office provides full service throughout the lifecycle of a project, from preliminary budget review to award closeout. A complete audit of OSP occurs over a three-year period. This audit will focus on proposals and award negotiations. The last audit of this activity was in 2010.

Office of the University Bursar: The Office of the University Bursar (OUB) has the responsibility of providing timely and accurate billings to students and general users of the university's services and ensuring that payments and credits are received and properly applied to each customer's account in a timely manner. Other responsibilities include disbursement of payroll, handling all university payables, collection of delinquent accounts and notes receivable, and administration of the Budget Tuition Program. A complete audit of OUB occurs over a three-year period. This audit will focus on institutional loans and collections. The last audit of institutional loans was in 2009, while collections have not been reviewed since 2005.

Real Estate Management and Architecture: The departments of Real Estate Management and Architecture both report to the Office of University Planning. The Real Estate Management department provides assistance to the university community in the areas of leasing and property management of real estate, property acquisitions, transfers, and sales, and the disposal and demolition of surplus buildings. Real Estate Management also serves as the repository of all university deeds, leases, and other real estate documents. The Architecture department provides guidance and leadership to the long range planning of Virginia Tech's physical environment and to the design of specific building in support of the university's mission and strategic vision. Architecture provides oversight of master planning and input on the consistent application of university design standards, and also assists in the development of the six-year capital plan. The last audit of Real Estate Management was in 2006, but no audit has been conducted of Architecture.

Records Management: Records Management is an administrative technique that provides management and control over the files and records of the university to enhance efficiency and effectiveness. It includes activities associated with the creation, movement, retention, retrieval, duplication, safekeeping, and destruction of records. Another key facet of Records Management is electronic discovery (E-Discovery) in civil litigation related to the exchange of information in an electronic format. At Virginia

PRELIMINARY SCOPE DESCRIPTIONS OF FISCAL YEAR 2012-13 AUDIT PLAN

Tech, the E-Discovery group in Network Infrastructure and Services provides support to Virginia Tech's University Legal Counsel. The University Records Manager works in the Records Management Services (RMS) department within Transportation and Campus Services reporting to Facilities Services. The University Records Manager is responsible for compliance with the Virginia Public Records Act and is the liaison officer with the State Library of Virginia. RMS operates the records center facility with over 19,000 boxes of inactive records, provides off-site storage of computer back-up tapes, and performs large volumes shredding services. No audit has been conducted of this activity.

University Scholarships and Financial Aid: The Office of University Scholarships and Financial Aid (USFA) is part of the Enrollment Management area reporting to the Vice President and Dean for Undergraduate Education. USFA supports the university's student access, enrollment, and retention goals by providing the financial means to encourage economic, social, cultural, and academic diversity in the student body. USFA provided or monitored approximately \$391 million of student financial assistance in fiscal year 2010-11. A complete audit of USFA is performed over a four-year period. This audit will include state and institutional scholarships and overawards. The last audit of this activity was in 2010.

Virginia Cooperative Extension: Virginia Cooperative Extension (VCE) is an educational outreach program of Virginia's land-grant universities: Virginia Tech and Virginia State University. Extension programs are delivered through a network of faculty at two universities, 107 county and city offices, 11 agricultural research and extension centers, and six 4-H educational centers. In 2010, VCE reached more than 1.8 million people through face-to-face programs, and volunteers numbered 25,650 people giving more than 811,000 hours of their time in support of VCE programs. VCE had \$21.2 million in expenditures and \$16 million in revenue including \$15.5 million in cash receipts. The last audit of this area was in 2010.

Virginia Tech Transportation Institute: The Virginia Tech Transportation Institute (VTTI) serves as Virginia Tech's largest university-level research center. In 2005, due to VTTI's continued research leadership, VTTI was designated the National Surface Transportation Safety Center for Excellence. The institute, reporting to the Vice President for Research, has expenditures of \$33 million and conducts \$27 million in sponsored research, which is a 136 percent increase since 2008. This audit will include a review of VTTI's sponsored research, compliance with university policies and procedures regarding health and safety, and the financial and administrative activity of the institute. The last audit of this office was in 2008.

Compliance Reviews: Internal Audit will continue its program of limited scope reviews of senior management areas. These surveys review major aspects of a department's administrative processes using internal control questionnaires and limited testing that provides broad audit coverage ensuring compliance with university policies on campus.

Review and Acceptance of Internal Audit Reports Issued

FINANCE AND AUDIT COMMITTEE

April 24, 2012

Background

In concurrence with the fiscal year 2011-12 Internal Audit Plan approved by the Finance and Audit Committee at the August 28, 2011 Board of Visitors meeting, the department has completed five risk-based audits and one compliance review during this reporting period. This report provides a summary of the ratings issued during the period and the rating system definitions. Internal Audit continues to make progress on the annual audit plan.

Ratings issued this period

Institutional Review Board for Human Subjects	Improvements are recommended
Mechanical Engineering	Significant improvements are needed
University Registrar	Improvements are recommended
IT: Identity Assurance Using eToken Certificates	Effective
Non-general Fund Revenue	Improvements are recommended
College of Architecture and Urban Studies	Significant improvements are needed

Summary of Audit Ratings

Internal Audit's rating system has four tiers from which to assess the controls designed by management to reduce exposures to risk in the area being audited. The auditor can use professional judgment in constructing the exact wording of the assessment in order to capture varying degrees of deficiency or significance.

Definitions of each assessment option

Effective – The audit identified opportunities for improvement in the internal control structure, but business risks are adequately controlled in most cases.

Improvements are Recommended – The audit identified occasional or isolated business risks that were not adequately or consistently controlled.

Significant or Immediate Improvements are Needed – The audit identified several control weaknesses that have caused, or are likely to cause, material errors, omissions, or irregularities to go undetected. The weaknesses are of such magnitude that senior management should undertake immediate corrective actions to mitigate the associated business risk and possible damages to the organization.

Not Reliable – The audit identified numerous significant business risks for which management has not designed or consistently applied controls prior to the audit. Persistent and pervasive control weaknesses have caused or could cause significant errors, omissions, or irregularities to go undetected. The weaknesses are of such magnitude that senior management must undertake immediate corrective actions to bring the situation under control and avoid (additional) damages to the organization.

RECOMMENDATION:

That the internal audit reports reviewed above be accepted by the Finance and Audit Committee.

2012-14 General Assembly Biennial Budget Update

FINANCE AND AUDIT COMMITTEE

May 15, 2012

Overview of the Appropriations Process

On September 19, 2011, the university submitted budget decision packages supporting the university's recent six-year plan submission to the Department of Planning and Budget for consideration in the development of the Executive Budget for the 2012-14 biennium. Governor McDonnell presented the Executive Budget for the upcoming biennium, along with his proposed amendments to the 2010-12 biennial budget, on Monday, December 19, 2011. The General Assembly session opened on January 11, 2012 and was scheduled to complete its work by March 10, 2012.

No budget was agreed upon prior to adjournment, and the General Assembly immediately began a Special Session so that each chamber's financial committees could continue work on the budget. A Conference Committee budget was made available on April 15, 2012, and was accepted by each body on April 17, 2012. The Governor has 30 days to provide any amendments or vetoes of budget items to the General Assembly for final approval. This report presents the major elements of the 2012 General Assembly 2012-14 biennial budget proposal. An attached schedule compares the final General Assembly budget with the Executive Budget proposed by the Governor in December 2011.

2012 General Assembly Biennial Budget

The following is a brief summary of the items of particular interest to Virginia Tech:

Operating Budgets:

University Division (Agency 208)

- **New General Fund Support:** The General Assembly budget includes \$3,887,089 incremental General Fund operating support in each year restricted to the following purposes:
 - \$1,725,992 for base operating support,
 - \$685,667 to continue Virginia undergraduate enrollment growth,
 - \$879,420 to support initiatives in the university's Six-Year plan,
 - \$296,000 to facilitate the Department of Education's "VA View" program, and
 - \$300,000 to support the Virginia Space Grant Consortium's internship program.

- **Reallocation:** In lieu of budget reductions, the General Assembly budget asks colleges and universities to reallocate approximately 1.5 percent in the first year and two percent in the second year of their current E&G General Fund budgets to leverage the state's investment in advancing the objectives of the Higher Education Opportunity Act (HEOA). The targets for Virginia Tech of \$1.9 million GF in 2012-13 and \$2.7 million GF in 2013-14, which are currently part of the university's budget, will stay within the university's budget. The expectation is that these funds will be redirected from lower priority items to high priority initiatives that address the goals of the HEOA.
- **Operation and Maintenance of New Facilities:** No new Operation and Maintenance support was included in the General Assembly budget.
- **Research:** An additional \$0.75 million GF is included to support brain disorder research at Virginia Tech.
- **Student Financial Aid:** An increase of \$0.4 million GF for undergraduate student financial aid is included in the General Assembly budget. An additional \$0.3 million GF for graduate student financial aid is included in the second year of the biennium.
- **Unique Military Activities:** The General Assembly budget increases support for the Unique Military Activities program at the university by \$150,000 GF in each year.
- **Equipment Trust Fund:** Funding for the first year of the biennium was increased by \$1.98 million for research equipment, bringing total funding to \$12.6 million GF comprised of \$8.3 million GF of traditional allocation and \$4.3 million GF for research equipment. Funding for the second year of the biennium is maintained at the current level of \$10.6 million GF, comprised of \$8.3 million GF of traditional allocation and \$2.3 million GF for research equipment.
- **Technical Adjustments:** The General Assembly budget includes several nongeneral fund and position adjustments submitted by the university to align the external budget with the actual current activities of the university. These adjustments do not reflect growth in future activities.

Virginia Cooperative Extension/Agricultural Experiment Station Budget (Agency 229)

- **General Fund Support:** The General Assembly budget included an additional \$500,000 GF in each year to support the agency's Critical Staffing Initiative.

Compensation

- **Salary Bonus:** A three percent contingent bonus for employees is planned for December 2012, provided that statewide savings of \$77.2 million are achieved by June 30, 2012. The bonus would be fund split by the state and the university. Important criteria for the bonus include:

- Employees must be employed on April 1, 2012 and remain employed through November 24, 2012.
 - Employees must have achieved “Meets Expectations” or equivalent on performance evaluation and have no active written notices for conduct.
 - If the statewide savings fall short of the \$77.2 million goal, the bonus percentage would be prorated.
- **Faculty Base Compensation:** The General Assembly budget included General Fund support in both Agency 208 and 229 for a fund-split share of a two percent base salary increase for faculty effective July 10, 2013, assuming state revenue targets are met. No base increase is included in the first year of the biennium.
 - **Staff Base Compensation:** The General Assembly budget includes central provisions to fund a two percent base salary increase for all staff effective July 10, 2013, assuming state revenue targets are met. No base increase is included in the first year of the biennium.
 - **Virginia Retirement System:** The *Employer* contribution rate was increased from 6.58 percent to 8.76 percent. *Employee* contribution rates were not increased in the General Assembly budget.
 - **Health Care:** The employer share of health insurance premiums will increase approximately 12 percent. Employees will likely see \$10-\$15 increase in premiums per month, with no increase in the copay requirement.

Statewide Issues

- **Auxiliary Interest Earnings:** The allocation of interest earnings on Auxiliary enterprise balances was restored in the General Assembly budget. This action restores approximately \$188,000 to the university.
- **Higher Education Reversion:** An existing \$10 million reversion pool (yet-to-be-allocated system-wide reduction pool) for higher education was removed in 2011-12 and each year of the coming biennium. This resolved a longstanding concern and averts a likely budget reduction for each institution of higher education.
- **Eminent Scholars Program:** Funding for the Eminent Scholars program was eliminated. This is a reduction of \$3.4 million GF system-wide and a loss of approximately \$166,000 GF annually for Virginia Tech.
- **Commonwealth Capital and Equipment Fee:** The General Assembly increased the nongeneral fund assessment to the university for nonresident student debt service by approximately \$1.50 per credit hour. Each nonresident student will now be responsible for \$604 per year to be transferred to the state. This action absorbs tuition revenue capacity and passes additional state costs directly onto nonresident students.

Other areas of interest

- **Financial Aid:** No new language affecting financial aid was included in the General Assembly budget. However, Governor McDonnell has indicated publicly that he will ask the Higher Education Advisory Council to study the use of tuition resources for financial aid purposes in the coming year.
- **Virtual Library:** The General Assembly budget includes \$1.4 million in each year for the Virtual Library of Virginia to benefit students and faculty of higher education institutions, including expanded use of e-books.
- **Public Broadcasting:** The General Assembly Budget eliminated funding for public broadcasting in the biennium.

Capital Outlay

- **Maintenance Reserve:** The state continued funding its long standing program to ensure facilities are properly maintained. Virginia Tech would receive \$11.3 million for the biennium, which is the largest allocation in the system.
- **Repair and Infrastructure Pool:** The General Assembly budget provides funding for a new facilities repair pool supporting 37 projects across the state, including \$5.5 million for the university's **Address Fire Alarm Systems and Access** project.
- **Detailed Planning:** The General Assembly budget created planning pools to advance new capital outlay items. The university's **Classroom Building** and **Renovate/Renew Academic Buildings** are included in the pools. The university is authorized to proceed through detailed planning and through the end of working drawings using nongeneral fund resources which will be reimbursed when construction funds are appropriated. The constructions funds for the Renovate/Renew Academic Buildings may be appropriated from the state after the Classroom Building project has moved into the construction phase.
- **College of Veterinary Medicine Instruction Addition:** The General Assembly continued the \$14 million of nongeneral fund authorization for the university to issue \$11 million debt through the Virginia College Building Authority and to self-fund \$3 million of nongeneral fund resources as originally authorized in the Executive budget. The project is underway pursuant to a Board of Visitors approval received under the restructuring authorization. This authorization would provide access to the most favorable cost of capital for permanent financing of the project.

Gubernatorial Amendments

On Saturday, May 5th, Governor McDonnell submitted additional amendments to the General Assembly to modify the recommended budget. In these amendments, the Governor eliminated all state support for the three percent bonus program at institutions of higher education, and inserted language requiring institutions to fully fund the cost of

any bonus in 2012-13 through nongeneral fund resources. This action would have represented a significant departure from the traditional fund-splitting of compensation costs, and would have resulted in an additional \$3.3 million cost to Virginia Tech to facilitate the statewide bonus to employees of the university. However, this action was not supported by the General Assembly at the Reconvened (Veto) Session on May 14, 2012, restoring the traditional fund-split for the 2012-13 bonus. As of the writing of this report, the budget now rests with the Governor for final approval.

Schedules 1 and 2 are attached and summarize the major changes of the state budget that effect the university's operating and capital budgets.

GENERAL ASSEMBLY BUDGET UPDATE

as of May 15, 2012

(\$ in thousands)

Operating Budget**General Fund****University Division**

Base Budget Adequacy	\$ 2,219	\$ 2,219
Degree Growth Incentives	2,606	2,606
Enrollment Growth	283	283
Base Operating Support	-	-
Enrollment Growth & 2011 GA Enrollment Growth Agreement	-	-
6-Year Plan, STEM	-	-
VIEW Programming (Vital Information for Education and Work)	-	-
STEM internship program with VA Space Grant Consortium	-	-
2% Faculty Salary Increase in 2013-14	-	-
<i>Subtotal University Division Operating</i>	5,108	5,108

Other Programs

Assignment of Debt Service to Nonresident Students		
Eliminate Eminent Scholars Program	(164)	(164)
Brain Research	1,500	1,500

Financial Aid

Undergraduate Financial Aid	339	339
Graduate Financial Aid	-	-
<i>Subtotal Financial Aid</i>	339	339

Equipment Trust Fund

10,623 10,623

Auxiliary Enterprise - Interest Earnings

- -

Unique Military Activities

- -

Technical Adjustments (fringe rate changes, workers comp)

1,302 1,321

Cooperative Extension/AES Division (CE/AES)

Critical Staffing Initiative	-	-
2% Faculty Salary Increase in 2013-14		
Technical Adjustments	454	454
<i>Subtotal CE/AES</i>	454	454

Total State Support

\$ 19,162 \$ 19,181

General Assembly	
2012-13	2013-14
-	-
-	-
-	-
\$ 1,726	\$ 1,726
686	686
879	879
296	296
300	300
-	1,944
3,887	5,831
(571)	(571)
(164)	(164)
750	750
-	-
-	-
445	445
-	268
445	713
12,606	10,623
-	-
189	189
-	-
150	150
-	-
1,302	1,321
-	-
-	-
500	500
-	693
454	454
954	1,647
\$ 19,548	\$ 20,489

(a)

(b)

(c)

Notes:

Amounts in second year are cumulative for both years.

(a) VIEW program previously under Department of Education. Amount estimated.

(b) Increased allocation for research equipment in 2012-13.

(c) Estimated amount for Virginia Tech.

GENERAL ASSEMBLY BUDGET UPDATE

as of May 15, 2012

(\$ in thousands)

Capital Budget

	Executive Budget		General Assembly	
	State	NGF	State	NGF
Maintenance Reserve	\$ 17,298		\$ 11,298	-
Central Repair and Infrastructure Pools				
Address Fire Alarm Systems and Access			5,502	
Pre-Planning				
Classroom Building	250			
Chiller Plant, Phase II	250			
Detail Planning				
Classroom Building			<i>Listed in Pool</i>	\$ 1,282
Academic Building Renovation/Renewal				<i>Listed in Pool</i>
Construction				
College of Veterinary Medicine Instruction		\$ 14,000		14,000
Total	\$ 17,798	\$ 14,000	\$ 16,800	\$ 15,282

Note:

The designation "Listed in Pool" reflects inclusion in an appropriation amount for a pool of funds which listed projects titles by agency without dollar amounts for specific projects.

Financial Performance Report - Operating and Capital

FINANCE AND AUDIT COMMITTEE

July 1, 2011 to March 31, 2012

The Financial Performance Report of income and expenditures is prepared from two sources: actual accounting data as recorded at Virginia Tech and the annual budgets which are also recorded in the university accounting system. The actual accounting data reflect the modified accrual basis of accounting, which recognizes revenues when received rather than when earned and the expenditures when obligated rather than when paid. The Original Budget was approved by the Board of Visitors at the June meeting. The Adjusted Budget reflects adjustments to incorporate actual experience or changes made during the fiscal year. These changes are presented for review and approval by the Finance and Audit Committee and the Board of Visitors through this report. Where adjustments impact appropriations at the state level, the university coordinates with the Department of Planning and Budget to ensure appropriations are reflected accurately.

The July to March 2011-12 budget (year-to-date) is prepared from historical data which reflects trends in expenditures from previous years as well as known changes in timing. Differences between the actual income and expenditures and the year-to-date budget may occur for a variety of reasons, such as an accelerated or delayed flow of documents through the accounting system, a change in spending patterns at the college level, or increases in revenues for a particular area.

Quarterly budget estimates are prepared to provide an intermediate measure of income and expenditures. Actual revenues and expenditures may vary from the budget estimates. The projected year-end budgets are, however, the final measure of budgetary performance.

OPERATING BUDGET

1. Tuition and fee revenue is ahead of historical projections due to a higher than anticipated summer enrollment and fall-to-spring retention rate.
2. All Other Income is higher than projections due to the timing of revenue collections from Continuing Education courses.
3. Academic Program expenditures are ahead of projections due to the timing of operating expenditures and recoveries. Support Program expenditures are less than projected due to the timing of Workers Compensation payments and other operating expenditures.
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 revenues in the Cooperative Extension/Agricultural Experiment Station Division were less than the projected budget due to the timing of receipt of federal drawdowns and lower than anticipated expenditures.
5. Federal stimulus revenue collections exceed budget due to the timing of a draw that was requested in 2010-11, but received in 2011-12.
6. Academic Program expenditures are behind historical projections due to slower than anticipated recruitment for vacant positions.
7. Quarterly and projected annual variances are explained in the Auxiliary Enterprises section of this report.
8. Historical patterns have been used to develop a measure of the revenue and expenditure activity for Sponsored Programs. Actual revenues and expenses may vary from the budget estimates because projects are initiated and concluded on an individual basis without regard to fiscal year. Total sponsored research revenues and expenditures are less than projected, but sponsored research expenditures are ahead of 2010-11 activity levels.
9. Revenues and expenditures for All Other Programs were less than projected due to lower than anticipated investment earnings and timing of Surplus Property and Federal Work Study activity.
10. The General Fund revenue budget has been increased by \$33,290 for Virtual Library of Virginia distribution costs. The corresponding expenditure budget has been adjusted accordingly.
11. The annual budget for Tuition and Fees has been increased by \$25,800 for the Virginia/Maryland Regional College of Veterinary Medicine regional capitation agreement, and decreased by \$254,319 for the finalization of tuition, fees, and unfunded scholarship budgets. The corresponding expenditure budgets have been adjusted accordingly.
12. Unexpended federal stimulus funds from June 30, 2011 were re-appropriated in 2011-12.
13. The All Other Income revenue budget for the University Division has been increased by \$2,550,000 for projected growth in Continuing Education programs, by \$162,210 for the electric demand response program, and \$239,500 for miscellaneous earmarked revenues. The corresponding expenditure budgets have been adjusted accordingly.
14. The revenue budget for federal appropriations has been increased by \$1,635,000 to carryover unexpended federal funds. The corresponding expenditure budgets have been adjusted accordingly.
15. The All Other Income revenue budget for the CE/AES Division has been increased by \$75,000 due to increased milk and cattle sales.
16. The projected year-end revenue and expense budgets for Student Financial Assistance were increased by \$32,750 for the VA Military Survivors & Dependents Program, \$267,668 for the Commonwealth Scholarship Assistance Program, \$80,000 for the 2-Year College Transfer Grant, and by \$1,903 for the carryover of unexpended balances as of June 30, 2011.
17. The projected annual budgets were adjusted by \$7,000 to finalize the All Other Programs budget and for outstanding 2010-11 commitments that were initiated but not completed before June 30, 2011.

OPERATING BUDGET
2011-12

Dollars in Thousands

	July 1, 2011 to March 31, 2012			Annual Budget for 2011-12		
	Actual	Budget	Change	Original	Adjusted	Change
Educational and General Programs						
<u>University Division</u>						
<u>Revenues</u>						
General Fund	\$106,117	\$106,117	\$0	\$135,365	\$135,398	\$33 (10)
Tuition and Fees	345,183	344,350	833 (1)	347,723	347,495	-228 (11)
Federal Funds (ARRA)	4	4	0	0	4	4 (12)
All Other Income	25,840	24,864	976 (2)	29,175	32,127	2,952 (13)
Total Revenues	\$477,144	\$475,335	\$1,809	\$512,263	\$515,024	\$2,761
<u>Expenses</u>						
Academic Programs	\$-243,939	\$-241,858	\$-2,081 (3)	\$-318,243	\$-320,656	\$-2,413 (10,11,12,13)
Support Programs	-129,456	-131,664	2,208 (3)	-194,020	-194,368	-348 (10,11,12,13)
Total Expenses	\$-373,395	\$-373,522	\$127	\$-512,263	\$-515,024	\$-2,761
NET	\$103,749	\$101,813	\$1,936	\$0	\$0	\$0
<u>CE/AES Division</u>						
<u>Revenues</u>						
General Fund	\$47,134	\$47,134	\$0	\$59,942	\$59,942	\$0
Federal Appropriation	11,323	12,425	-1,102 (4)	14,325	15,960	1,635 (14)
Federal Funds (ARRA)	3,415	1,853	1,562 (5)	0	1,853	1,853 (12)
All Other Income	825	664	161	809	884	75 (15)
Total Revenues	\$62,697	\$62,076	\$621	\$75,076	\$78,639	\$3,563
<u>Expenses</u>						
Academic Programs	\$-53,710	\$-54,392	\$682 (6)	\$-69,112	\$-72,532	\$-3,420 (12,14,15)
Support Programs	-2,722	-2,755	33	-5,964	-6,107	-143 (12,14,15)
Total Expenses	\$-56,432	\$-57,147	\$715	\$-75,076	\$-78,639	\$-3,563
NET	\$6,265	\$4,929	\$1,336	\$0	\$0	\$0
Auxiliary Enterprises						
Revenues	\$219,980	\$218,139	\$1,841 (7)	\$246,265	\$259,411	\$13,146 (7)
Expenses	-174,239	-177,962	3,723 (7)	-238,797	-267,289	-28,492 (7)
Reserve Drawdown (Deposit)	-45,741	-40,177	-5,564 (7)	-7,468	7,878	15,346 (7)
NET	\$0	\$0	\$0	\$0	\$0	\$0
Sponsored Programs						
Revenues	\$205,184	\$207,002	\$-1,818 (8)	\$283,188	\$283,188	\$0
Expenses	-209,069	-210,147	1,078 (8)	-283,188	-283,188	0
Reserve Drawdown (Deposit)	3,885	3,145	740 (8)	0	0	0
NET	\$0	\$0	\$0	\$0	\$0	\$0
Student Financial Assistance						
General Fund	\$18,554	\$18,554	\$0	\$18,174	\$18,554	\$380 (16)
Federal Funds (ARRA)	49	5	44	0	5	5 (12)
Expenses	-17,605	-17,585	-20	-18,174	-18,561	-387 (12,16)
Reserve Drawdown	0	0	0	0	2	2 (16)
NET	\$998	\$974	\$24	\$0	\$0	\$0
All Other Programs *						
Revenue	\$3,380	\$4,178	\$-798 (9)	\$5,664	\$5,657	\$-7 (17)
Expenses	-3,818	-4,291	473 (9)	-5,664	-5,728	-64 (17)
Reserve Drawdown (Deposit)	438	113	325	0	71	71 (17)
NET	\$0	\$0	\$0	\$0	\$0	\$0
Total University						
Revenues	\$986,988	\$985,289	\$1,699	\$1,140,630	\$1,160,478	\$19,848
Expenses	-834,558	-840,654	6,096	-1,133,162	-1,168,429	-35,267
Reserve Drawdown (Deposit)	-41,418	-36,919	-4,499	-7,468	7,951	15,419
NET	\$111,012	\$107,716	\$3,296	\$0	\$0	\$0

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

AUXILIARY ENTERPRISE BUDGET

Attachment J

1. Revenues in Residence and Dining Halls are higher than projected due to higher than anticipated sales of Dining meal plans and Dining Dollars. Lower than projected expenses are due to timing of one-time projects and operating expenses.
2. Revenue in Parking and Transportation Services are higher than projected due to timing of one-time revenues associated with parking spaces displaced by capital projects. Expenses are lower than anticipated due to timing of operating expenses.
3. Revenue in Telecommunications Services is higher than expected due to earlier than projected self-generated revenue from on-campus projects and Mid-Atlantic Terascale Partnership membership. Expenses in Telecommunications Services are lower than projected due to timing of equipment purchases related to campus telecommunications infrastructure projects.
4. Revenues for the University Services System are higher than projected due to higher than projected student fees due to a higher than budgeted spring retention rate. Expenditures are lower than projected due to timing of operating expenses.
5. Expenditures for Intercollegiate Athletics are lower than projected due to timing of operating expenses and one-time Olympic sports renovation project expenses.
6. Expenditures for the Electric Service auxiliary are higher than projected due to timing of the purchase of electricity expenses.
7. Expenditures for Other Enterprise Functions are lower than projected due to timing of operating expenses and one-time project expenses.
8. The projected annual revenue, expense, and reserve budgets for Residence and Dining Halls were adjusted \$3.4 million for site planning, infrastructure expenses, and construction expenses for Phase IV of the Oak Lane Community, \$885 thousand for one-time residential and dining facility energy saving projects, \$815 thousand for pre-opening expenses for the new Turner Street Dining Center, \$438 thousand for maintenance repairs at the Center for European Studies and Architecture, and \$2.8 million for increased business activity and projects. Expenditures were partially offset by New Residence Hall West capital project savings which will be utilized to pay debt service.
9. The projected annual expense budget for Auxiliary Enterprises was adjusted for \$10.3 million in outstanding 2010-11 commitments and projects that were initiated but not completed before June 30, 2011. This amount includes \$2.0 million to fund project costs for the Telecom Fiber Optic project, \$1.2 million Center for the Arts project, \$2.1 million in residential projects, and \$3.0 million in athletic projects. The remainder is spread across the other auxiliary programs.
10. The projected annual revenue and expense budgets for Parking and Transportation were adjusted for increased Fleet Services activity and payment for parking spaces displaced by capital projects which will provide resources to restore parking spaces in other areas of campus.
11. The projected annual revenue and expense budget for the Telecommunications Auxiliary were adjusted for one-time campus projects.
12. The projected annual revenue, expense, and reserve budgets for the University Services System were adjusted for one-time operating and equipment purchases, as well as Recreational Sports McComas Hall expansion project savings which will be used to pay debt service.
13. The projected annual revenue budget for Intercollegiate Athletics was adjusted \$3.7 million to accommodate increased revenue from the NCAA Opportunity Fund, handling fees, basketball season tickets, conference allocation, private gifts, the ACC Championship Game, and Sugar Bowl, partially offset by lower than projected football ticket allocations, men's basketball season tickets, men's post season basketball tickets, and women's basketball settlements. Annual expense and reserve draw budgets were adjusted \$4.8 million to accommodate increased expenses for personnel actions, operating adjustments, sport related projects, the ACC Championship Game, the Sugar Bowl, and athletic locker rooms.
14. The projected annual revenue, expense, and reserve budgets for Electric Services were adjusted \$1.8 million to accommodate the increased cost of wholesale electricity, higher customer rates, and planned reserve restoration.
15. The projected annual revenue, expense, and reserve budgets for Other Enterprise Functions were adjusted for a technical accounting change as well as increased revenue and expenses in Printing Services, one-time multifunction printer equipment and operating expenses in the Library Photocopy Auxiliary, increased royalty revenue and contributions to scholarships in the Licensing and Trademark auxiliary, increased revenue and expenses in the Student Software Sales Auxiliary due to higher than anticipated business volume, and increased revenue and expenses in the Tailor Shop due to higher than anticipated enrollment.

**UNIVERSITY DIVISION
AUXILIARY ENTERPRISES**

Dollars in Thousands

	July 1, 2011 to March 31, 2012			Annual Budget for 2011-12		
	Actual	Budget	Change	Original	Adjusted	Change
Residence and Dining Halls						
Revenues	\$81,640	\$81,266	\$374 ⁽¹⁾	\$83,469	\$86,298	\$2,829 ⁽⁸⁾
Expenses	-59,110	-59,839	729 ⁽¹⁾	-80,702	-91,250	-10,548 ^(8,9)
Reserve Drawdown (Deposit)	-22,530	-21,427	-1,103 ⁽¹⁾	-2,767	4,952	7,719 ^(8,9)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Parking and Transportation						
Revenues	\$11,696	\$11,016	\$680 ⁽²⁾	\$10,318	\$12,973	\$2,655 ⁽¹⁰⁾
Expenses	-6,202	-6,501	299 ⁽²⁾	-9,893	-12,773	-2,880 ^(9,10)
Reserve Drawdown (Deposit)	-5,494	-4,515	-979 ⁽²⁾	-425	-200	225 ^(9,10)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Telecommunications Services						
Revenues	\$14,945	\$14,660	\$285 ⁽³⁾	\$15,965	\$17,365	\$1,400 ⁽¹¹⁾
Expenses	-12,694	-13,059	365 ⁽³⁾	-15,883	-20,075	-4,192 ^(9,11)
Reserve Drawdown (Deposit)	-2,251	-1,601	-650 ⁽³⁾	-82	2,710	2,792 ^(9,11)
Net	\$0	\$0	\$0	\$0	\$0	\$0
University Services System						
Revenues	\$33,249	\$32,819	\$430 ⁽⁴⁾	\$33,578	\$33,609	\$31 ⁽¹²⁾
Expenses	-22,026	-23,970	1,944 ⁽⁴⁾	-32,768	-33,443	-675 ^(9,12)
Reserve Drawdown (Deposit)	-11,223	-8,849	-2,374 ⁽⁴⁾	-810	-166	644 ^(9,12)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Intercollegiate Athletics						
Revenues	\$38,687	\$38,619	\$68	\$49,248	\$53,010	\$3,762 ⁽¹³⁾
Expenses	-38,659	-39,114	455 ⁽⁵⁾	-47,135	-54,951	-7,816 ^(9,13)
Reserve Drawdown (Deposit)	-28	495	-523 ⁽⁵⁾	-2,113	1,941	4,054 ^(9,13)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Electric Service						
Revenues	\$24,926	\$24,882	\$44	\$33,711	\$35,530	\$1,819 ⁽¹⁴⁾
Expenses	-23,994	-23,405	-589 ⁽⁶⁾	-33,099	-34,618	-1,519 ^(9,14)
Reserve Drawdown (Deposit)	-932	-1,477	545 ⁽⁶⁾	-612	-912	-300 ^(9,14)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Inn at Virginia Tech/Skelton Conf. Center						
Revenues	\$6,546	\$6,515	\$31	\$9,810	\$9,810	\$0
Expenses	-7,879	-8,035	156	-9,797	-9,860	-63 ⁽⁹⁾
Reserve Drawdown (Deposit)	1,333	1,520	-187	-13	50	63 ⁽⁹⁾
Net	\$0	\$0	\$0	\$0	\$0	\$0
Other Enterprise Functions						
Revenues	\$8,291	\$8,362	\$-71	\$10,166	\$10,816	\$650 ⁽¹⁵⁾
Expenses	-3,675	-4,039	364 ⁽⁷⁾	-9,520	-10,319	-799 ^(9,15)
Reserve Drawdown (Deposit)	-4,616	-4,323	-293 ⁽⁷⁾	-646	-497	149 ^(9,15)
Net	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL AUXILIARIES						
Revenues	\$219,980	\$218,139	\$1,841	\$246,265	\$259,411	\$13,146
Expenses	-174,239	-177,962	3,723	-238,797	-267,289	-28,492
Reserve Drawdown (Deposit)	-45,741	-40,177	-5,564	-7,468	7,878	15,346
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

CAPITAL OUTLAY BUDGET

Educational and General Projects

1. The current year and total project budget amounts reflect the available balance of maintenance reserve appropriation carried over from fiscal year 2011 and the state's allocation of \$5.649 million of Maintenance Reserve funds for fiscal year 2012.
2. This is a subproject of an E&G Blanket Authorization, which allows unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This subproject includes a \$1 million authorization to initiate planning for the Relocation of Agriculture programs. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
3. This project was authorized to plan an envisioned 8,000 gross square foot laboratory facility at the Virginia Tech Montgomery County Executive Airport. After analysis of site and cost options, the College of Engineering has requested to implement the project at the Corporate Research Center (CRC), Phase II. This location and delivery under the CRC will support the original program vision for an estimated total project cost of \$3.5 million.
4. This project encompasses a 77,500 gross square foot facility on the north side of campus to house dining and instructional space. Construction is underway with substantial completion expected in summer 2012. The annual budget was adjusted in the third quarter to reflect expected construction cash outflows for fiscal year 2012.
5. This project is for a central chiller plant facility in the southwest section of campus. Construction is underway with substantial completion expected in April 2013.
6. This project is for a 93,500 gross square foot laboratory building to provide modern laboratory space to meet the needs of animal and plant science research. Construction is underway with completion expected in December 2013. The annual budget was adjusted in the second quarter to reflect expected construction cash outflows for fiscal year 2012.
7. This project includes construction of a state-of-the-art performance theatre, creative technologies laboratory, and creative performance laboratory. The project is under construction with a completion date of fall 2013.
8. This project will raze and fully replace the unrecoverable center and north section of the building. Construction is underway with substantial completion expected in January 2014. The annual budget was adjusted in the second quarter to reflect expected cash outflows for a February 2012 construction start.
9. This project is for a 154,900 gross square foot classroom and laboratory facility for undergraduate and research programs in the College of Engineering. Construction is underway with completion expected in February 2014. The annual budget was adjusted in the second quarter to reflect expected construction cash outflows for fiscal year 2012.
10. This project addresses the improvement of campus heating infrastructure needed to accommodate current and future campus buildings. The project will be accomplished in multiple phases with a total cost of \$28.75 million. The final phase is the North steam line which is under construction with an expected completion date of July 2012. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
11. This project will construct a facility to provide updated classroom, laboratory, and faculty office space to meet the needs of the College of Veterinary Medicine. Construction is underway with completion expected in summer 2012.
12. This project will upfit 26,000 assignable square feet in the third floor of the Virginia Tech Carilion Research Institute to provide research laboratory, conference space, office space, and a 5,000 cage vivarium with support spaces. Construction is underway with an expected completion date of August 2012.
13. The project is substantially complete and will be closed when final expenses are processed.
14. The project is complete and will be closed when final expenses are processed, with an expected total cost of \$9,430,000.
15. The project is complete and will be closed when final expenses are processed, with an expected total cost of \$34,620,000.
16. The project is complete and will be closed when final expenses are processed. The annual budget was adjusted in the third quarter to reflect final project expenses in fiscal year 2012.
17. The project is complete and will be closed when final expenses are processed. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
18. The building construction is complete and the Medical School and Research Institute are occupied. The project will be closed after some minor laboratory upfits are complete and final expenses are processed, with an expected total cost of \$61,900,000, which reflects a savings of \$600,000.
19. This project was established to purchase the 24.674 acre parcel of land adjacent to the Tidewater Agricultural Research and Extension Center in Suffolk, Virginia and approved by the Board of Visitors at the August 2011 meeting. The total costs include the \$123,370 purchase price and \$4,000 of due diligence costs. The transaction is complete and the project will be closed when final expenses are processed.
20. The purpose of this project is to construct a 48,000 gross square foot building along the campus perimeter to house various administrative and academic support functions in a central location. Funding for the project may be considered pending a program plan and financial plan.

CAPITAL OUTLAY PROJECTS
AUTHORIZED AS OF MARCH 31, 2012

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET					
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES
Educational and General Projects									
<u>Educational and General Maintenance Reserve</u>									
Maintenance Reserve	7,334	9,625	5,857	11,595	0	0	0	11,595	7,827 (1)
<u>Design Phase</u>									
Blanket: Planning Agriculture Programs Relocation	418	0	0	0	0	1,000	0	1,000	478 (2)
Planning: Propulsion Laboratory	0	0	0	0	0	400	0	400	0 (3)
<u>Construction Phase</u>									
Academic and Student Affairs Building	17,300	22,500	16,636	0	0	0	45,153	45,153	32,927 (4)
Chiller Plant, Phase I	480	480	287	12,059	0	400	7,639	20,098	2,141 (5)
Human & Agricultural Biosciences Building I	520	5,000	2,787	53,759	0	0	0	53,759	6,412 (6)
Performing Arts Center	25,000	25,000	14,927	27,387	0	26,471	40,135	93,993	33,944 (7)
Renovate Davidson Hall, Phase I	0	4,500	294	31,119	0	0	0	31,119	2,519 (8)
Signature Engineering Building	1,133	19,000	8,760	47,609	0	18,650	28,959	95,218	13,780 (9)
Upgrade Campus Heating Plant	8,500	6,500	3,511	17,250	0	2,750	11,500	31,500	25,761 (10)
Veterinary Medicine Instruction Addition	10,500	10,500	5,205	0	0	14,000	0	14,000	5,574 (11)
VT-Carilion Research Inst. Third Floor Upfits	7,000	7,000	2,620	0	0	15,000	0	15,000	2,620 (12)
<u>Close-Out</u>									
Hampton Technology Research & Innovation Center	8,000	8,000	6,719	11,897	0	0	0	11,897	10,268 (13)
Infectious Disease Research Facility	6,163	4,744	4,079	4,000	0	6,163	0	10,163	8,765 (14)
Institute for Critical Technology and Applied Science II	1,950	1,520	1,260	17,500	0	0	17,500	35,000	34,360 (15)
Materials Management Facility	100	133	133	3,500	0	0	0	3,500	3,499 (16)
Visitors and Undergraduate Admissions Center	2,400	1,775	1,626	0	0	3,400	7,100	10,500	10,051 (17)
VT-Carilion School of Medicine and Research Institute	1,500	1,155	1,155	59,000	0	3,500	0	62,500	61,900 (18)
Tidewater AREC Property Acquisition	0	127	125	0	0	127	0	127	125 (19)
<u>On Hold and Not Funded</u>									
Administrative Services Building	0	0	0	0	0	0	12,000	12,000	0 (20)
Blanket: Planning Science Building Laboratory I	0	0	0	0	0	3,500	0	3,500	547 (21)
Sciences Building Laboratory I	0	0	0	0	0	0	0	0	0 (22)
TOTAL	98,298	127,560	75,981	296,674	0	95,362	169,986	562,022	263,497

CAPITAL OUTLAY BUDGET (Continued)

21. This is a subproject of a Blanket Authorization, which allows unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This project includes a \$3.5 million authorization to initiate planning for a Sciences Laboratory Building that is on hold, supplemental funding may be considered pending a program plan and financial plan.
22. This project is included in a state bond program and is envisioned to provide a 92,300 gross square foot scientific laboratory facility to support interdisciplinary instruction and research. The project is on hold pending the outcome of external funding sources, and the state support was shifted to advance another project on the state capital plan, the renovation of Shultz Hall for the Performing Arts Center. The university may request state funding be restored to this project as external funding becomes available. In the interim, planning activities for this project are being conducted under a Blanket Authorization with \$546,780 in expenditures as of March 31, 2012.

Auxiliary Enterprises Projects

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise Budgeting Process. The annual budget reflects the spending plans of the auxiliary units on scheduled maintenance reserve work for fiscal year 2012. The outstanding balance of the Total Project Budget is for maintenance reserve work scheduled for fiscal year 2013.
2. This project includes improvements to four complementary communication infrastructure components. The four components include a unified communications system, upgrading the Internet Protocol (IP) Network, upgrading the cable plant, and upgrading equipment rooms in various facilities. The total expected costs are \$16.508 million and this project is anticipated to be complete in spring 2016. The annual budget was established in the third quarter to reflect expected cash outflows for fiscal year 2012.
3. This project includes installation of a new fiber-optic core on campus to update the communication system. The new core consists of five segments connecting to the five campus switch centers and connections from the core to several buildings. The total expected costs are \$2 million and this project is anticipated to be complete in March 2013.
4. This project will establish the necessary site improvements and construction of the first house at Oak Lane Community, Phase IV. The remainder of the expansion, houses two through five, and the additional site improvements may be constructed as other organizations come forward. The total expected costs of this first house and its associated infrastructure are \$4.663 million. The project is anticipated to be complete fall 2012.
5. This project includes renovation of East and West Ambler Johnston Hall, and is being implemented in phases. The East side is complete with occupancy of the West side expected by summer 2012. The total expected costs are \$72.1 million. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
6. This project includes the third and final phase of addressing moisture penetration and structural problems in the exterior walls of McComas Hall. The total project costs are \$3.1 million and this project is anticipated to be complete late fall 2012. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
7. The project is complete and is being closed. The anticipated final project costs are \$14.005 million. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
8. This project is complete and will be closed when final payments have been processed. The anticipated final project costs are \$1.5 million. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
9. Construction is complete and the project will be closed when final payments have been processed. The anticipated final project costs are \$23.9 million. The annual budget was adjusted in the third quarter to reflect expected cash outflows for fiscal year 2012.
10. The project is complete and will be closed when final payments have been processed. The total expected costs are \$1.3 million. The annual budget was adjusted in the first quarter to reflect expected cash outflows for fiscal year 2012.
11. The project is complete and is being closed.
12. The project is complete and will be closed when final payments are processed, with an expected total cost of \$6.9 million.
13. The purpose of this project is to build a new field house to increase the availability of indoor training time for the football program and other athletic programs. In addition, Rector Field House may be renovated to increase its functionality for indoor athletic events. Design is on hold pending resolution of a site study due June 2012. The annual budget was adjusted in the second quarter to reflect expected cash outflows for fiscal year 2012.
14. This project envisioned a new residence hall of approximately 250 beds. Cost estimates exceed the project budget and the project is on hold while the university explores alternatives. Funding for the project may be considered pending a program plan and financial plan.
15. The purpose of this unfunded parking blanket authorization balance is to complete future improvements and repair projects for the parking system as specific needs are identified and as funding becomes available.
16. This is the remaining authorization of the \$23.5 million Oak Lane Community, Phase IV project. The remaining Oak Lane Community expansion, houses two through five and their necessary site improvements, may be constructed as organizations come forward with plans and commitments for their one-third funding requirement per house.

Capital Outlay Projects Authorized as of March 31, 2012 (Continued)

Dollars in Thousands

	CURRENT YEAR			TOTAL PROJECT BUDGET					
	ORIGINAL ANNUAL BUDGET	REVISED ANNUAL BUDGET	YTD EXPENSES	STATE SUPPORT	GENERAL OBLIGATION BOND	NONGENERAL FUND	REVENUE BOND	TOTAL BUDGET	CUMULATIVE EXPENSES
Auxiliary Enterprises Projects									
<u>Auxiliary Maintenance Reserve</u>									
Maintenance Reserve	6,600	6,600	3,606	0	0	11,398	0	11,398	3,606 (1)
<u>Design Phase</u>									
Unified Communications & Network Renewal	0	3,000	1,184	0	0	4,500	12,008	16,508	1,184 (2)
<u>Construction Phase</u>									
Campus Fiber Optic Improvement	1,600	1,600	515	0	0	2,000	0	2,000	621 (3)
Phase IV of Oak Lane Community (House 1)	3,500	3,500	754	0	0	4,663	0	4,663	819 (4)
Renovate Ambler Johnston Hall	18,257	23,500	18,427	0	0	0	75,000	75,000	58,109 (5)
Repair McComas Hall Exterior Wall Structure, Ph III	2,000	1,000	386	0	0	3,100	0	3,100	386 (6)
<u>Close-Out</u>									
Addition to Jamerson Center	0	24	24	0	0	18,000	0	18,000	14,005 (7)
English Field Improvements	0	1,522	1,143	0	0	1,600	0	1,600	1,143 (8)
Parking Structure	1,000	1,200	1,022	0	0	0	30,000	30,000	23,794 (9)
Photovoltaic Array for Parking Structure	1,174	1,300	947	0	0	1,300	0	1,300	947 (10)
Repair McComas Hall Exterior Wall Structure, Ph I & II	799	762	762	0	0	0	6,000	6,000	6,000 (11)
West End Market Renovation & Expansion	5,399	5,228	4,608	0	0	7,310	0	7,310	6,690 (12)
<u>On Hold and Not Funded</u>									
Indoor Athletic Training Facility	0	5	5	0	0	500	24,500	25,000	5 (13)
New Residence Hall II	0	0	0	0	0	0	27,000	27,000	182 (14)
Parking Blanket Authorizations Balance	0	0	0	0	0	0	16,547	16,547	0 (15)
Phase IV of Oak Lane Community (Houses 2 - 5)	0	0	0	0	0	0	18,837	18,837	0 (16)
TOTAL	40,329	49,241	33,382	0	0	54,371	209,892	264,263	117,492
GRAND TOTAL	<u>\$ 138,627</u>	<u>\$ 176,801</u>	<u>\$ 109,363</u>	<u>\$ 296,674</u>	<u>\$ 0</u>	<u>\$ 149,733</u>	<u>\$ 379,878</u>	<u>\$ 826,286</u>	<u>\$ 380,988</u>

RECOMMENDATION:

That the report of income and expenditures for the University Division and the Cooperative Extension/Agricultural Experiment Station Division for the period of July 1, 2011 through March 31, 2012 and the Capital Outlay report be accepted.

June 4, 2012

2012-13 Faculty Compensation Plan

FINANCE AND AUDIT COMMITTEE

May 8, 2012

The university continues to use the parameters provided in the “Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education” document from the Secretary of Education to develop the annual Faculty Compensation Plan. This document defines the qualification criteria for teaching and research faculty and administrative and professional faculty, provides guidance on the authorized salary average for full-time teaching and research faculty positions, and requires board-approval.

In accordance with the most recent Consolidated Salary Authorization, the 2012-13 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 2012-13 pay structure.

This faculty compensation plan covers only faculty positions. The compensation plan for staff is administered separately by the university administration in accordance with the Board of Visitors’ approval of the university’s Management Agreement, effective July 1, 2006, as well as guidance from the state Department of Human Resource Management.

Authorized Salary Average

The authorized salary average applies to all full-time teaching and research positions with the rank of professor, associate professor, assistant professor, instructor, or lecturer that are engaged in teaching and research for 50 percent or more of the time. As noted in the Consolidated Salary Authorization document, “Institutions are expected to award differential salary increases to their faculty based on performance and other circumstances such as promotions, tenure, and changes in responsibility. The net effect of all salary actions should be an average salary that approximates the [authorized] salary average.”

The Commonwealth measures the adequacy of faculty salaries by comparing the institutional average with the 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, percentage of graduate degrees conferred, and research activity levels. The General Assembly established an objective in the late 1980s to fund a faculty salary average at all institutions that would approximate the salary average at the 60th percentile in the ranking of salary averages

in individual benchmark groups. The State Council of Higher Education for Virginia (SCHEV) last reviewed and updated each institution's Faculty Salary Peer Group in 2007. The 2011-12 benchmarking of Virginia Tech's Faculty Salary Average is made using the peer group established in 2007.

The authorized salary average for 2011-12 for Virginia Tech is \$90,392. This places Virginia Tech at the 25th percentile of its peer group for 2011-12. Because the General Assembly did not provide funding for increases in 2012-13, the authorized salary average is projected to remain constant in 2012-13. Attachment A provides a list of the University's peer group and the comparative salary averages for 2011-12.

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.

2012-13 Pay Structure

In accordance with the intent of the Consolidated Salary Authorization, a pay structure for the teaching and research faculty for 2012-13 is presented in Attachment B. This plan reflects university adjustments and state retirement plan changes that impacted faculty salaries in 2011-12, and displays the normal entrance rate for each faculty category and the distribution across the ranks.

The salary average for administrative and professional faculty may not exceed the authorized salary average for the teaching and research faculty by more than 35 percent.

Promotion, Tenure, and Continued Appointment

Promotion to a higher rank and appointment with tenure may be granted to faculty members on a regular faculty appointment who have demonstrated outstanding accomplishments in an appropriate combination of instructional, research, outreach, and other professional activities. A current curriculum vitae together with student and peer evaluations of teaching, reprints of publications, evaluations by external reviewers from the same or a related field, and other similar documents comprise a dossier which furnishes the principal basis for promotion and tenure decisions. Faculty members being considered for either promotion or the awarding of tenure will have their dossiers reviewed at three levels: by a departmental committee and the head or chair; by a college committee and the dean; and by a university committee and the Provost.

Each candidate for promotion or tenure will be evaluated in the light of the triple mission of the university: instruction, research, and outreach. Although not all candidates can be expected to have equal levels of commitment or equal responsibilities in each of these missions, a high level of general competence is expected, in recognition of the need for flexibility in the future establishment of priorities in academic programs.

Beyond that basic foundation of competence, decisions related to tenure or promotion to associate professor will require evidence of excellence in at least one area.

The university's mission and commitment as a major research institution require high accomplishment for promotion to professor. Faculty members must demonstrate a high level of competence in an appropriate combination of instruction, outreach, and professional activities relevant to their assignment. Because of the university's mission and commitment as a major research institution, successful candidates for the rank of professor must demonstrate excellence in research, scholarship, or creative achievement, as appropriate for the candidate's discipline and assignment. Promotion to the rank of professor is contingent upon national or international recognition as an outstanding scholar and educator.

In addition to the material contained in this section, the Faculty Handbook provides detailed policies and procedures for the departmental evaluation, the college evaluation, and the university evaluation.

Members of the Library faculty and Cooperative Extension faculty not holding appointments in a collegiate department may be considered for continued appointment or for promotion in faculty rank in recognition of appropriate professional accomplishments. Dossiers of candidates for promotion or continued appointment are submitted to the University Promotion and Continued Appointment Committee for Extra-collegiate Faculty by the relevant dean or director with accompanying recommendation. The recommendations of the Committee are conveyed to the Provost, who makes final recommendations to the President.

The following raises are recommended for promotions to:

Professor	\$4,000
Associate Professor	3,000
Assistant Professor	2,000

For academic-year faculty members who have Research Extended Appointments (10, 11, or 12 month appointments funded by sponsored projects) with salaries adjusted in accordance with formulas in Policy 6200, or for those who have a limited-term appointment as department head or other administrator, the stipend is adjusted by the same conversion rate to preserve its value when the faculty member returns to the academic-year base appointment.

The clinical faculty track provides for long-term, full-time or part-time faculty appointments to individuals whose primary responsibilities are instruction and/or service in a clinical setting, such as veterinary medicine. Tenure cannot be earned in these ranks, and time spent in one of these ranks is not applicable toward probationary tenure-track faculty service. There are four clinical ranks beginning with Clinical Instructor. Those clinical faculty members with outstanding performance may be

considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

The following raises are recommended for promotions to:

Clinical Professor	\$4,000
Clinical Associate Professor	3,000
Clinical Assistant Professor	2,000

The professor of practice series provides for short- or long-term, full- or part-time, non-tenure-track faculty appointments for individuals who bring specialized expertise to the instructional programs of the university, thereby complementing the qualifications and contributions of tenure-track faculty. There are three professor of practice ranks, beginning with Assistant Professor of Practice. Tenure will not be awarded at any of these ranks and all service at one of these ranks will be excluded from the probationary period should the faculty member later be appointed to a tenure-track position. Those professor of practice faculty members with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

Professor of Practice	\$4,000
Associate Professor of Practice	3,000

There are three ranks for extension agents – Associate Extension Agent, Extension Agent, and Senior Extension Agent. Criteria for promotion in rank include educational preparation, performance, and professionalism. The Director of Cooperative Extension makes a recommendation to the Provost based on an evaluation of the candidate's dossier and recommendations of the Peer Review Committees, District Director, and Associate Directors of Cooperative Extension.

The following raises are recommended for promotions within Cooperative Extension:

Senior Agent	\$3,000
Agent	2,000

The instructor track provides for full- and part-time appointments to individuals whose primary responsibilities are to the undergraduate instructional program. Tenure will not be awarded at any of these ranks and all service at any instructor rank will be excluded from the probationary period should the faculty member later be appointed to a tenure track position. There are three ranks in the series: Instructor, Advanced Instructor, and Senior Instructor. Those instructors with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

The following raises are recommended for promotions to:

Senior Instructor	\$3,000
Advanced Instructor	2,000

At the June meeting each year, the university will submit to the Board of Visitors a report of recommended promotion, tenure, and continued appointment actions for review and approval.

Annual Evaluation and Salary Adjustments

Teaching and Research Faculty

An evaluation of every faculty member's professional performance is held each year. All persons holding non-temporary faculty appointments are asked to prepare a report at the end of each academic year (or other appropriate 12-month period) citing their instructional activities, creative scholarship, and other professional activities and recognitions during the year. Salary recommendations are based upon performance documented in these annual reports, which are reviewed by departmental personnel committees in some cases, by the department head or chair, and the dean.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the department head or chair and are reviewed by the dean. At the university level, the dean reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, the Chief Financial Officer, and others as needed.

Administrative and Professional Faculty

Administrative and Professional Faculty are comprised of Senior Administrators and Managers and Professionals. Senior Administrators perform work directly related to management of the educational and general activities of the institution at least 50 percent or more of their contractual time, and typically serve in executive leadership roles such as vice president, dean, and assistant or associate vice president or dean. Managers have responsibility for supervision and evaluation of a significant number of staff and/or professional faculty, and budgetary responsibility for their unit or a substantive program. Professionals provide direct service to students, other university constituencies, or clients external to the university as part of the university's missions of learning, discovery, and engagement. Professionals include, but are not limited to, extension agents, librarians, coaches, physicians, lawyers, engineers, architects, student or academic affairs professionals, development officers, specialists in public relations, human resources, information technology, and financial specialists.

Evaluations are based upon standards set by the supervisor with the participation of the faculty member and relate closely to the duties inherent in the functional title and job description of the position. Annually set expectations become one of the important

criteria for judging professional job performance in the subsequent year. In addition to maintaining a high level of performance in carrying out their job-related duties and responsibilities, senior administrators, managers, and professionals are expected to participate in and provide leadership of departmental, divisional, or university-wide committees, special university-wide assignments, or similar activity on behalf of important university priorities.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the supervisor and are reviewed as appropriate by the department head, dean, and vice president. At the university level, the dean or vice president reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, the Chief Financial Officer, and others as needed.

Special Research Faculty

Special research faculty are those with the titles of research associate, senior research associate, postdoctoral associate, research scientist, senior research scientist, research assistant professor, research associate professor, research professor, project associate, senior project associate, or project director. Special research faculty appointments are intended to promote and expedite the research activities of the university. Tenure cannot be earned in these ranks and service is not applicable toward probationary faculty service.

Each special research faculty member is evaluated and given a merit adjustment on the same schedule for evaluations and raise recommendations as the other faculty groups. Salary adjustments are based on merit; they are not automatic. An annual performance review by the principal investigator and/or department head becomes part of the basis for salary adjustments. Recommendations for salary adjustments originate with the supervisor (usually the principal investigator or the department head or chair) and are reviewed as appropriate by the department head or chair, dean, and Vice President for Research. At the university level, the dean or vice president reviews the salary adjustment recommendations at a formal salary hearing with the President, the Provost, the Chief Financial Officer, and others as needed.

Other Salary Adjustments

Faculty salary adjustments are normally reviewed and approved by the Board of Visitors in two phases: adjustments for promotion are recommended at the June meeting and adjustments based on performance are recommended at the fall meeting. In addition to this process, it is sometimes necessary to adjust the salaries of specific faculty members at other times during the fiscal year. These adjustments are primarily for changes in duties and responsibilities, for special temporary assignments, for retention or other exceptional needs, and for faculty selected for a different position as part of a search. Adjustments on the anniversary date of appointment for a restricted faculty member may also be approved in lieu of the November raise.

To recognize continued educational attainment, faculty members may receive a base salary adjustment of up to \$3,000 for completion of the doctorate effective upon official certification by the degree-granting institution that all requirements have been met for award of the degree.

The President, Provost, and Chief Financial Officer are authorized to administer the faculty compensation plan during the year and act upon requests for salary adjustments. The President has issued a set of guidelines establishing the parameters for approval of special salary adjustments. By separate resolution, the Board has delegated authority to the President or designee for approval of changes in employment status that do not involve any salary action, salary adjustments made in accordance with existing policies and standard formulas, off-cycle salary adjustments less than 10 percent, new appointments and salary adjustments for faculty members on restricted contracts, and new appointments of non-tenure track instructional faculty or administrative and professional faculty below the level of senior administrator and their direct reports. The quarterly Personnel Changes Report will reflect those actions of strategic importance to the institution as identified in the resolution.

Implementation of the 2012-13 Merit Review and Compensation Process

Because of the status of the state budget, the General Assembly did not provide funding for salary increases in 2012-13 but did schedule a potential three percent bonus contingent upon 2011-12 state resource availability. The university has made the restoration of a merit process a priority. The university anticipates running a merit process during 2012-13 for the contingently scheduled two percent increase planned in the state budget for July 10, 2013.

Faculty Research Incentive Plan Pilot

During 2011-12, a university workgroup explored the potential of creating university savings by incentivizing faculty research activities. This effort resulted in a proposal for the creation of a Faculty Research Incentive Program (FRIP) that has similarities to programs at peer institutions. For 2012-13, the university will pilot the FRIP and evaluate the results of the first year.

The goal of the FRIP is to provide an incentive for principal or co-principal investigators to secure additional competitively awarded, externally sponsored activities. Through the leveraging of appropriately charged time to competitive grants and contracts, research time that is funded by departments or colleges can be reduced, resulting in salary savings that can be used to both support the incentive program as well as to support academic initiatives.

One-time research incentive payments will be made from department or college salary savings and will be based on a minimum savings threshold that is applied equitably within departments or colleges. Faculty must apply in advance to be considered for the

program. Research incentive payments must be approved by the department head or chair, the dean, and the provost (or the appropriate administrators based on reporting structure); all disapprovals must also be reviewed by each management level. When salary savings result in a reduction in faculty assignments, those salary savings are excluded from the program.

Other Actions

Recognizing the critical nature of faculty compensation, the university's standing relative to the 60th percentile of the university's peer group average salary, the higher levels of competing offers being received by key faculty, and to minimize the high cost of turnover, the university will work to identify resources to help campus units deal with compensation issues in departments. As part of the university's budget development process, resources will be set aside to provide units with flexibility in support of recruitment and retention of faculty. The Budget Office will develop salary pools for each academic and administrative area, based upon the existing faculty salary allocations. The vice presidents and deans are expected to balance the overall salary recommendations within the pools provided to them.

The university may also elect to create a supplemental pool to achieve certain targeted salary compensation or retention needs. For example, in some years the university has worked to address issues such as salary compression and equity needs. For 2012-13, such changes may result from one or more of the following processes:

- The university establishes a special pool of funds to address salary inequity and retention issues for specific faculty. If implemented, the funding will only be used to make adjustments based on evaluations of specific circumstances surrounding individual faculty members. As such, these adjustments would not be available to all faculty members and may occur at any time during the year, subject to approval by the Board.
- The President may use a special pool of funds to adjust individual salary recommendations made by the vice presidents and deans when he determines that a different adjustment is warranted.

RECOMMENDATION:

That the proposed 2012-13 Faculty Compensation Plan for Teaching and Research, Administrative and Professional, and Special Research Faculty be approved.

June 4, 2012

Attachment A**VIRGINIA TECH****2011-12 Fiscal Year**

<u>Institution</u>	<u>Average Salary</u>	<u>Rank</u>
California-Berkeley, University of	\$124,799	1
Cornell University	121,471	2
Southern California, University of	114,315	3
Rutgers University-New Brunswick/Piscataway	107,452	4
California-Davis, University of	107,117	5
Stony Brook University	103,942	6
Maryland-College Park, University of	103,906	7
Ohio State University-Main Campus	103,895	8
SUNY at Buffalo	102,739	9
Texas at Austin, University of	102,252	10
Illinois at Urbana-Champaign, University of	99,367	11
Michigan State University	95,745	12
Michigan-Ann Arbor, University of	95,298	13
Washington-Seattle Campus, University of	94,574	14
Wisconsin-Madison, University of	94,000	15
Minnesota-Twin Cities, University of	93,454	16
Texas A & M University	92,544	17
Virginia Tech	90,392	18
Colorado at Boulder, University of	89,908	19
North Carolina State University at Raleigh	89,118	20
Florida, University of	89,091	21
Iowa State University	88,569	22
Purdue University-Main Campus	88,102	23
Pennsylvania State University-Main Campus	87,356	24
Pittsburgh-Main Campus, University of	85,860	25
Missouri-Columbia, University of	77,314	26

Virginia Tech's SCHEV Peer Percentile Ranking**25th**

Attachment B**2012-13 Pay Structure****Virginia Tech**

	<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>	<u>Approximate % of Total Faculty By Rank</u>
Professor	\$79,002	3.3%	\$96,354	3.3%	34%
Associate Professor	60,423	3.3%	73,216	3.3%	30%
Assistant Professor	49,985	3.3%	60,800	3.3%	22%
Senior Instructor	42,870	3.3%	55,782	3.3%	3%
Advanced Instructor	38,221	3.3%	49,584	3.3%	2%
Instructor	35,032	3.3%	45,580	3.3%	9%

Presentation Date: June 4, 2012

Approval of 2012-2013 University Budgets

**The Committee will review for approval the following
2012-2013 University Budgets:**

Proposed 2012-13 Operating and Capital Budgets

FINANCE AND AUDIT COMMITTEE

May 15, 2012

Each June, the university provides the Board of Visitors with an overview of the operating and capital budgets for the upcoming fiscal year.

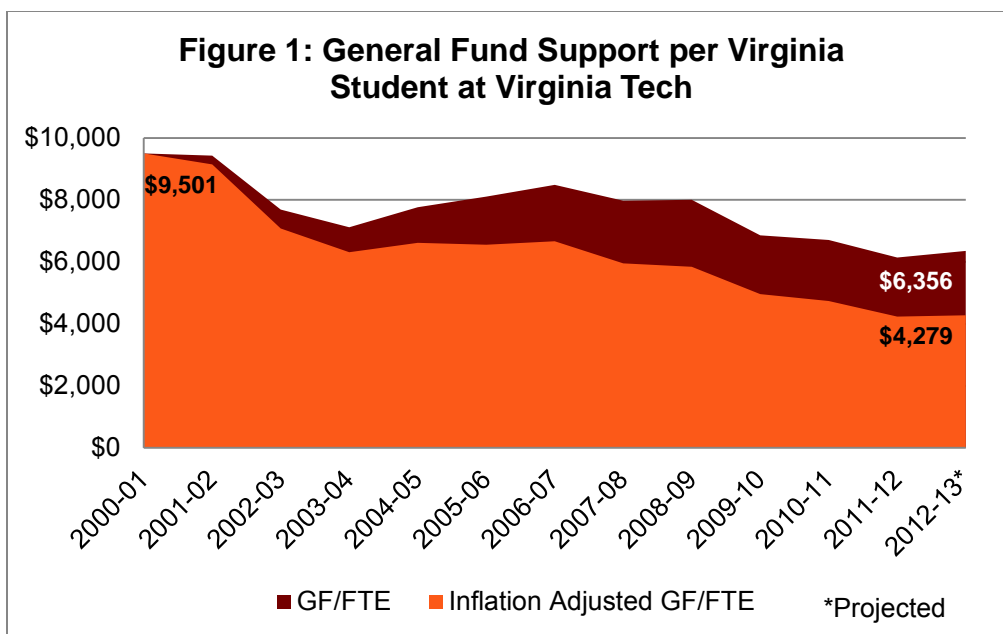
State Appropriations

With the close of the General Assembly session, the university is able to develop its internal budgets for the upcoming fiscal year. Virginia Tech anticipates an initial authorization of \$1.14 billion during 2012-13 to carry out all of its programs, based on the direct appropriations to the university. However, the annual internal budget varies from this external expenditure authorization for several reasons, some of which increase the annual expenditure authority while others reduce the expenditure plans. For example, the university's expenditure authorization will be adjusted during 2012-13 when the state transfers funds to clear the Central Appropriation accounts and distributes the appropriation for nongeneral fund increases. Additionally, under the sum sufficient authority granted as part of restructuring, nongeneral fund appropriations may be established as needed by the institution.

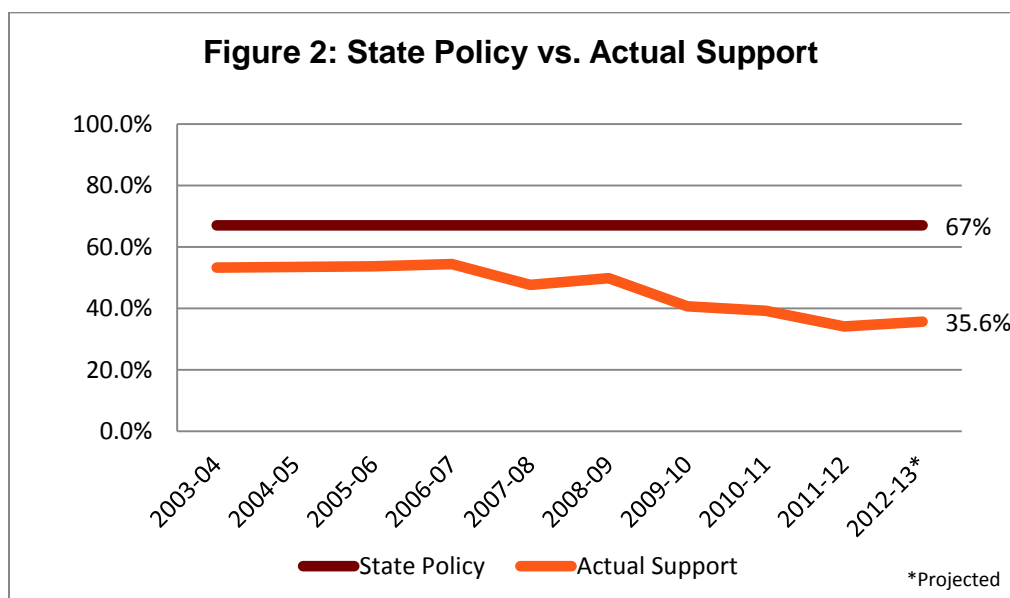
Impact of State Budget Revenue Changes

For 2012-13, the state has increased the university's direct General Fund appropriation \$7.48 million, including \$6.53 million for the university's Educational and General program and \$0.95 million for Agency 229, and the university expects to receive additional Central Appropriation fund transfers during the fiscal year. These amounts include both the much appreciated reinvestment of state support in higher education as well as technical adjustments and earmarked funds, e.g. Rolls Royce, Virginia View, and Space Grant. The details of the state support are described further in each budget section.

Even with this reinvestment, total state support per Virginia student for 2012-13 is projected to be an estimated 33 percent below the funding of a decade ago. The university educates an additional 2,200 Virginia undergraduates as compared to 2005. Inflation adjusted, the university will receive 55 percent less General Fund support per student than in fiscal year 2001, as seen in Figure 1. It is important to note that this analysis presents the state support in the most favorable light since it includes all General Funds allocated to E&G including support for activities beyond instruction such as research and public service; however, this is a commonly utilized perspective by external groups.

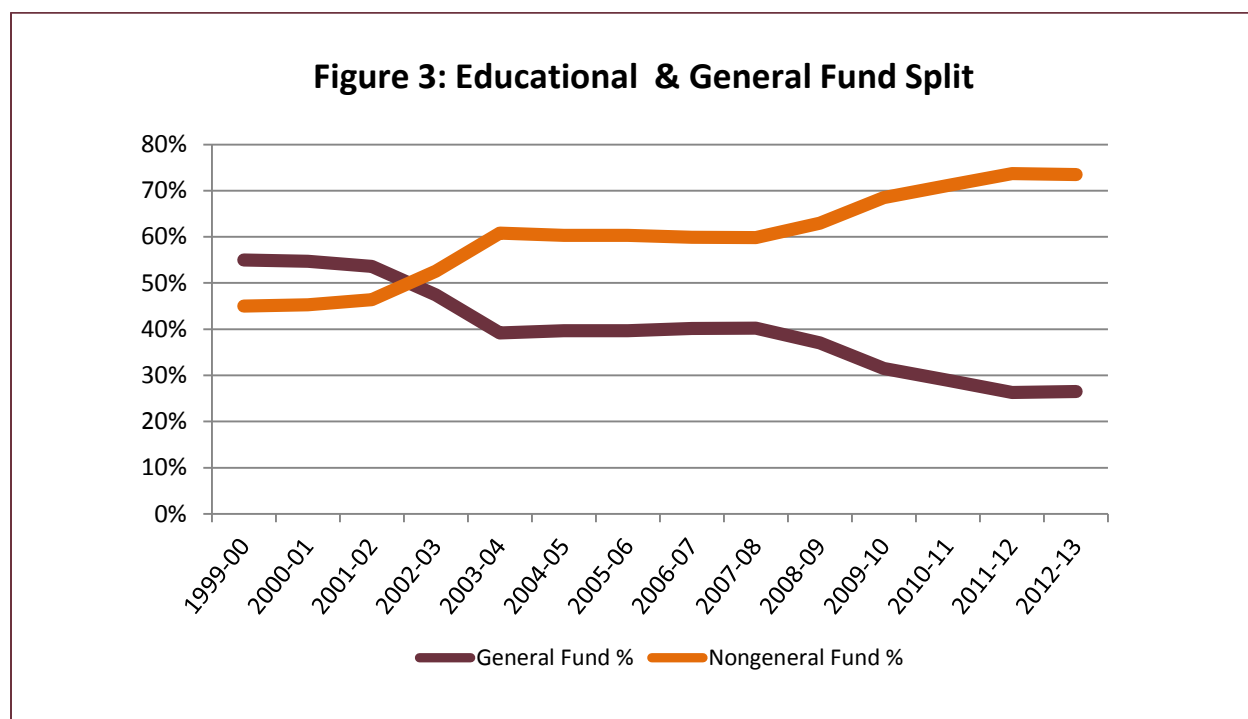


The state policy for funding higher education is to fund 67 percent of the cost of education of each Virginia resident at the institution. Figure 2 below displays the status of actual funding for instruction in relation to this policy over time. In 2012-13, the state will provide approximately 35.6 percent of this cost. In response, the university has worked to reduce costs and streamline operations.



Proposed Budgets for 2012-13

For 2012-13, the recommended internal budget for all operations is \$1.2 billion. This is an increase of \$45.6 million over the adjusted 2011-12 budget. This increase reflects changes in nongeneral fund revenues for 2012-13 and actions of the 2012 General Assembly session that will impact the 2012-13 General Fund appropriation. The overall change includes an increase of \$24.1 million attributable to the Educational and General program and \$14.1 million of projected growth in auxiliary enterprises. The total General Fund allocation is estimated to be approximately \$231.7 million, an increase of \$14.0 million from 2011-12. General Fund revenues will provide \$211.6 million in support for the instructional, research, and extension programs, \$18.6 million for student financial assistance, and \$1.5 million for the Unique Military Activities program. The General Fund appropriation represents 27.0 percent of the University Division's Educational and General budget (as compared to 53.6 percent in the 2001-02 budget, as seen below in Figure 3) and 19.2 percent of the total budget. (See Schedule 1)



Schedule 1 displays the proposed operating budgets for 2012-13, 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 2011-12 budget, as approved in June 2011, and the current revised 2011-12 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 \$617.7 million in 2012-13. The Educational and General budgets for the University Division (208) and the Cooperative Extension/Agricultural Experiment Station Division (229) are presented below by source of funding.

	(Dollars in Thousands)		
	208	229	Total
General Fund	\$145,562	\$62,931	\$208,493
Tuition and Fees	363,869	-	363,869
Federal Funds	-	14,325	14,325
Other	30,318	709	31,027
Total Educational and General	\$539,749	\$77,965	\$617,714

Percent of Total

General Fund	27.0%	80.7%	33.8%
Tuition and Fees	67.4%	-	58.9%
Federal Funds	0.0%	18.3%	2.3%
Other	5.6%	1.0%	5.0%
Total Percentage	100.0%	100.0%	100.0%

The year-to-year comparison of the budget in Schedule 1 shows an overall revenue increase in the Educational and General program of \$24.1 million. The proposed 2012-13 budget is 4.1 percent more than the adjusted 2011-12 budget.

The 2012-13 General Fund budget includes new allocations of state General Funds in the amounts of \$1.7 million for base operating support, \$1.2 million to advance six-year plan goals (including the Virginia Vital Information for Education and Work (VIEW) program), \$0.7 million to increase access for in-state undergraduate students, \$0.3 million to develop a STEM internship program in partnership with the Virginia Space Grant Consortium, and \$0.5 million to support the critical staffing initiative for the Cooperative Extension/Agricultural Experiment Station Division (229). In addition the General fund support includes \$1.3 million for adjustments relating to prior fringe benefit changes, \$4.6 million for the state share of the potential three percent bonus and state share of prospective fringe rate changes, and \$0.5 million in increased support for the university's part in the Commonwealth's Rolls Royce initiative. The percentage of the Educational and General budget for the University Division provided by the General Fund increased from 26.4 percent in 2011-12 to 27.0 percent in 2012-13.

The 2012-13 tuition and fee budget is \$16.4 million, or 4.7 percent higher as compared to the adjusted 2011-12 budget. The difference in the tuition and fee budget reflects the increase in the tuition rates, updated enrollment plans, specialized program fees,

adjustments to the other E&G fee budgets, i.e., the technology fee, and an update of unfunded scholarships to student aid programs. Unfunded scholarships support both undergraduate need based aid and a portion of the graduate tuition remission program. Unfunded scholarship support for undergraduate students will increase by \$0.4 million in 2012-13. The revenue from the Capital and Equipment fee will be transferred to the Commonwealth for debt service on new facilities and equipment, thus is not reflected in the net revenue total.

Auxiliary Enterprises

The total auxiliary revenue will grow 5.4 percent over the adjusted 2011-12 budget in 2012-13, with a significant portion of the increase attributable to growth in Residential and Dining Programs, Telecommunication services improvements, and increased costs in the Virginia Tech Electric Services utility. This increase includes resources to cover legislated changes in personnel costs, increased energy costs, enhancements to critical student health services, student programming, maintenance of existing facilities, the cost of new facilities, and the campus-wide telecommunications improvements.

Financial Assistance for Educational and General Programs

Financial Assistance for Educational and General Programs is comprised of sponsored program activities, the Eminent Scholars program, the Institute for Distance and Distributed Learning (IDDL) Enterprise Fund, and the Commonwealth's General Fund support for research. The most significant activity in this category is externally sponsored research. The current General Fund support of \$2.4 million for research will increase by \$0.75 million to enhance brain disorder research. The General Fund support for the statewide Eminent Scholars matching program is eliminated for 2012-13. The university anticipates \$7.4 million of growth over 2011-12 after including projected increases in externally sponsored research activities.

State Student Financial Assistance

The projected annual budget for the state supported Student Financial Assistance Program includes \$18.6 million in state General Fund support for Undergraduate Scholarships, Graduate Fellowships, Soil Scientist Scholarships, and the Multicultural Academic Opportunity Program in 2012-13, representing an increase of \$0.41 million over 2011-12. The specific amounts are enacted by the General Assembly in the Appropriation Act.

All Other Programs

The All Other Programs component is comprised of the Unique Military Activities appropriation, surplus property, federal work study program, local funds, and Alumni Affairs. The annual budget for these funds is based on historic trends and projections of activity levels by program managers. These programs are funded by resources that are designated for specific purposes. For All Other Programs, the recommended budget

represents an increase of \$0.014 million or 0.2 percent over the adjusted budget for 2011-12. This change is due primarily to a \$150,000 increase in state appropriations for the Unique Military Activities.

Planned Change in Reserves

Existing state requirements, along with the university's budgeting and financial management strategies, generally result in the establishment of breakeven budgets for the major budget components, with the exception of auxiliary enterprises. That is the case for 2012-13, where only the auxiliary budgets project an increase in the reserves as of June 30, 2013. The projected increase, \$4.9 million, is the result of the intentional rebuilding of reserves in specific auxiliaries where expenditures in prior years created the need for restoring the reserves so that it may operate as a revolving fund. In other cases, the projected increase in reserves reflects the temporary positive impact of planning activities for new capital projects. The 2012-13 budget for auxiliary enterprises is also designed to ensure that the reserve levels remain in compliance with the tenants of bond covenants.

Budget Allocations

The process of finalizing the 2012-13 operating budget allocations for the colleges and major operating units is currently underway. This process will be completed during June 2012 and issued to the university community by the Vice President for Finance and Chief Financial Officer. The Office of Budget and Financial Planning will allocate these budgets to the colleges and vice presidential areas in time for the departments to open the new fiscal year with the allocations in place in the financial system. The university develops the annual budget as a one year quantification of the university's strategic plan. The strategic plan is the framework for enacting the university's mission.

Capital Outlay Projects

Virginia Tech's capital outlay program includes projects for the University Division and the Cooperative Extension/Agricultural Experiment Station Division. Initiation of a capital project requires authorization of a budget and funding sources from the state and/or the Board of Visitors. The state authorizes projects supported entirely or partially with General Fund revenues. Under the restructuring legislation and the 2006 Management Agreement between the Commonwealth and the university, the Board of Visitors has the authority to approve capital projects funded entirely with nongeneral fund resources. New state authorized projects are requested as part of the state budget cycle, with authorizations approved in the Appropriation Act or through special action by the Governor. These projects normally become effective and are added to the program at the beginning of a fiscal year. New projects approved by the Board of Visitors become effective upon approval of a university resolution and are reflected on the subsequent Financial Performance Report. Existing capital projects carry forward to the next fiscal year until the projects are closed. Completed projects are closed and removed from the program at the end of a fiscal year.

Schedule 3 shows the total capital authorization by fund source and an estimated annual budget for each capital outlay project that will be active in fiscal year 2012-13. The program includes only projects appropriated by the state or authorized by the Board of Visitors. Each project for fiscal year 2012-13 is listed with the total authorization by revenue source, available balance for the fiscal year, estimated budget, and estimated balance at the close of the fiscal year.

The current capital outlay program for fiscal year 2012-13 (Schedule 3) is comprised of 20 Educational and General projects and 10 Auxiliary Enterprise projects for a total of 30 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 2012-13 includes approximately \$652 million of authorizations with an estimated available balance of about \$386 million. Of the available balance, the university plans to spend about \$166 million in fiscal year 2012-13.

The state budget is expected to include three new projects listed under the design phase section of the Educational and General projects: Planning for Academic Buildings Renewal, Address Fire Alarms and Access, and Planning for Classroom Building. Additional funding and implementation details are expected in the final budget, and the information for these items may be adjusted accordingly as this information becomes available.

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 2012-13 operating and capital budgets, as displayed on Schedules 1, 2, and 3, be approved.

June 4, 2012

TOTAL OPERATING BUDGET FOR VIRGINIA TECHFiscal Year 2012-13
(Dollars in Thousands)

	2011-12 Original Budget	2011-12 Adjusted Budget	2012-13 Recommended Budget
<u>Revenues</u>			
Educational and General			
University Division			
General Fund	\$135,365	\$135,398	\$145,562
Tuition and Fees	347,723	347,495	363,869
Federal Funds (ARRA)	0	4	0
All Other Income	29,175	32,127	30,318
Subtotal	512,263	515,024	539,749
CE/AES Division			
General Fund	59,942	59,942	62,931
Federal Funds	14,325	15,960	14,325
Federal Funds (ARRA)	0	1,853	0
All Other Income	809	884	709
Subtotal	75,076	78,639	77,965
Total Educational and General	587,339	593,663	617,714
Auxiliary Enterprises	246,265	259,411	273,480
Financial Assistance for E&G Programs ^(a)			
General Fund	2,552	2,552	3,138
Nongeneral Fund	280,636	280,636	287,412
Total	283,188	283,188	290,550
Student Financial Assistance			
General Fund	18,174	18,554	18,619
Federal Funds (ARRA)	0	5	0
Total	18,174	18,559	18,619
All Other Programs ^(b)			
General Fund (UMA)	1,334	1,334	1,484
Nongeneral Fund	4,330	4,323	4,187
Total	5,664	5,657	5,671
Total	\$1,140,630	\$1,160,478	\$1,206,034
<u>Expense</u>			
Educational and General			
University Division	\$512,263	\$515,024	\$539,749
CE/AES Division	75,076	78,639	77,965
Subtotal	587,339	593,663	617,714
Auxiliary Enterprises	238,796	267,289	268,540
Financial Assistance for E&G Programs ^(a)	283,188	283,188	290,550
Student Financial Assistance	18,174	18,561	18,619
All Other Programs ^(b)	5,664	5,728	5,671
Total	\$1,133,161	\$1,168,429	\$1,201,094
<u>Planned Change in Reserve</u>			
Reserve Drawdown/(Deposit) ^(c)	(7,469)	7,951	(4,940)
Net	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

(a) Financial Assistance for E&G Programs includes Sponsored Programs, the Eminent Scholars Program, and General Fund Research Initiative.

(b) All Other Programs include Unique Military Activities, Surplus Property, Local Funds, Federal Work Study, and Alumni Affairs.

(c) Reserve contributions are based on the budget plans of Auxiliary Enterprise units, and Surplus Property.

Presentation Date: June 4, 2012

Schedule 2

TOTAL OPERATING BUDGETS FOR AUXILIARY ENTERPRISES
Fiscal Year 2012-13
(Dollars in Thousands)

	2011-12 Original Budget	2011-12 Adjusted Budget	2012-13 Recommended Budget
Residence and Dining Hall System			
Revenues	\$83,469	\$86,298	\$98,775
Expenses	-80,702	-91,250	-97,098
Reserve Drawdown (Addition)	-2,767	4,952	-1,677
Net	\$0	\$0	\$0
Parking and Transportation			
Revenues	\$10,318	\$12,973	\$11,776
Expenses	-9,893	-12,773	-12,389
Reserve Drawdown (Addition)	-425	-200	613
Net	\$0	\$0	\$0
Telecommunications Services			
Revenues	\$15,965	\$17,365	\$18,293
Expenses	-15,883	-20,075	-18,231
Reserve Drawdown (Addition)	-82	2,710	-62
Net	\$0	\$0	\$0
University Services System			
Revenues	\$33,578	\$33,609	\$35,248
Expenses	-32,768	-33,443	-35,506
Reserve Drawdown (Addition)	-810	-166	258
Net	\$0	\$0	\$0
Intercollegiate Athletics			
Revenues	\$49,248	\$53,010	\$50,179
Expenses	-47,135	-54,951	-48,087
Reserve Drawdown (Addition)	-2,113	1,941	-2,092
Net	\$0	\$0	\$0
Electric Service System			
Revenues	\$33,711	\$35,530	\$38,493
Expenses	-33,099	-34,618	-37,880
Reserve Drawdown (Addition)	-612	-912	-613
Net	\$0	\$0	\$0
Inn at Virginia Tech and Skelton Conference Center			
Revenues	\$9,810	\$9,810	\$10,302
Expenses	-9,797	-9,860	-9,895
Reserve Drawdown (Addition)	-13	50	-407
Net	\$0	\$0	\$0
Other Enterprise Functions			
Revenues	\$10,168	\$10,816	\$10,413
Expenses	-9,520	-10,319	-9,454
Reserve Drawdown (Addition)	-648	-497	-958
Net	\$0	\$0	\$0
TOTAL			
Revenues	\$246,267	\$259,411	\$273,480
Expenses	-238,797	-267,289	-268,540
Reserve Drawdown (Addition)	-7,470	7,878	-4,940
Net	\$0	\$0	\$0

Presentation Date: June 4, 2012

EDUCATIONAL AND GENERAL CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2013

(Dollars in Thousands)

as of April 30, 2012

	TOTAL PROJECT AUTHORIZATION					ESTIMATED TOTAL EXPENSES June 30, 2012	ESTIMATED BALANCE AVAILABLE FOR FY2013	ESTIMATED ANNUAL BUDGET FY2013	ESTIMATED BALANCE AT CLOSE OF FY2013
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL				
<u>Educational and General Projects</u>									
<u>Educational and General Maintenance Reserve</u>									
Maintenance Reserve	\$ 5,649	\$ 0	\$ 0	\$ 0	\$ 5,649	\$ 0	\$ 5,649	\$ 5,649	\$ 0
<u>Design Phase</u>									
Blanket: Planning Agriculture Programs Relocation	0	0	1,000	0	1,000	478	522	522	0
Planning: Academic Buildings Renewal	0	0	0	0	0	0	0	0	0
Planning: Address Fire Alarms and Access	5,501	0	0	0	5,501	0	5,501	550	4,951
Planning: Classroom Building	0	0	1,282	0	1,282	0	1,282	1,282	0
Planning: Propulsion Laboratory	0	0	400	0	400	0	400	0	400
<u>Construction Phase</u>									
Academic and Student Affairs Building	0	0	0	45,153	45,153	38,791	6,362	6,362	0
Chiller Plant, Phase I	12,059	0	400	7,639	20,098	2,334	17,764	12,666	5,098
Human & Agricultural Biosciences Building I	53,759	0	0	0	53,759	8,625	45,134	23,625	21,509
Performing Arts Center	27,387	0	11,656	54,950	93,993	44,017	49,976	30,000	19,976
Renovate Davidson Hall	31,119	0	0	0	31,119	6,725	24,394	12,000	12,394
Signature Engineering Building	47,609	0	18,650	28,959	95,218	24,020	71,198	36,000	35,198
Upgrade Campus Heating Plant	17,250	0	2,750	11,500	31,500	28,750	2,750	0	2,750
Veterinary Medicine Instruction Addition	0	0	14,000	0	14,000	10,868	3,132	3,132	0
VT-Carilion Research Inst. Third Floor Upfits	0	0	15,000	0	15,000	7,000	8,000	8,000	0
<u>Close-Out</u>									
Hampton Technology Research and Innovation Center	11,897	0	0	0	11,897	11,549	348	348	0
Visitor and Undergraduate Admissions Center	0	0	3,400	7,100	10,500	10,200	300	300	0
<u>On Hold</u>									
Administrative Services Building	0	0	0	12,000	12,000	0	12,000	0	12,000
Blanket: Planning Science Building Laboratory I	0	0	3,500	0	3,500	547	2,953	0	2,953
Sciences Building Laboratory I	0	0	0	0	0	0	0	0	0
Total Educational and General Projects	\$ 212,229	\$ 0	\$ 72,038	\$ 167,301	\$ 451,569	\$ 193,904	\$ 257,665	\$ 140,436	\$ 117,229

AUXILIARY ENTERPRISE CAPITAL PROJECT AUTHORIZATIONS FOR FISCAL YEAR 2013

(Dollars in Thousands)

as of April 30, 2012

	TOTAL PROJECT AUTHORIZATION					ESTIMATED TOTAL EXPENSES June 30, 2012	ESTIMATED BALANCE AVAILABLE FOR FY2013	ESTIMATED ANNUAL BUDGET FY2013	ESTIMATED BALANCE AT CLOSE OF FY2013
	STATE SUPPORT	GENERAL OBLIGATION BONDS	NONGENERAL FUND	AGENCY DEBT	TOTAL				
<u>Auxiliary Enterprises Projects</u>									
<u>Auxiliary Maintenance Reserve</u>									
Maintenance Reserve	\$ 0	\$ 0	\$ 11,846	\$ 0	\$ 11,846	\$ 0	\$ 11,846	\$ 6,600	\$ 5,246
<u>Design Phase</u>									
<u>Construction Phase</u>									
Unified Communications and Network Renewal	0	0	4,500	12,008	16,508	3,000	13,508	6,810	6,698
Campus Fiber Optic Improvement Project	0	0	2,000	0	2,000	1,706	294	294	0
Phase IV of Oak Lane Community (House 1)	0	0	4,663	0	4,663	3,566	1,097	1,097	0
Renovate Ambler Johnston Hall	0	0	0	75,000	75,000	63,183	11,817	8,931	2,886
Repair McComas Hall Exterior Wall Structure, Ph III	0	0	3,100	0	3,100	1,000	2,100	2,100	0
<u>On Hold and Not Funded</u>									
Indoor Athletic Training Facility	0	0	500	24,500	25,000	5	24,995	0	24,995
New Residence Hall II	0	0	0	27,000	27,000	182	26,818	0	26,818
Parking Blanket Authorizations Balance	0	0	0	16,547	16,547	0	16,547	0	16,547
Phase IV Oak Lane Community	0	0	0	18,837	18,837	0	18,837	0	18,837
Total Auxiliary Enterprise Projects	\$ 0	\$ 0	\$ 26,609	\$ 173,892	\$ 200,502	\$ 72,641	\$ 127,860	\$ 25,832	\$ 102,028
 GRAND TOTAL ALL CAPITAL PROJECTS	 \$ 212,229	 \$ 0	 \$ 98,648	 \$ 341,193	 \$ 652,070	 \$ 266,545	 \$ 385,525	 \$ 166,268	 \$ 219,257

Hotel Roanoke Conference Center Commission Budget**FINANCE AND AUDIT COMMITTEE****May 8, 2012**

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 2012-13. Virginia Tech and the City of Roanoke will make equal contributions of \$80,000 to the Commission for fiscal year 2012-13. The recommended budget is shown on the following page.

**HOTEL ROANOKE CONFERENCE CENTER COMMISSION BUDGET
JULY 2012 - JUNE 2013**

Revenues

City of Roanoke	\$ 80,000
Virginia Tech	<u>80,000</u>
	<u>\$160,000</u>

Expenses

Personal Services for part-time director	\$ 66,424
Professional Fees – legal, audit, consultant	84,600
Technology	4,401
Commission Operations	2,450
Training	<u>2,125</u>
	<u>\$ 160,000</u>

RECOMMENDATION:

That the budget for The Hotel Roanoke Conference Center Commission for 2012-2013 be approved.

June 4, 2012

**Virginia Tech-Wake Forest University
School of Biomedical Engineering and Sciences
2012-13 Operating Budget**

FINANCE AND AUDIT COMMITTEE

April 24, 2012

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 2012-13 recommended budget of \$2,130,956 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
2012-13 Operating Budget**

FINANCE AND AUDIT COMMITTEE

April 24, 2012

Revenues

University Allocation	\$ 2,130,956
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Expenses

Faculty	\$ 1,079,413
Staff	171,427
Graduate Students	298,138
Fringes	379,966
	1,928,944
Subtotal Personnel Costs	1,928,944
 Operating Costs	 202,012
Total Expenses	\$ 2,130,956
 Net	 -

RECOMMENDATION:

That the 2012-13 budget for the Virginia Tech - Wake Forest School of Biomedical Engineering and Sciences be approved.

June 4, 2012

Approval of 2012-2013 Auxiliary Systems Budgets

**The Committee will review for approval the following
2012-2013 Auxiliary Systems Budgets:**

**Dormitory and Dining Hall System
2012-13 Operating Budget**

FINANCE AND AUDIT COMMITTEE

May 1, 2012

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, 2012 to June 30, 2013 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	\$44,510,388	\$47,007,309	\$91,517,697
Other Income	27,939	7,229,588	7,257,527
Total Resources	<u>\$44,538,327</u>	<u>\$54,236,897</u>	<u>\$98,775,224</u>
<u>Current Expenses</u>			
Personnel Services	\$9,615,248	\$19,809,665	\$29,424,913
Operations	17,542,832	24,750,713	42,293,545
Administrative Charge	1,495,118	3,448,761	4,943,879
Maintenance Reserve	3,193,984	652,655	3,846,639
Debt Service	12,769,288	3,819,719	16,589,007
Total Expenses	<u>\$44,616,470</u>	<u>\$52,481,513</u>	<u>\$97,097,983</u>
Reserve Contribution (Draw)	(\$78,143)	\$1,755,384	\$1,677,241
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, 2012 to June 30, 2013 represent an accurate estimate of the income to be received and current expenses of operating the Dormitory and Dining Hall System for the fiscal year.

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

**Annual Inspection and Recommendations Concerning
Dormitory and Dining Hall System**

FINANCE AND AUDIT COMMITTEE

May 1, 2012

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, 2012 to June 30, 2013:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.
2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides \$1,000,000,000 coverage for any one property occurrence, \$800,000,000 coverage for any one fine arts occurrence and \$1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000.
3. That fees, rents, and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2012 to June 30, 2013 for the operation of the Dormitory and Dining Hall System and the report of the Annual Inspection be approved.

June 4, 2012

**Electric Service System
2012-13 Operating Budget**

FINANCE AND AUDIT COMMITTEE

May 1, 2012

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, 2012 to June 30, 2013 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues

Sales to University Departments	\$22,119,217
All Other Sales	16,266,441
Investment Income	106,972
Total Revenues	<u>\$38,492,630</u>

Current Expenses

Personnel Services	\$2,254,760
Purchase of Electricity	29,338,326
Operating Expenditures	4,810,197
Capital Maintenance Reserve Projects	560,000
Maintenance, Repairs and Equipment Replacement	459,798
Debt Service	456,683
Total Expenses	<u>\$37,879,764</u>

Reserve Contribution (Drawdown)	\$612,866
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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, 2012 to June 30, 2013 represent an accurate estimate of the income to be received and current expenses of operating the Electric Service System for the fiscal year.

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

**Annual Inspection and Recommendations Concerning
Electric Service System**

FINANCE AND AUDIT COMMITTEE

May 1, 2012

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, 2012 to June 30, 2013:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.
2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides \$1,000,000,000 coverage for any one property occurrence, \$800,000,000 coverage for any one fine arts occurrence and \$1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000.
3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2012 to June 30, 2013 for the operation of the Electric Service System and the report of the Annual Inspection be approved.

June 4, 2012

**University Services System
2012-13 Operating Budget**

FINANCE AND AUDIT COMMITTEE

May 1, 2012

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, 2012 to June 30, 2013 and a recommended budget of current expenses for the System for the same period.

<u>Estimated Revenues</u>	
Student Fees	\$32,867,829
Sales and Services	2,229,435
Other Income	150,268
Total Revenues	<u>\$35,247,532</u>
<u>Current Expenses</u>	
Personnel Services	\$17,493,629
Operating	8,929,045
Debt Service	5,689,309
Capital Maintenance Reserve	1,210,429
Non-Capital Maintenance Reserve	130,384
Student Organization Allocation	1,344,385
One-Time Expenses	709,099
Total Expenditures	<u>\$35,506,280</u>
Reserve Contribution (Drawdown)	-\$258,748
Net	<u><u>\$0</u></u>

I certify that in my opinion the estimates of revenues and current expenses for the period July 1, 2012 to June 30, 2013 represent an accurate estimate of the income to be received and current expenses of operating the University Services System for the fiscal year.

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

**Annual Inspection and Recommendations Concerning
University Services System**

FINANCE AND AUDIT COMMITTEE

May 1, 2012

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, 2012 to June 30, 2013:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.
2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides \$1,000,000,000 coverage for any one property occurrence, \$800,000,000 coverage for any one fine arts occurrence and \$1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000.
3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2012 to June 30, 2013 for the operation of the University Services System and the report of the Annual Inspection be approved.

June 4, 2012

**Intercollegiate Athletics System
2012-13 Operating Budget**

FINANCE AND AUDIT COMMITTEE

May 1, 2012

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, 2012 to June 30, 2013 and a recommended budget of current expenses for the System for the same period.

Estimated Revenues

Student Fees	\$7,454,909
Sales and Services	40,875,471
Other Income	1,849,072
Total Revenues	<u>\$50,179,452</u>

Current Expenses

Personnel Services	\$21,061,944
Operations	14,928,235
Administrative Charge	2,968,094
Capital Maintenance Reserve	828,604
Maintenance, Repairs, and Equipment Replacement	1,747,345
Debt Service	5,748,019
One-Time Projects	805,000
Total Expenses	<u>\$48,087,241</u>

Reserve Contribution (Drawdown)	\$2,092,211
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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, 2012 to June 30, 2013 represent an accurate estimate of the income to be received and current expenses of operating the Athletics System for the fiscal year.

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

**Annual Inspection and Recommendations Concerning
Intercollegiate Athletics System**

FINANCE AND AUDIT COMMITTEE

May 1, 2012

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, 2012 to June 30, 2013:

1. That the necessary minor repairs be made to all equipment and buildings in the System. Funds have been included in the annual budget of current expenses to cover the cost of these items.
2. That the State's all-risk policy which provides protection from loss by fire, lightning, wind, hail, explosion, theft, vandalism, malicious mischief, and other extended coverage be continued. This provides \$1,000,000,000 coverage for any one property occurrence, \$800,000,000 coverage for any one fine arts occurrence and \$1,000,000,000 coverage for any one boiler and machinery occurrence, without any coinsurance and with an effective deductible of \$1,000.
3. That rates and charges for the next fiscal year are sufficient for the purpose set forth in Section 5.1, Article V, of the resolution.

M. Dwight Shelton, Jr.
Vice President for Finance and
Chief Financial Officer

RECOMMENDATION:

That the recommended budget for the fiscal year July 1, 2012 to June 30, 2013 for the operation of the Intercollegiate Athletics System and the report of the Annual Inspection be approved.

June 4, 2012

Pratt Funds Overview

ACADEMIC AFFAIRS COMMITTEE AND FINANCE AND AUDIT COMMITTEE

May 8, 2012

In 1975, the university received a significant bequest from the estate of Mr. John Lee Pratt of Stafford County, following his death on December 20, 1975. The bequest was divided equally into two distinct parts, one to support Animal Nutrition and one to support the College of Engineering. According to the will, the bequest for Animal Nutrition was to be used to promote the study of animal nutrition by supplementing salaries, providing equipment and materials to be used for experiments in feeding and in the preparation of feeds for livestock and poultry, and publishing and disseminating the research results of the studies. The will provided that the bequest for the College of Engineering should be used to support research and scholarships.

Distributions of the Pratt Estate were received in several installments: \$9,561,819 in 1976, \$1,330,000 in 1977, \$47,000 in 1979, and \$30,164 in 1981, for a total of \$10,968,983. Over the years, the Pratt endowment has grown to \$38.7 million, as of March 31, 2012. 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.

Income from the Pratt Endowment provides an unusual opportunity to support an animal nutrition program of high quality. Use of these Endowment earnings have concentrated on enhancing research and educational opportunities beyond what departments could do with state and federal funding. The main funding strategy remains with strong support for Ph.D. training, direct research support, scientific equipment, and visiting professors that stimulate and inspire the faculty and students engaged in nutrition research.

2012-2013 PRATT FUND BUDGET PROPOSAL

Pursuant to the spending policy adopted for the Pratt Estate Fund, it is anticipated that additional income of \$1,902,293 will be available for expenditure in FY 2012-2013. Targets of \$954,228 and \$948,065 were given respectively to the College of Engineering and to the Animal Nutrition Programs.

College of Engineering

Source of Funds:

Endowment Income	\$954,228
Repayment of Endowment Advance	<u>(104,000)</u>
Total Resources	<u>\$850,228</u>

Proposed Expenditures:

Undergraduate Scholarships	\$350,000
Undergraduate Study Abroad Scholarships	60,000
Graduate Study Abroad Scholarships	10,000
Graduate Tuition Scholarships	115,228
Graduate Research Fellowships	190,000
Graduate Recruitment for Research Programs	<u>125,000</u>
Total Proposed Expenditures	<u>\$850,228</u>

Animal Nutrition

Source of Funds:

Endowment Income	\$948,065
Carryover (estimated)	<u>350,000</u>
Total Resources	<u>\$1,298,065</u>

Proposed Expenditures:

Ph.D. and M.S. Fellowship Program	\$675,000
Undergraduate Program Scholarships and Research	150,000
Visiting Scholars and Seminars	24,000
Equipment Purchases and Maintenance	323,065
Nutrition Technicians	120,000
Publication Costs	<u>6,000</u>
Total Proposed Expenditures	<u>\$1,298,065</u>

RECOMMENDATION:

That the proposed 2012-2013 allocation and use of Pratt Funds be approved.

June 4, 2012

**RESOLUTION TO REAPPOINT UNIVERSITY COMMISSIONER
TO THE HOTEL ROANOKE CONFERENCE CENTER COMMISSION**

WHEREAS, the Virginia General Assembly approved legislation known as the “Hotel Roanoke Conference Center Commission Act” to provide for the establishment of a conference center commission; and

WHEREAS, the Act provides for the appointment of three commissioners each from the City of Roanoke and from Virginia Polytechnic Institute and State University; and,

WHEREAS, the Act provides that the commissioner appointments be staggered; and,

WHEREAS, the terms of the appointments shall be four years, and shall end on June 30 of the respective year; and,

WHEREAS, pursuant to the Act, the Board of Visitors of Virginia Polytechnic Institute and State University reappoints the following as commissioner:

- Chief Financial Officer, Virginia Tech June 30, 2016

NOW, THEREFORE, BE IT RESOLVED that the appointment of the Chief Financial Officer of Virginia Tech shall continue effective with the approval of this resolution.

RECOMMENDATION:

That the above resolution of the reappointment of Chief Financial Officer of Virginia Tech as the university’s representative on the Hotel Roanoke Conference Center Commission be approved.

June 4, 2012

AFFILIATION AGREEMENT RENEWALS

As approved by the Board of Visitors, the university has entered into affiliation agreements with the following university-related corporations for the purpose of defining the relationship and requirements of university-related corporations.

- Virginia Tech Alumni Association, Inc.
- Virginia Tech Applied Research Corporation
- Virginia Tech Athletic Fund, Inc.
- Virginia Tech Corps of Cadets Alumni, Inc.
- Virginia Tech Foundation, Inc.
- Virginia Tech Innovation Corporation (formerly Virginia Tech Technology Services and Operations Corporation)
- Virginia Tech Intellectual Properties, Inc.
- Virginia Tech Services, Inc.

The term of these agreements ends on June 30, 2012. It is recommended that the agreements, as revised, be extended for a term ending June 30, 2016.

RECOMMENDATION: That the affiliation agreements listed above be revised according to the attached template and extended for a four-year period, terminating on June 30, 2016.

June 4, 2012

**AFFILIATION AGREEMENT BETWEEN
VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
AND
(CORPORATION)**

THIS AFFILIATION AGREEMENT, dated as of _____, is by and between VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY, a Virginia public corporation (the "UNIVERSITY"), and (corporation), a Virginia non-stock corporation (the "CORPORATION").

RECITALS

1. The University recognizes the contribution the Corporation will make to the University's missions and goals and, therefore, the University is willing to be affiliated with and provide certain benefits to the Corporation. Such action shall not, however, be construed to mean that the Corporation is part of or controlled by the University; that the University is responsible for the Corporation's contracts or other acts or omissions; or that the University approves of the Corporation's activities.
2. The purpose of this Agreement is to describe the entire relationship between the University and the Corporation including the University benefits the Corporation may receive and the conditions for their receipt.

Accordingly, the parties agree as follows:

a. Representations

- 1) The Corporation represents that it is a Virginia non-stock corporation in good standing with the Virginia State Corporation Commission. The Corporation will provide the University its current articles of incorporation, bylaws and all future amendments, a list of all directors, administrators and offices, and their addresses and phone numbers.
- 2) The Corporation further represents that the officers and board members of the Corporation were provided a copy of this Agreement and they authorized the person executing this Agreement on behalf of the Corporation to execute this Agreement.

b. Relationship between the Corporation and the University

The University is a Virginia public corporation and the Corporation is not part of that corporation, but rather exists and operates independently, and for the benefit of, the University.

The Corporation is required to distribute to the University or its designee, on a regular basis, any surplus revenues as determined in conjunction with the Chief Financial Officer of the University or any successor thereof.

Annually, prior to consideration by its Board of Directors, the Corporation shall review its annual operating budget, capital budget, long-term program plans, and intended distribution of surplus with the University's designee.

The Corporation agrees that, without the prior written consent of the University President, it will not distribute any assets or proceeds thereof, other than in the ordinary course of business, to any entity or person other than the University or its designee.

The Corporation shall convey to the University upon written request of the Board of Visitors, any interest in real property owned by the Corporation, which real property is and shall be indirectly owned by the University.

The Corporation shall provide a benefits and compensation plan for its employees that as nearly as practicable matches that of the University. For business related reasons, the Chief Financial Officer of the University may authorize exceptions to this provision.

The President of the University shall designate a person to be elected as a director and member of the Executive Committee of the Corporation.

The parties understand and agree that this Agreement is the only source of control the University may have over the Corporation or its activities except to the extent, if any, the University chooses to exercise control over activities occurring on its property and as provided in the governing documents of the Corporation.

c. Fund-Raising Activities

The Corporation agrees not to conduct fund-raising activities without the prior written consent of the University, provided that the solicitation of governmental grants and research contracts by the Corporation shall not be considered fund-raising activities for purposes of this Agreement.

d. The Corporation's Dealings with Third Parties

The Corporation shall not hold itself out as being part of, controlled by, or acting on behalf of the University. The Corporation agrees to take reasonable measures to ensure that third parties understand that it is not part of the corporation which is the University. With respect to advertising, publicity, correspondence, contracts, and other formal means of communication, the Corporation will use its full corporate name to avoid confusion on the part of the third parties.

e. Tax Matters

The Corporation shall prepare and timely file all tax returns and reports including information returns required to be filed by it under federal, state and local laws. The Corporation will promptly advise the University in the event of any audit of its tax returns or reports by any governmental entity. The Corporation shall not use the University's taxpayer identification number or the University's tax-exempt status in connection with purchases or sales by the Corporation, gifts to the Corporation, interest or other income of the Corporation, or any other activity of the Corporation.

f. Liability Insurance and Defense

The Corporation understands and agrees that the University, the Commonwealth of Virginia, and the employees and agents of either will not be liable for any of the Corporation's contracts, torts, or other acts or omissions, or those by the Corporation's directors, officers, employees or staff, provided that the limitations of liability provided herein shall not apply to faculty and staff of the University acting within the scope of their employment with the University. The Corporation understands and agrees that neither it nor its directors, officers, employees or staff are protected by the University's or the Commonwealth of Virginia's insurance policies or self-insurance plans in connection with the Corporation's activities, and the University and the Commonwealth will not provide any legal defense for the Corporation or any such person in the event of any claim against any of them, provided that the limitations of liability provided herein shall not apply to faculty and staff of the University acting within the scope of their employment with the University.

g. Non-Discrimination

The Corporation agrees to follow the University's Equal Opportunity and Affirmative Action Statement.

h. Charges for Services

The Corporation agrees to reimburse the University upon request for the costs of services provided. To the extent that a rate schedule exists for these services, the Corporation will be charged at the appropriate rate. To the extent there is no rate schedule charge set for a service, the Corporation will be charged a rate to be mutually agreed on by the University and the Corporation based on a cost study to be conducted by the University Controller's Office.

i. Use of Facilities, Resources and Services

The University hereby makes the Corporation eligible to use the University's facilities, resources and services, subject to availability and the policies and procedures of the University applicable to such facilities, resources and services. The Corporation may utilize the University's name and registered marks in accordance with University policy and guidelines on the use of such name and marks. The University may utilize the Corporation's name and registered marks in accordance with Corporation's policy and guidelines on the use of such name and marks.

j. Audit

The Corporation shall have an annual audit performed by an independent auditor and shall provide copies of its IRS form 990 or 990T, financial statements, management letter and management response produced in connection with the audit to the President of the University. The Corporation agrees to participate in the university-related corporation internal audit program. All costs of both the annual audit and the internal audit work performed for the Corporation shall be paid by the Corporation. The Corporation will be exempted from the requirement for annual external audit provided that:

- the Corporation has not held any financial assets for the twelve month period preceding the fiscal year ending date,
- the officers of the Corporation certify annually that no financial activities or transactions have occurred or are occurring outside those reflected in the records of the Corporation,
- on an as needed basis, the Corporation agrees to provide as a supplement to its annual financial statements separate unaudited financial schedules providing information on the activities of the Corporation recorded in its records, and
- the Corporation continues to participate in the university-related corporation internal audit program.

k. Subsidiary Corporations

Approval of the University's Board of Visitors is required for the establishment of University related corporations. University related corporations may establish subsidiaries and/or LLC's and the provisions of this agreement shall be applicable to them.

I. Dissolution

If the University, acting at the direction of its Board of Visitors, shall request in writing, the Corporation agrees to timely cease all operations and take all appropriate actions to dissolve the Corporation. In the event of such dissolution or final liquidation of the Corporation (a) none of the property of the Corporation or any proceeds thereof shall be distributed to or divided among any of the officers or directors of the Corporation or inure to the benefit of any individual; and (b) after all liabilities and obligations of the Corporation have been paid, satisfied, and discharged, or adequate provision made thereof, all remaining property of the Corporation and the proceeds thereof shall be distributed by the Board of Directors of the Corporation to the University or its designee provided such designee is an organization or organizations that is (are) qualified under Section 501(c)(3) and 170(c)(2)(B) of the Internal Revenue Code of 1986, as amended.

m. Term and Termination of Agreement

This agreement shall become effective upon execution by both parties and shall expire on June 30, 2016, but it will remain in effect past the expiration date unless (i) terminated by the University, with or without cause, at any time by written notice to the Corporation, (ii) terminated by mutual written agreement of the parties, or (iii) replaced by a new agreement.

n. Waiver

Failure of either party to enforce any of the provisions of this Agreement shall not be construed as a waiver of that, or any other, provision or any later breach thereof.

o. Notices

Any notice under this Agreement shall be deemed given when deposited in the mail, postage prepaid, and addressed as follows:

If to the Corporation:

If to the University:

Chief Financial Officer
Virginia Tech
210 Burruss Hall (0174)
Blacksburg, Virginia 24061

or to such other person, at such addresses, as either party may designate for itself and so notify the other party in writing.

p. Entire Agreement; Amendments.

This Agreement constitutes the entire agreement between the Corporation and the University concerning the subject matter, and it supersedes all prior written or oral agreements concerning this subject matter. This Agreement may not be amended except by written document executed by both parties.

IN WITNESS THEREOF, the parties have executed this Agreement below:

(NAME OF CORPORATION)

VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY

By: _____
(Authorized Officer)

By: _____
(Authorized Officer)

Title: _____

Title: _____

Date: _____

Date: _____

Committee Minutes

STUDENT AFFAIRS AND ATHLETICS COMMITTEE OF THE BOARD OF VISITORS

**315 Lane Stadium
8:30 a.m.**

June 4, 2012

PRESENT: Dr. Calvin Jamison, Chair
Mr. Matthew Banfield
Mr. Frederick Cobb
Mr. Douglas Fahl

GUESTS: Ms. Kimberle Badinelli, Mr. Robi Basu, Dr. Cynthia Bonner, Mr. Tom Brown, Mr. Sam Camden, Mr. Dustin Dorph, Mr. Hikmet Gursoy, Ms. Frances Keene, Mr. Jeff Kirwan, Mr. Austin Larrowe, Mr. George Nolen, Mr. Nick Onopa, Ms. Rebecca Paulsen, Ms. Rhonda Rogers, Ms. Anjelica Smith, Dr. Frank Shushok, Dr. Edward Spencer, Ms. Michelle Sutherland, Mr. Jim Weaver, Ms. Penny White

Open Session

- 1. Opening remarks and approval of March 26, 2012:** Dr. Calvin Jamison, Chair, provided opening remarks and submitted the minutes of the March 26, 2012 Student Affairs and Athletics Committee meeting to the committee for review and approval.
- 2. Athletic Department Quarterly Report:** Mr. Jim Weaver, Director of Athletics, gave an extended report on the performance of the Olympic sports. Since joining ACC in 2004, our objectives which carry through academic missions, increased graduation rates, and fund raising efforts, is that we want to finish in the top four in everything that we do in the ACC. He noted the accomplishments of football, men and women's cross country, men's soccer, women's soccer, volleyball, men's indoor track, women's indoor track, men's swimming and diving, women's swimming and diving, wrestling, baseball, women's softball, men's tennis, women's tennis, men's outdoor track, women's outdoor track, and golf.
The reason for emphasis on the objective to finish in the top four is that the ACC is the best Olympic sports conference in the country, and we are proud of the fact that many of our Olympic teams were in that top fourth this past year.
In response to a question regarding athletics' biggest challenges looking to the future: 1) to find a way to continue to raise money because

scholarship costs continue to go up, and 2) the biggest challenge is conference expansion and finding a method that makes the process fair for everyone.

Also, in response to a question, stadium seating is going well and with the addition of technology, people have been pleased with the process.

3. Panel of Students who will make brief presentations and dialogue with Board members:

Dr. Edward Spencer introduced five students who talked about their experiences at the University and engaged in dialogue with the Committee. Mr. George Nolen, Rector, expressed his thanks to Dr. Spencer for his service to the Committee and his efforts to bring to the Committee the students to share their experiences.

4. Overview of Housing and Residence Life:

Dr. Eleanor Finger, Director of Housing and Residence Life, and Mr. Jamie Penven, Associate Director for Academic Initiatives, reported to the committee that Housing and Residence Life is completing its first year of a large-scale reorganization with great success. The merger of the two units has resulted in increased communication, improved and streamlined services for better efficiency and student care, and a balanced examination of facility needs with the educational program through shared vision and mission. Housing and Residence Life has further strengthened academic and administrative partnerships in order to provide experiences that deepen student learning and enhance the college experience. Key highlights include, but are not limited to: the development of a long-range, strategic plan that addresses aging facilities, an increased number of valuable academic collaborations in Living-Learning communities, the Pritchard Academic Resource Center (PARC), and the Housing and Residence Life Community Resource Officers Program.

5. “Looking Back and Looking Ahead:

Before Dr. Spencer’s presentation, Dr. Jamison expressed his thanks to him for his commitment, during his time at the University, to take on and make significant changes. At the request of the Committee Chair, Dr. Edward Spencer, Vice President for Student Affairs, who will retire on June 30th, presented a retrospective and prospective look at Student Affairs at Virginia Tech. He traced the significant changes and major accomplishments within the 15 departments of the Division of Student Affairs during his nearly 30 years at Virginia Tech.

Additionally, he gave his perspective on both the challenges and opportunities facing the Division in the years ahead. Included in the list of challenges were issues related to inadequate space, facility costs and needs, “the alcohol culture,” the “issues” which students bring with them when they come to campus, steady growth in the Corps of Cadets without

the appropriate state funding to support it, and salaries which have continued to fall in comparison to those at our peer institutions.

Finally, in the category of opportunities, Dr. Spencer included: the *Ut Prosim* nature of our students, Hokie Camp expansion, the Phase IV Greek Housing project at Oak Lane, the residence hall renovation program, expansion of residential colleges and other living/learning programs, increasing use of technology, the proposed new student center, more fundraising and involvement programs with parents and alumni, and further cross-campus partnerships, particularly with those in academic affairs.

6. **Adjournment:** There being no further business, the meeting was adjourned at 11:40 a.m.



Housing and Residence Life: Living, Learning, Leading for Student Success!

Eleanor F. Finger, Ph.D., Director of Housing and Residence Life

Jamie Penven, Associate Director for Academic Initiatives

Board of Visitors: Student Affairs and Athletics Committee

June 4, 2012

May 1, 2012



Housing and Residence Life: The organization

- Seamless reorganization with the merger of Housing and Residence Life (HRL) in Fall 2011
- Staff, division and university opportunities for new collaborations
- Changing narratives through outreach and a creative evolution approach
- Emphasis on student learning and success

Facilities and Programs

Facilities

- Developing a long-range, strategic plan to address aging facilities
- Ongoing care and upkeep of current stock
- Anticipate diverse needs in system to include maintenance, renovations, & new construction (Phase IV) with invested Fraternity and Sorority Life chapters
- Academic/Educational resource center
- inVenTs Design and Advising space

Program

- Implementing a residential curriculum model system-wide
- 50% of our students participate in a living-learning community or residential college
- Strengthen faculty partnerships to enhance student engagement
- Collaboration with campus partners to improve the quality of the student experience
- Live-in coordinators = 1:500; RAs = 1:40



Space influences learning: Pritchard Academic Resource Center (PARC)





Valuable Collaborations: Co-creating learning environments for student success

- Residential Colleges: Two live-in faculty principals, 30 Senior Faculty Fellows, Four Associate Principals
- STEM inVenTs: Hypatia , Galileo, Da Vinci Biological and Life Sciences and Currie
- Living-Learning Communities: SERVE, Pritchard “Thrive”, RLC, Career Services “Reach,” etc.
- Academic resource center that provides academic advising and support programming
- Corps of Cadets: Rice Center for Leader Development (RLC)
- The Common Book



Valuable Collaborations: Co-creating learning environments for student success

- VTPD and HRL Community Resource Officers Program
- Officers:
 - Dallas Leamon
 - John Tarter
 - Nicole Viers





The positive impact: Increased holistic student learning

- Space is enhancing the student experience
- Academic, division and community partnerships are expanding student opportunities and emphasizing learning
- Student behavior is being positively impacted by the physical environment and program



Questions?

Student Affairs: Looking Back and Looking Ahead



**Edward F. D. Spencer, Vice President for Student Affairs
Virginia Tech -- April, 2012**

A group of approximately 12 students are gathered outdoors, sitting on a large, patterned cushioned bench. They are dressed in casual attire, including jeans, sweaters, and button-down shirts. The background features a brick building with arched windows and a small tree to the right. The overall scene suggests a relaxed, social gathering of students.

Part I

**Looking Back:
A retrospective on the
major changes over a
30-year period.**

Campus Alcohol Abuse **Prevention Center**

- **New program begun as a one-person operation in 1998.**
- **Now a three-person department with extensive research, outreach, and education.**
- **In 2010-2011, Center staff:**
 - **made 55 presentations to 8,770 students**
 - **did 164 motivational interviews**
 - **conducted 607 sessions with students referred by the office of Student Conduct.**

Career Services

- Absorbed former separate Cooperative Education and Career Counseling programs.
- Moved from Patton Hall to Henderson Hall and then to the new Smith Career Center in 2004. Went from probably the worst facility to about the best facility in the country.
- Constantly increasing numbers of companies recruiting, interviewers on campus, and jobs posted.

Cook Counseling Center

- **Moved from Patton Hall, to Henderson, then to McComas.**
- **Now nationally accredited.**
- **Vastly expanded staff, including two psychiatrists.**
- **Satellite centers in East Eggleston, GLC, and Athletics.**

Corps of Cadets

- Had fallen to 325 at one point; now up to 949 in fall of 2011, the highest enrollment since 1969.
- Development of the Rice Center for Leadership and of the leadership minor, especially for civilian track members.
- 80 percent commissioning rate.

Cranwell International Center

- **Gifted by the Cranwell family.**
- **Now 2,388 international students: 636 undergraduate and 1,752 graduate, representing 111 countries.**
- **Extensive services and programs for all students, international and domestic.**
- **Longest running international street fair in the United States.**

Dean of Students

- **First formed in 1989. Has been located in Brodie, Henderson, at corner of Draper and Roanoke Streets, and now in East Eggleston.**
- **Incubator for Student Conduct, Services for Students with Disabilities, and Multicultural Programs and Services.**



Dean of Students

- **Developed Hokie Camp, a two-day Summer Orientation, and Hokie Hi, a Fall Orientation.**
- **Central student data coordination point.**
- **Now: advocacy, emergency coordination, and New Student Programs.**

Dining Services

- From “early elementary school cafeteria” to America’s #1 college dining program!
- Selling more optional (off-campus) dining plans than required (on-campus) plans.
- Opening of: Hokie Grill, Owens Banquet Room, Owens Food Court, D2, D’Express, Deet’s Place, West End Market, Vet Med Café, Squires and GLC venues, and the forthcoming Turner Place at Lavery Hall.

Fraternity and Sorority Life

- **Moved out of Student Activities as separate department in 2003.**
- **Now working with 56 organizations from four Greek Councils, with 20 of them in on-campus houses.**
- **Strong emphasis on leadership development and risk management.**

Housing and Residence Life

- **First fire alarm, detection, and suppression systems in 1984.**
- **First live-in professional in 1990. Now there are 14 live-in professionals.**
- **First voice/data/video system in the country in 1988.**
- **Since 1983: Cochrane, Payne, Peddrew Yates, New Residence Hall East, Harper, New Hall West, and all four phases of Oak Lane.**

Housing and Residence Life

- **All theme housing/living learning programs developed, along with our first two residential colleges.**
- **Ambitious residence hall renovation and enhancement program, begun in 2009 with the Ambler Johnston project.**

Multicultural Programs and Services

- **Formed in 2005 from positions and functions developed in Dean of Students Office and in Student Centers and Activities.**
- **Black Cultural Center opened in 1991 and Multicultural Center in 1995.**
- **Advise numerous minority organizations and facilitate cultural heritage months.**



Recreational Sports

- **Developed from Student Activities.**
- **Operation of War Memorial Gym since 1992, and McComas since 1998, with expansion opened in 2010.**
- **Has grown to offer 31 club sports and 8,539 students participating in intramurals.**
- **Extensive fitness and recreation options.**

Schiffert Health Center

- **Moved from Henderson to McComas in 1998.**
- **Now nationally accredited.**
- **Developed specialty clinics.**
- **Cross between MD's office and an urgent care facility.**

Services for Students with Disabilities

- Grew out of the Dean of Student's Office; became separate department in 2003.
- Has gone from providing services to 17 students in 1980 to providing services to more than 200 clients today.
- Moved from Henderson to Kent Square in 2008. Moving to Lavery Hall in August, 2012.

Student Centers and Activities

- **Formerly University Unions and Student Activities, was two separate departments. Now reunited as Student Centers and Activities.**
- **Squires Student Center, Johnston Student Center, the Graduate Life Center, and War Memorial Chapel.**
- **Development of leadership programs, the BreakZONE, Venture Out, etc.**
- **Growing emphasis on late night activities.**

Student Conduct

- **Originally a part of Dean of Students Office when in Brodie and Henderson Halls. Set up as separate office in 1998.**
- **Growing case load. Administrators and student panels hear the cases (student's choice).**
- **Alcohol cases are predominant.**
- **Formerly called “Judicial Affairs.”**

Office of the Vice President **for Student Affairs**

- **Originally in Patton Hall, later in various places within Burruss Hall.**
- **Other staff in the office formerly had no line responsibility.**
- **Centralized support functions under the Chief of Staff and Director of Administration:
Assessment, Communications and Marketing,
Emergency Preparedness, Finance, and Human
Resources.**
- **Director of Parent and Alumni Relations recently added.**

Part II

Looking Ahead: Opportunities and Challenges for Student Affairs in the Years Ahead.

Opportunities and Challenges

- **A new and more adequate home for the Campus Alcohol Abuse Prevention Center.**
- **Challenges from the “alcohol culture.”**
- **Number and nature of “issues” students arrive with when they come to campus.**
- ***Ut Prosim* nature of our students.**
- **Growing gap between student/parent expectations and VT’s ability to meet those expectations.**
- **A growing Corps of Cadets with inadequate state funding.**

Opportunities and Challenges

- **Strain on Cranwell facility and services.**
- **Growing caseloads in Dean of Students Office and in Services for Students with Disabilities.**
- **Hokie Camp costs and expansion.**
- **Facility needs (replacement, expansion, renovation) and debt capacity limits.**
- **Phase IV of the Oak Lane Community.**
- **Residence Hall renovation program.**

Opportunities and Challenges

- **Expansion of special housing programs -- residential colleges, theme housing, etc.**
- **New telecommunications system.**
- **Increasing use of technology.**
- **The dilemma called War Memorial Hall.**
- **Space needs in Cook Counseling and Schiffert Health Center.**
- **Squires renovation/new student center construction.**

Opportunities and Challenges

- **Future of development and fund-raising, along with parent and alumni relations function.**
- **Growing role of assessment.**
- **Town/gown relations.**
- **Partnerships and collaborations.**
- **Keeping in touch with our students, campus climate, and diversity issues.**
- **Staff salaries.**
- **Delivery of on-line services to satellite campuses and centers.**

Student Affairs: Looking Back and Looking Ahead



**Edward F. D. Spencer, Vice President for Student Affairs
Virginia Tech -- April, 2012**

**RESOLUTION FOR THE ADOPTION OF THE UNIVERSITY'S LONG-RANGE PLAN –
“A PLAN FOR A NEW HORIZON: Envisioning Virginia Tech 2012-2018”**

WHEREAS, the University Strategic Plan 2001-2006 laid out a vision for the long-term transformation of Virginia Tech into one of the top research universities in the world, and identified goals for the university's multiple missions of research and scholarship, graduate and undergraduate education, and outreach; and,

WHEREAS, on June 12, 2006, the Board of Visitors adopted an Update to the University Strategic Plan for 2006 to 2012, which reaffirmed the university's aspirations for excellence as a nationally and internationally recognized research university with attendant goals outlined in the learning, discovery, and engagement domains, and which explicitly tied budgeting to planning in an unprecedented manner; and,

WHEREAS, the strategic plan and update version guided difficult decisions over the years as the state, federal, and international environments dramatically changed, creating significant challenges to university operations and programs; and,

WHEREAS, a long-range planning process was begun in 2011 that explored the current environment including the implications of global interdependence as well as the challenges of a data-driven society, meeting research expectations, and improving organizational efficiency and flexibility, and resulted in a long-range plan that is based on the framework of the learning, discovery, and engagement domains, and lays out principal strategies for the broad areas of research and innovation, the life of the mind, and the Virginia Tech experience; and,

WHEREAS, the initial long-range plan emerged from the work of a task force comprised of faculty, staff, and students, and was further refined and enriched through a series of more than 100 meetings over 18 months that engaged the entire university community and involved the Board of Visitors from the very beginning and at multiple stages throughout the process;

NOW, THEREFORE, BE IT RESOLVED that “A Plan for a New Horizon: Envisioning Virginia Tech 2012-2018” be adopted by the Board of Visitors effective immediately and subsequently widely shared with members of the university community to provide a common vision for the development of college and department strategic and tactical plans and resource allocations in the coming years.

RECOMMENDATION:

That the university's long-range plan, “A Plan for a New Horizon: Envisioning Virginia Tech 2012-2018” be adopted by the Board of Visitors.

June 4, 2012

A PLAN FOR A NEW HORIZON

Envisioning Virginia Tech 2012-2018

Introduction

Virginia Tech faces a new horizon defined by a future characterized by geopolitical and geo-economic transition, an accelerated pace of globalization, and structural shifts caused by technological innovation. Our graduates will face uncertainties that range from security issues and resource scarcities to political instability and social turmoil—challenges that will be embedded in and defined by complex and interdependent systems. Simultaneously, we have entered an era of data-driven, networked societies. As technology changes the landscape of the global economy and the practices of businesses and governments, the demand for graduates who possess superior analytical, critical-thinking, management, and communication skills and who excel at abstract and computational thinking continues to grow. Preparing students for this new horizon requires pedagogical models that spark curiosity, facilitate creative thinking, and develop the tools for effective communication. These models must be rigorous but not constraining, involving ‘hands-on’ as well as ‘minds-on’ approaches to problem-solving. To address these issues successfully, we will build on our strengths to meet state and federal commitments for research and higher education while providing a superior environment for nurturing the life of the mind.

The new horizon for research and scholarship will challenge us to build on our strengths as a comprehensive public research university and land-grant institution. We also value our long tradition as one of the nation’s senior military colleges. The new horizon will require us to develop team-driven initiatives within and beyond the university. Such initiatives will enhance the opportunities for our colleges and research institutes to pursue innovative research agendas that address complex problems and allow us to be responsive to new discoveries and technologies. New forms of digital, networked scholarly communication will require intensive faculty development and new modes of reward and recognition within the academy.

Fulfilling our mission in an increasingly complex and interdependent world will also require initiatives that create networks that span geographic scales. We will contribute not only to

agricultural, business, and community development but also promote local, regional, and national security, resilience, health, and sustainability while continuing to support core academic disciplines.

With this plan, Virginia Tech is positioning itself to further develop a distinctive profile as a progressive and internationally recognized research university. We are poised to grow our undergraduate enrollment when appropriate and will pursue significant and strategic growth in graduate enrollment. Focusing on growth in graduate enrollment in science, technology, engineering, computational sciences, health sciences, and business- and policy-oriented subjects will provide additional teaching resources, sustain and expand our research portfolio, and provide a broad range of student research experiences. This growth will also facilitate the pursuit of our mission to address significant science, technology, economic, and social issues.

We will continue to invest in a comprehensive educational portfolio in which the arts, humanities, business, and social sciences have an essential role in kindling curiosity and creativity; growing intellectual, entrepreneurial, innovative, and managerial capacities; expanding civic and intercultural understanding; and encouraging a commitment to personal, professional, and social responsibility. We aim to become the national model for the merger and application of the arts and technology as a catalyst for educational excellence. The integration of business with programs in science, engineering, and medicine creates the opportunity for radical innovation. The emergence of our architecture and design programs as among the best in the world provides a model for the power of transdisciplinary synergy.

Achieving these goals will require the sustained fulfillment of the commonwealth's base budget adequacy funding model, the continued growth of externally funded research and private support, and the implementation of innovative financial and business practices. Reaching the goals will also require a significant degree of flexibility, collaboration, and innovation on the part of the university in terms of existing resources and infrastructure. The plan for 2012-2018 is guided by four structuring challenges that impact the entire university: the implications of global interdependence; the challenges of a data driven society; meeting our research expectations; and the continuing need to focus on organizational efficiency and flexibility. The plan outlines strategies to address these challenges by enhancing research and innovation; fostering the life of the mind of our students, faculty, and staff; and positioning Virginia Tech as a dynamic and distinctive community.

Structuring Challenges

The implications of global interdependence

International engagement is becoming an imperative for higher education, given the pace of globalization and the flow of people and ideas across geographical borders. Attracting high-caliber international students, world-class research partners, and resources requires expanding our commitment to building a global profile that emphasizes quality. It is no longer sufficient to be concerned with how the university compares with other U.S. institutions. We will intensify our focus in the international arena. We will evaluate how our programs compare with the best programs around the world and systematically invest resources to elevate programs that can be globally competitive.

As citizens in a global community, our students can only benefit from access to and immersion in rich, cultural experiences; therefore, we will seek to ensure that opportunities for international engagement such as study-abroad programs are viable for as many students as possible. We will continue to pursue the local-global connections that join our resident international students with domestic students to create a diverse intercultural campus environment. Virginia Tech will also strive to develop a learning community built on the principles of inclusive excellence that shape our overall diversity-related activities.

Our goal is to increase the number of our programs recognized as among the best internationally.

The needs and challenges of a data-driven society

We live in a data-driven, networked society. Economic, technological, and social progress depends on the development of an analytically savvy, multidisciplinary workforce. We will empower our students to be knowledgeable, wise, and effective participants in an increasingly digital age in areas ranging from art to science to civic discourse. Our students need opportunities to contribute to the technologies that have emerged from the Internet and to understand the economic, social and cultural implications of social networking, mobile and cloud computing, and new information and media ecosystems. The questions that can be asked and the methods and data sets that can be used to solve complex problems are being fundamentally altered by technology and the information

sciences. Being effective in this environment means being able to apply and manage information technology while taking advantage of networking, collective intelligence, simulation, data mining, and modeling.

Virginia Tech is committed to a progressive agenda that provides the educational opportunities, computational infrastructure, and learning spaces necessary to prepare students and faculty to excel in this environment. Emphasis will be given to developing core competencies in computational thinking, information literacy, and analytical methods. Meanwhile, research and advanced graduate studies will require an increased capacity for data-intensive and high-performance computing.

Our goals are to ensure competency in data analysis and computational methods as a component of general education for all students and to develop an appropriate infrastructure for e-learning and high-performance computing.

Meeting our research expectations

This plan reaffirms our commitment to research and discovery that serves the good of local communities, the commonwealth, and the nation. To excel in a competitive research environment, we will continue to focus resources on a selected number of strategically important fields that offer significant growth potential, enable us to capitalize on the strengths of our faculty, and best position us to build the resources essential to developing world-class expertise beyond our current domains of scholarship.

Our research efforts will also become increasingly translational in nature, or geared toward practical applications. A translational approach has long been the standard in the medical and pharmaceutical sciences, but it also informs research in agriculture, natural resources, engineering, and the biological, behavioral, and social sciences. By emphasizing the translational approach to research and scholarship, we will build upon our strengths in basic research and reinforce the ethos of innovation and collaboration that are fundamental facets of our land-grant mission.

Our goal is to establish a distinctive and globally recognized profile that emphasizes translational research and scholarship and builds upon our existing and emerging strengths.

Organizational efficiency and flexibility

As the university prepares to move into the next planning period, we will be challenged to continue to meet demands for increased productivity and efficiency without sacrificing quality. We will also have to manage costs and the pressures caused by our resource constraints. Potential items for exploration include thorough reviews of administrative policies and procedures, the administrative leadership structure, resource allocation strategies, governance procedures, and operating efficiencies.

Virginia Tech will actively evaluate opportunities and, where appropriate, pursue the creation of new affiliated units, both nonprofit and for-profit entities, that can diversify our sources of revenue and create other advantages. These new units will have administrative and financial structures that will be responsive to a rapidly changing external environment. One example is a new corporation, Virginia Tech Innovations Corporation (VTIC). Serving as a parent and guiding organization for non-profit subsidiaries and for-profit spinoff organizations that embark on university-related research and technology projects, VTIC currently has two subsidiaries: VTT, LLC, housing a national tire research center, and VT-IT, LLC, focusing on information-technology initiatives. Some of these newly created affiliated units will be linked to Virginia Tech by affiliation agreements; their purpose will be to channel resources to the university to support core functions. To achieve these outcomes, we will need to leverage the professional expertise of our business faculty and alumni.

From an academic perspective, ensuring quality, innovation, and results will also benefit from an intentional process designed to explore, evaluate, and act upon new or unanticipated areas of scholarship or emerging world problems. A university-wide ‘think tank’ approach may provide a mechanism to maintain steady attention on the unmapped future.

A particular challenge will be ensuring we are nimble and flexible in decision-making while maintaining the principles of shared governance. Our shared governance system is intended to involve all areas of the university and all major groups in the process of policy formation; the system requires comprehensive and open communication. Given the changes in structure and flexibility since the current governance structure was conceived and the potential future changes as envisioned by this plan, it is imperative that we examine the role of each component of governance to assess whether efficiency can be improved while still maintaining the principles of the system. Currently, there are 10 commissions that report to the University Council and 14 committees that report to one or more of those Commissions. The University Council reports to the president, who

reports to the board of visitors. We will examine whether each piece of the governance puzzle is still relevant, whether new or altered pieces are needed, and if there are other models available to achieve the goals of shared governance in an efficient and flexible manner.

A final challenge is to explore additional ways to enhance year-round academic operations, especially in the area of undergraduate education. To be successful, expanded year-round operations will be aimed at enhancing academic opportunities, improving facility usage, reducing pressure on overburdened courses by offering more sections in the summer, and providing students with viable options and incentives to reduce the time to graduation.

Our goal is to ensure “quality, innovation, and results” by reviewing and revising our current business practices for opportunities to optimize efficiency, flexibility, and accountability without sacrificing our ability to remain innovative and competitive.

Responding to the Challenges

The sections below outline strategies to stimulate further progress in response to the structuring challenges presented in the plan. The sections focus on research and innovation, the life of the mind, and the Virginia Tech experience.

Research and innovation

The rapid pace of change is an opportunity to leverage the creativity and innovation that has always marked our best efforts and contributed the most to developing our reputation. This leveraging requires a focused effort on creating and supporting seamless networks where individuals and ideas can meet to spark creativity, collaboration, and innovation.

In the spirit of our mission, we will contribute to business-, industry-, and policy-relevant research with a focus on multiple dimensions of security, resilience, health, and sustainability. These themes will also underpin much of our outreach activities and service learning.

Much of our research will continue to focus on various dimensions of national and local security; the resiliency of systems, organizations, communities, and ecosystems; the evolving health and medical enterprise; and local, regional, and global sustainability. Virginia Tech will contribute to national

and local security through research programs in cyber-security, food security, and the management and security of communication systems (such as wireless, networks, and smart grids) essential to future infrastructure needs. We will also build on our initiatives in the field of resiliency with an emphasis on the interface between science, technology, and policy. Resilience is construed here as the ability of an entity such as an organization, organism, or system to prepare and plan for, absorb, recover from, or more successfully adapt to actual or potential adverse, disruptive, and/or paradigm-shifting events. Research on resilience involves a broad spectrum of disciplines. Physicists and engineers study the resilience of complex systems, ecologists investigate the nuances of system stability and resilience of ecosystems, and social scientists from organizational theorists to urban planners view resiliency as a key element in understanding and planning for stability in communities of all sizes.

The study of the brain and cognitive and behavioral sciences provide multiple high-impact opportunities for cross-disciplinary discovery, application, and implementation. From a strategic perspective, an emphasis on studying aspects of the mind and brain offers an opportunity to engage faculty from multiple colleges and institutes. Neuroscience research will also yield important findings that are relevant to many disciplines. Studying the complex interactions among genomic, environmental, and behavioral factors will require methods that are grounded in high-performance computing and networks capable of moving, processing, and storing enormous volumes of data. Virginia Tech's strengths in computational science and high-performance computing provide us with a unique opportunity to be leaders in this area of health-related research.

Our increased capacity in health sciences, with the establishment of the Virginia Tech Carilion Research Institute and the affiliated School of Medicine, represents a significant opportunity to contribute to our mission. Some of the health-care professional training and activities will adopt a "one health" approach in order to cope with global health challenges that will affect the well-being of humans, animals, and the environment. Virginia Tech will also continue to promote communication, integration, and collaboration among its professional health programs.

Additionally, Virginia Tech will leverage existing and emerging strengths in the following areas: energy, materials, and technology; water science, policy, and management; transportation and communication infrastructures; natural resources, ecosystems, and environmental quality; informatics and policy; food and food systems; and sustainable international development. An increased capacity for data-intensive, high-performance computing—including geographic-information systems, visualization, and policy informatics—is crucial to facilitating advanced

research in these areas.

Emerging strengths that have been identified for future growth will complement the emerging areas of research that have grown over the past five years. To ensure the continued success of our existing strengths, we will support growth in bioinformatics, nanotechnology, polymers, energy, transportation, and robotics research and scholarship.

The networked university

Virginia Tech students, faculty, and staff operate in a world of increasingly permeable boundaries. The world is undergoing significant economic and demographic shifts. In an interconnected—and therefore interdependent—world, students and faculty members will become increasingly international in orientation. The increasingly collaborative nature of research as well as the amplified emphasis on data-sharing at the national and supranational levels will favor institutions that provide students and faculty with early exposure to the practices that are becoming essential to generating new knowledge.

Our future research investments therefore will be facilitated by the development of strategies to leverage networked collaborations internally as well as with the business community, national laboratories, international partners, government agencies, and other universities. We must reduce both internal and external barriers to relationships with these entities. Building networks and pursuing collaborative opportunities will provide a firm foundation to continue to pursue excellence in research and scholarship. These efforts will create more research opportunities for faculty and students, improve Ph.D. student recruitment, increase Ph.D. production, and enhance our curricular breadth and teaching quality.

Pathways to interdisciplinary success

Virginia Tech will create and support environments for its educational and research programs that support innovative, high-quality, and high-impact outcomes. We will provide appropriate infrastructure, administrative support, and opportunities for collaboration, and the time and freedom to create, apply, and communicate new knowledge. We will facilitate the development of new and innovative graduate programs that build on interdisciplinary strengths, both existing (e.g., the Genetics, Bioinformatics, and Computational Biology Program) and emerging (e.g., health sciences). The best way to accomplish these goals is to recruit, support, and reward outstanding faculty with strong disciplinary expertise and openness to innovation. By allowing intra- and interdisciplinary teams to work without unnecessary barriers, we can achieve superior results. By

way of close partnerships with research institutes, centers, and other internal and external partners, will continue to provide the intellectual and operational framework to achieve our aspirations.

Principal strategies

- Maintain growth in research expenditures toward a target of \$680 million by 2018.
- Increase graduate enrollment toward a target of an additional 1,000 students, mostly at the doctoral level in science, technology, engineering, mathematics, and health sciences (STEM-H), broadly defined to include associated subject areas such as STEM-related entrepreneurship, science and technology policy, and ethics.
- Build on our capacity in the National Capital Region for research into issues of security and resiliency.
- Increase the number of post-doctoral positions in STEM-H research areas.
- Create new academic organizational frameworks—‘faculties’—initially in health sciences and potentially in computational/information sciences. These faculties will promote research and the development of new graduate programs, foster innovative and synergistic interactions among Virginia Tech faculty, assist in setting long-term strategic priorities, and build partnerships with external collaborators in which teams of researchers can compete more effectively for significant levels of external funding.
- Create meaningful partnerships with businesses and government entities to address critical and complex problems by co-locating researchers and practitioners in “living labs” where users, in partnership with researchers, drive problem formulation and research design. Leveraging the strengths of our business programs will provide a competitive advantage.
- As an example of a strategic global investment, develop research programs on energy and critical technologies, informatics, infrastructure, policy and planning at Virginia Tech’s new partnership facility in India.

The life of the mind

Inspiring creativity, curiosity, and critical thinking

The Virginia Tech experience encourages all learners to recognize the inherently reciprocal relationships among learning, intellectual development, discovery, and engagement. By creating learning environments, programs, and curricula that broaden and deepen students' knowledge, Virginia Tech will help students increase their capacity for reasoning and analysis, rational and aesthetic judgment, and oral and written communication, and their capacity to identify problems and contribute to their resolution.

Research—broadly conceived to include discovery-based and creative activities—can be a hallmark experience for every Virginia Tech student. As an experiential learning activity that synthesizes knowledge and skills acquired in the classroom, research provides a unique opportunity for students to contribute to knowledge creation. All students can benefit from research experiences such as the collection and analysis of data, connecting a basic research question to the solution of an applied problem, or interpreting art, society, and culture in new and provocative ways. At Virginia Tech, students will analyze, interpret, and synthesize information from a variety of sources; practice holistic reasoning; improve verbal, visual, and written communications skills; organize and contribute to team efforts; gain global perspective; and enhance self-confidence and preparation for a career and/or post-baccalaureate education. These goals are consistent with our current First Year Experience Quality Enhancement Plan (QEP) and with proposals to develop theme-based strategies for each academic year involving self-awareness, service, mentoring, and leadership. They also align well with the learning aspirations established by the Division of Student Affairs.

A commitment to research and experiential learning for students requires that we incorporate a diverse and inclusive range of perspectives and resources into undergraduate and graduate courses across all disciplines. We will respect multiple ways of knowing^[CAH1]^[JT2] and experiencing phenomena under study. The inclusive-excellence framework provides a solid foundation upon which we can focus our diversity-related initiatives.

We will expand our ability to attract high-quality graduate students by continuing to offer strong and progressive graduate programs that are appropriately supported. This objective also requires us to focus on the quality of the graduate experience beyond disciplinary curricular offerings, including the cultivation of a culture of interdisciplinary collaboration and professional development. We will continue to address the intellectual and social environment for our graduate

students through a process of continual improvement of graduate stipends, housing, faculty-student relations, mentoring, and leadership opportunities.

A new vision for undergraduate general education

Each undergraduate will benefit from an education that allows the pursuit of at least one area of study in sufficient depth such that the student meets the intellectual and professional expectations of that discipline. Every major will be responsive to university-wide expectations for integrating diversity, global and international experiences, undergraduate research opportunities, and/or experiential and service learning. Every major already has clearly defined learning outcomes that demonstrate how critical reasoning, analysis, communication, and other skills are achieved. All of these components of a major will continue to be built on a foundation of superior academic advising. In addition, students are expected to learn some aspects of other disciplines as part of a broader general education, and to demonstrate competence in fundamental areas such as computational-thinking skills, critical analysis, and written and verbal communication.

Given the dynamic and unpredictable nature of the world in which our students will live, it is important to reexamine the effectiveness of our general education program. We must consider radical changes that will meet these goals, such as supporting specified combinations of majors and minors and encouraging more students to pursue double majors to meet their general education requirements. We will also reexamine the foundational learning expectations for all students. Computational thinking and informatics/digital fluency are becoming basic skills needed in all disciplines. Since an effective general education program includes providing strong foundations for the major courses of study while facilitating the integration of a broad base of knowledge, we will become a leader in providing innovative, creative approaches to general education. To this end Virginia Tech will comprehensively evaluate and modify the current Curriculum for Liberal Education to embrace alternate pathways to a general education and to incorporate computational thinking and informatics/digital fluency as basic skills for all students, thereby enabling our students to be engaged citizens and life-long learners.

E-learning and distance learning

Advances in technology are dramatically reshaping the educational landscape in two important ways: by creating unique opportunities to enhance classroom and online education and by expanding the range of essential skills that students must acquire in order to excel in complex and rapidly changing digital and networked environments.

Technological changes and new paradigms for learning are moving forward at a remarkable pace. E-learning courses (synchronous and asynchronous, fully online or hybrid) that leverage technology, communication tools, and teaching-learning processes are now embraced and expected as part of educational experiences.

Virginia Tech remains strongly committed to exploring how to best harness technology to improve the quality of education it offers students. Through the continued development of our online and hybrid courses, we will continue to explore and embrace sound pedagogy through a combination of active and engaged learning and appropriately matched technological tools. The university also remains committed to expanding access to affordable and high-quality education to commonwealth residents through online education. We will also continue to provide professional-development opportunities to ensure that faculty members have the skills and conceptual frameworks necessary to use technology to provide meaningful student-to-student and student-to-faculty interaction, active learning opportunities, and timely and constructive feedback.

Developing information-literacy, digital-fluency, and computational-thinking skills is an important facet of every student's educational experience at Virginia Tech in the 21st century. We must empower students to embrace technology and to be knowledgeable, wise, and effective participants in digital communities. Students must be provided multiple opportunities to interact meaningfully with technology in order to sharpen analytical skills, foster abstract thinking, enable the effective synthesis and manipulation of data, and improve fluency with the computational methods and models that are necessary to solve otherwise intractable problems.

Principal strategies

- Increase undergraduate involvement in meaningful research experiences and experiential learning opportunities by adopting a “hands-on, minds-on” philosophy that promotes connecting real-life experience with academic concepts.
- Increase support for international experiences and foreign-language competency for undergraduate and graduate students.
- Develop ways to integrate computational science/informatics and digital fluency for managing and analyzing complex data sets across a wide range of disciplines.
- Develop and implement alternate pathways for the general education of all students.
- Continue to investigate, develop, and utilize current and emerging technologies to enhance traditional classrooms, provide mobile access, and expand high-quality distance-learning opportunities.
- Review the financing, fee structure, staffing, and incentives for teaching and learning through distance education in order to establish a progressive profile of offerings.
- Identify opportunities during construction and renovation to create flexible classroom spaces that fully support e-learning components.
- Increase the quality and availability of academic advising for all students from orientation through graduation.

The Virginia Tech Experience

Ut Prosim (That I May Serve) is the essence of the Virginia Tech experience, the guiding principle of our community. The motto rests upon a foundation of trust, integrity, respect, and compassion. We cannot serve without honoring diversity. We cannot be a vibrant community without promoting caring and inclusiveness, respecting individuality, and valuing the unique contributions of each of our members.

To continue to attract the best students, post-doctoral scholars, faculty, and staff, Virginia Tech will continue to implement programs and policies that create the superior research, learning, and workplace environments essential to a vibrant academic institution. We will continue to expand

efforts to foster diversity and inclusion that includes the unique needs of non-traditional students and veterans. We will also explore and expand programs that promote and enhance health and well-being, cultural awareness, and life-long learning. Given the competitiveness of the labor market, we will continue to prioritize the development of relationships with public, private, and nonprofit organizations that enable us to provide robust internship and externship opportunities for our students prior to graduation. These opportunities, coupled with exceptional career services, will ensure that Virginia Tech graduates are well-positioned to succeed in an increasingly competitive labor market and, as alumni, to continue to benefit from and contribute to the Virginia Tech community.

We must also invest in professional development for our faculty and staff, expand and improve policies that promote a healthy work-life balance, and ensure that we have inspiring learning and workplace environments. We strive to be known not only as a great university where students can live, work, and study in dynamic and inclusive spaces, but as a great workplace where faculty and staff benefit from our commitment to their success.

Additionally, we must work toward campus sustainability by developing a campus-wide willingness and commitment to critically evaluate our practices and embrace new technologies and innovative solutions. This commitment must include extensive engagement and collaboration among students, faculty, staff, and administrators. The university will implement the Climate Action Commitment and Sustainability Plan and ensure ongoing evaluation and critical examination of the university's policies and practices toward ensuring the most effective and sustainable use of our human, fiscal, and environmental resources.

Principal strategies

- Pursue quality-of-life initiatives in support of the university as a vibrant, dynamic, and sustainable workplace with physical and cultural environments that promote life-long learning and mind/body wellness.
- Implement the Climate Action Commitment and Sustainability Plan as appropriate.
- Support the academic initiatives of the Inter-institutional Academic Collaborative of the Atlantic Coast Conference (ACCIAC), recognizing the added value our successful athletics programs bring to the life of the campus.

Implementation

To deliver on our promise of “quality, innovation, and results,” it is essential that we adopt a clearly defined process that ensures the principal strategies outlined in this plan are implemented, the subsequent results are measured and evaluated, and future plans are recalibrated as appropriate. Our success rests on our ability to critically evaluate our policies and practices and our willingness to strive to become increasingly flexible and adaptable while remaining fully rooted in our core values and mission as a comprehensive university.

While this plan formally addresses the years 2012-2018, the new horizon is simultaneously the next decade, the next year, and the next month. While no institution can possibly anticipate all of the environmental changes, economic impediments and opportunities, or organizational pressures it will encounter, its leaders can develop the mechanisms, foster a culture, and inculcate a mind-set that enables the university to not only adapt but to thrive, regardless of circumstance. To be effective, this plan must become a living document that guides our efforts while it is continually tested and revised.

Realizing the principal strategies in this plan requires collaboration, coordination, and communication across all levels of the university. Additionally, realizing the strategies requires resources and appropriate metrics and mechanisms that ensure accountability. Appointed by the president, an Implementation Panel will work with vice presidents and deans, will produce a report that outlines and assesses the university’s progress toward the strategies and goals outlined in this plan. In 2015, the president will revisit the principal strategies of this plan with a mid-term update. The Implementation Panel will assess current environmental factors and trends and prepare a report with recommendations for modifying these strategies to ensure the continued success and excellence of Virginia Tech.

[illegible]

Woods:

- Woods area east of Lane Stadium
- 13.75 acres
- 59 trees older than 300 years

Project Dimensions:

- Facility Area = 208 Feet x 400 Feet (84,000 GSF)
- Facility Height = +/- 65 Feet

Authorized Budget:

- \$25 Million (including improvements to Rector Field House)
- Projected Construction Budget = \$16 Million - \$19 Million









RESOLUTION ON NAMING THE HESTER-SAYERS-SEVERT RECEPTION AREA IN THE VISITOR AND UNDERGRADUATE ADMISSIONS CENTER

WHEREAS, F. Staley Hester, Jr. and James W. Severt, Sr. both graduated from Virginia Tech with a Bachelor of Science degree in Accounting in 1964 and 1958 respectively; and

WHEREAS, Staley Hester has enjoyed a successful business career as president, treasurer and board member of Sherwood Memorial Park, in addition to standing at the helm of Hester Coal and Oil Corporation alongside his partner, Malinda Sayers, who serves as the corporation's Vice President; and

WHEREAS, Jim Severt has had a successful and respected career in accounting, trucking, realty, and travel, retiring as President of Graves Supply Company, Nationwide Homes, and Martinsville Travel, and his wife, Eliza Severt equally demonstrating her entrepreneurial acumen as a private investor throughout her career; and

WHEREAS, Staley Hester, with the participation and full support of his partner, Malinda Sayers, has had an extensive volunteer career with the university and the surrounding community to include service on the Corps of Cadets campaign steering committee, the Gold Cord Committee, the Roanoke Valley Regional Campaign Committee for Virginia Tech's past comprehensive campaign, and holding leadership roles with the Salem/Roanoke County Chamber of Commerce, Salem Sports Foundation, Lewis-Gale Foundation, and the Salem Rescue Squad, among many other civic organizations; and

WHEREAS, Jim Severt, with the participation and full support of his wife, Eliza Severt, has had an extensive volunteer career with the university to include service on the Virginia Tech Board of Visitors and its Building and Grounds Committee, the Virginia Tech Athletic Fund Board of Directors, the Class of 1958 Reunion Planning Committee, the Regional Campaign Committee, service as an Alumni Chapter Leader, and Hokies for Higher Education among other volunteer efforts; and

WHEREAS, Staley Hester and Malinda Sayers, and Jim and Eliza Severt have been recognized as members of the Ut Prosim Society, the university's most prestigious donor recognition society, for their outstanding philanthropy to the university, and as members of the Legacy Society to demonstrate their support for and belief in the future of Virginia Tech; and

WHEREAS, Jim Severt was a visionary and passionate advocate for the creation of the new Visitor and Undergraduate Admissions Center and he, along with his wife, Eliza, as well as Staley Hester and Malinda Sayers have joined together in a substantial commitment to support this facility that welcomes visitors and prospective students to the beautiful Virginia Tech campus; and

WHEREAS, Staley Hester and Malinda Sayers and Jim and Eliza Severt have been, and continue to be, valued members of the university community;

NOW, THEREFORE, BE IT RESOLVED, that in acknowledgement of the service and generosity of Staley Hester, Malinda Sayers, and Jim and Eliza Severt, and in recognition of past and future benefits to the university, the Reception Area in the Visitor and Undergraduate Admissions Center, will be known as the Hester-Sayers-Severt Reception Area.

RECOMMENDATION:

That the above resolution naming the Hester-Sayers-Severt Reception Area be approved.

June 4, 2012

ALUMNI DISTINGUISHED PROFESSOR

Dr. Y. A. Liu, the Frank C. Vilbrandt Professor of Chemical Engineering, is a gifted scholar and exemplary educator. Since joining the Virginia Tech Faculty in 1982, Dr. Liu has demonstrated sustained excellence in scholarship and teaching. Dr. Liu and his graduate students have made significant contributions in the areas of process modeling and product design of biodiesel and petroleum refining operations. Dr. Liu has achieved international recognition for his promotion of sustainable development and environmental stewardship.

For over 30 years, Dr. Liu has received stellar teaching evaluations. Eight times he has coached and inspired students to win top awards in the Chemical Engineering National Design Competitions. Of particular note, is Dr. Liu's unique partnership with industry which allows his students to apply design skills to projects that represent actual problems faced by engineers. The students thus obtain first-hand experience of the challenges associated with 'real world' design. This experience is a major strength of Virginia Tech's chemical engineering design program and is the result of Dr. Liu's efforts. Dr. Liu has authored numerous textbooks that have been implemented in industrial practice, a unique and highly significant distinction.

Dr. Liu is currently the only member of the engineering faculty who has received two major national awards for excellence in both teaching and scholarship from the American Society for Engineering Education. In 2000, he received the George Westinghouse Award for outstanding early achievements in both teaching and scholarship. In 2003, Dr. Liu was awarded the Fred Merryfield Design Award for creativity and excellence in both teaching and research of engineering design. In 2010, Tufts University president Lawrence S. Bacow presented Dr. Liu with the Outstanding Career Achievement Award for his excellence in university teaching, research, outreach and service since receiving his M.S. from Tufts in 1970.

Internationally, Dr. Liu is known for partnerships with industry designed to promote sustainable development and environmental stewardship. He founded the Information Technology Training Center of SINOPEC, the largest energy and chemical company in Asia. He has led important efforts on energy savings, process optimization, and advanced process control in China and Taiwan.

Dr. Liu is an exemplary university citizen who demonstrates commitment to his students and colleagues as an advisor, counselor and friend. Dr. Liu is an esteemed member of his department, the college, and the university and global communities that benefit from his contributions.

RECOMMENDATION:

That Dr. Y.A. Liu be appointed Alumni Distinguished Professor effective fall 2012.

June 4, 2012

Summary
Emeriti Faculty Resolutions (8)
June 4, 2012

College of Engineering

J. Wallace Grant Kevin P. Granata Faculty Fellow Emeritus of Engineering Science and Mechanics

Roger Simpson Professor Emeritus of Aerospace and Ocean Engineering

College of Liberal Arts and Sciences

Linda Arnold Professor Emerita of History

Richard C. Rich Professor Emeritus of Political Science

Judith Shrum Professor Emerita of Spanish and Second-Language Education

Justo Ulloa Professor Emeritus of Spanish

University Libraries

Paul Metz Professor Emeritus of the University Libraries

Virginia-Maryland Regional College of Veterinary Medicine

Beverly Purswell Professor Emerita of Large Animal Clinical Sciences

RESOLUTION FOR EMERITUS STATUS

WHEREAS, Dr. J. Wallace Grant faithfully served Virginia Tech for 31 years in the College of Engineering, beginning in 1980; and

WHEREAS, as a member of the faculty in the Department of Engineering Science and Mechanics, he was a dedicated teacher of lower and upper level undergraduate and graduate courses, twice receiving a Certificate of Teaching Excellence from the College of Engineering and also the Frank J. Maher Award for Excellence in Engineering Education; and

WHEREAS, he obtained funding amounting to several millions of dollars for biomedical research from the National Institutes of Health, and through this research mentored numerous students; and

WHEREAS, he was instrumental in developing a biomedical engineering educational, research and outreach program at Virginia Tech, being a key individual involved in establishing the School of Biomedical Engineering (SBES) by working with State Council of Higher Education for Virginia (SCHEV) to obtain state approval to grant graduate degrees; and

WHEREAS, after SBES was established in 2003, he served as assistant director until he was appointed as director in 2005; and

WHEREAS, during his tenure, SBES became a new department at Virginia Tech and he was appointed as its department head until 2009; and

WHEREAS, the first students graduated from SBES during his tenure in 2006, three with doctorates and three with M.S. degrees; and

WHEREAS, SBES underwent a five-year review in 2008, which was complementary of the program for which he was the responsible official, and he implemented many of the review committee's suggestions; and

WHEREAS, reflecting its phenomenal growth under his stewardship, SBES had seven primary faculty members, graduated 10 doctoral students and 10 master's students during that year, and its annual research awards alone grew to \$6.5M; and

WHEREAS, he was appointed as the first Kevin P. Granata Faculty Fellow in 2010; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Visitors recognizes Dr. J. Wallace Grant for his service to the university with the title of Kevin P. Granata Faculty Fellow Emeritus of Engineering Science and Mechanics.

RECOMMENDATION:

That the above resolution recommending Dr. J. Wallace Grant for emeritus status be approved.

June 4, 2012

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1983 and continuing for 29 years, Dr. Roger L. Simpson faithfully served Virginia Tech in the College of Engineering, having been named the Jack E. Cowling Professor of Aerospace and Ocean Engineering in 1989; and

WHEREAS, with dedication, he taught and lectured in undergraduate and graduate courses; and

WHEREAS, he directed 39 master's and 24 doctoral students, and served on over 100 master's and doctoral committees in university programs; and

WHEREAS, as the Jack E. Cowling Professor of Aerospace and Ocean Engineering, he is internationally known for his work in experimental fluid mechanics and state-of-the art instrumentation development. For his work on separated flow, he was inducted in 1991 as a Fellow of the American Institute of Aeronautics and Astronautics (AIAA); he is also a Fellow of the American Society of Mechanical Engineers (ASME) and a Fellow of the Institute of Diagnostic Engineers (U.K.); and

WHEREAS, his many complete data sets and information on unsteady and three-dimensional turbulent flows were the first of their kind to reveal the flow physics, influence and determine models for practical cases, and are used as test cases by turbulence modelers, thereby bringing international visibility to Virginia Tech; and

WHEREAS, he authored or co-authored over 250 refereed journal articles, conference papers, book chapters, and reviews; having developed funded research of over \$15M; and

WHEREAS, he served on science advisory panels and proposal review panels for the U.S. Office of Naval Research and the National Science Foundation; and

WHEREAS, he held leadership positions in professional organizations, including the American Association of Engineering Societies, American Institute of Aeronautics and Astronautics Activities, American Society of Mechanical Engineers and the Society of Naval Architects and Naval Engineers; and

WHEREAS, he received professional honors and awards, including Dean's Award for Research Excellence, Dean's Award for Service Excellence, AIAA Sustained Service Award, was elected as a Fellow in three professional societies; and

WHEREAS, he provided many years of distinguished contributions to the department, the college, and the university through dedicated service on numerous commissions and committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Roger L. Simpson for his distinguished service to the university with the title of Professor Emeritus of Aerospace and Ocean Engineering.

RECOMMENDATION:

That the above resolution recommending Dr. Roger L. Simpson for emeritus status be approved.

June 4, 2012

RESOLUTION FOR EMERITA STATUS

WHEREAS, beginning in 1982 and continuing for 30 years, Dr. Linda Arnold has faithfully served Virginia Tech as a faculty member in the Department of History in the College of Liberal Arts and Human Sciences; and

WHEREAS, with great dedication and skill, she developed and taught more than 12 undergraduate Writing Intensive courses and Area 7 Courses in the Curriculum for Liberal Education; and

WHEREAS, she directed more than 28 undergraduate independent studies; and

WHEREAS, the students she taught regularly received local and state-wide prizes for the work completed under her direction; and

WHEREAS, she was a pioneer in digital history with the website entitled *The Mexican-American War and the Media*, which she created with her students; and

WHEREAS, for her distinction in teaching and mentoring, she was awarded two Certificates of Teaching Excellence from the College of Arts and Sciences and a Certificate in Recognition of Teaching Excellence from the University Writing Program; and

WHEREAS, she authored 9 books, 12 articles in refereed journals, 17 chapters in edited anthologies, 16 book reviews, and 39 digital archives, compilations, archival guides, and archival finding aids; and

WHEREAS, she earned a well-deserved reputation as one of the world's authorities on the history of the law in Mexico; and

WHEREAS, she served on the editorial boards of three academic journals, offered numerous workshops to students and faculty in Mexico, and was a member of numerous doctoral committees for students completing their degrees at Mexican universities; and

WHEREAS, she provided many years of distinguished contributions to the department, the college, and the university through dedicated service on numerous commissions and committees; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Linda Arnold for her distinguished services to the university and the profession with the title of Professor Emerita of History.

RECOMMENDATION:

That the above resolution recommending Dr. Linda Arnold for emerita status be approved.

June 4, 2012

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1976 and continuing for 35 years, Dr. Richard C. Rich faithfully served Virginia Tech as a faculty member in the Department of Political Science in the College of Liberal Arts and Human Sciences; and

WHEREAS, with dedication, he taught and lectured in undergraduate and graduate courses; and

WHEREAS, he directed 16 master's students and one doctoral student, and served on over 55 graduate student committees and nine university programs; and

WHEREAS, he was principal or co-principal investigator on grants researching urban politics, environmental policy, and economic development across the Commonwealth of Virginia, the nation, and the world; and

WHEREAS, through his work with the Ford Foundation, the Kellogg Foundation, the James Stuart Mott Foundation, and the Center for Responsive Governance, he brought international visibility to Virginia Tech; and

WHEREAS, he authored or co-authored over 45 refereed journal articles, books, book chapters, and reviews; and

WHEREAS, he served on prominent advisory panels and reporting groups for the U.S. Environmental Protection Agency, the City of Boston, the Commonwealth of Virginia and other federal and state government agencies; and

WHEREAS, he provided many years of distinguished contributions to the department, the college, and the university through dedicated service on numerous commissions and committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Richard C. Rich for his distinguished service to the university with the title of Professor Emeritus of Political Science.

RECOMMENDATION:

That the above resolution recommending Dr. Richard C. Rich for emeritus status be approved.

June 4, 2012

RESOLUTION FOR EMERITA STATUS

WHEREAS, beginning in 1981 and continuing for 31 years, Dr. Judith L. Shrum faithfully served Virginia Tech as a faculty member in the Department of Foreign Languages and Literatures and Department of Teaching and Learning; and

WHEREAS, with dedication, she taught and lectured in undergraduate and graduate courses; and

WHEREAS, she directed 18 doctoral students and over 30 master's students; and

WHEREAS, through her work on the national standards for teaching foreign languages and in teacher preparation for the American Council on the Teaching of Foreign Languages (ACTFL), she brought international visibility to Virginia Tech; and

WHEREAS, she co-authored numerous articles as well as leading textbooks on Spanish language and on the teaching of languages, the latter now in its 4th edition; and

WHEREAS, she presented more than 100 workshops, paper sessions, and lay speeches to local, regional, and national professional groups; and

WHEREAS, Dr. Shrum held leadership positions in professional organizations, such as the board of directors of the Northeast Conference on the Teaching of Foreign Languages, Coordinator for ACTFL and the National Council on the Accreditation of Teacher Education; and

WHEREAS, she received many professional honors and awards, including the William Wine Award for Excellence in Teaching at Virginia Tech, the Excellence in Service Award from the Foreign Language Association of Virginia, and Anthony A. Papalia Award for Excellence in Teacher Education, bestowed by ACTFL, a professional organization of more than 12,000 members; and

WHEREAS, she provided many years of distinguished contributions to the departments, the college, and the university through dedicated service on numerous commissions and committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Judith L. Shrum for her distinguished service to the university with the title of Professor Emerita of Spanish and Second-Language Education.

RECOMMENDATION:

That the above resolution recommending Dr. Judith L. Shrum for emerita status be approved.

June 4, 2012

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1972 and continuing for 40 years, Dr. Justo Ulloa loyally served Virginia Tech as a faculty member in the Department of Foreign Languages and Literatures in the College of Liberal Arts and Human Sciences; and

WHEREAS, with dedication, his teaching of undergraduate and graduate courses was recognized through multiple teaching awards and his membership in the Academy of Teaching Excellence; and

WHEREAS, he authored the *Graded Spanish Reader* which had four editions; and

WHEREAS, he authored or co-authored over 38 refereed journal articles, book chapters, and reviews; and

WHEREAS, he distinguished himself through his editorial work on *Cuban Literary Studies*, *Crítica Hispánica* (which he cofounded), *The South Atlantic Review*, *The Mountain Interstate Foreign Language Conference Review*; and

WHEREAS, he held leadership positions in professional organizations, including as president of the South Atlantic Modern Language Association, national President of Sigma Delta Pi and the Executive Board of the Mountain Interstate Foreign Language Conference; and

WHEREAS, he received many professional honors and awards, including recognition by the Phi Beta Delta, the Honor Society for International Scholars; and

WHEREAS, he provided many years of distinguished contributions to the department, the college, and the university through dedicated service on numerous committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Justo Ulloa for his distinguished service to the university with the title of Professor Emeritus of Spanish.

RECOMMENDATION:

That the resolution recommending Dr. Justo Ulloa for emeritus status be approved.

June 4, 2012

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1979 and continuing for 33 years, Dr. Paul D. Metz faithfully served Virginia Tech as a faculty member and administrator in the University Libraries; and

WHEREAS, under his oversight of the library's collections as principal bibliographer and director of collection management, he guided an aggressive shift from print to digital resources that transformed the library's use of space and improved methods for accessing its resources; and

WHEREAS, Dr. Metz made significant contributions as a citizen of the university through regular and varied roles involving university governance, including a term as President of the Faculty Senate; and

WHEREAS, he has served in various capacities involving the commonwealth's Virtual Library of Virginia's consortium that promoted resource sharing and cost savings as well as a culture of institutional cooperation; and

WHEREAS, Dr. Metz has been actively engaged with key professional organizations such as the Association of Research Libraries, the American Library Association, and Phi Beta Kappa; and

WHEREAS, during his tenure at the university he has made important contributions to the profession of academic librarianship through his research and publishing activities, consulting work, editorial board service, and mentoring role to younger faculty;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Paul D. Metz for his distinguished service to the university with the title Professor Emeritus of the University Libraries.

RECOMMENDATION:

That the above resolution recommending Dr. Paul D. Metz for emeritus status be approved.

June 4, 2012

RESOLUTION FOR EMERITA STATUS

WHEREAS, beginning in 1985 and continuing for 27 years, Dr. Beverly Purswell faithfully served Virginia Tech as a faculty member in the Department of Large Animal Clinical Sciences in the Virginia-Maryland Regional College of Veterinary Medicine Sciences; and

WHEREAS, with dedication, she taught and lectured in doctor of veterinary medicine (DVM) and graduate courses; and

WHEREAS, she directed residency programs in theriogenology in the Virginia-Maryland Regional College of Veterinary Medicine; and

WHEREAS, she was principal or co-principal investigator on grants researching matters pertaining to reproduction in domestic species in the commonwealth, nation, and world; and

WHEREAS, through her work on the effects of hypothyroidism on the reproductive health of dogs she brought international visibility to Virginia Tech; and

WHEREAS, she authored or co-authored over 50 refereed journal articles, book chapters, and reviews; and

WHEREAS, she served as chief examiner in the American College of Theriogenology; and

WHEREAS, she held leadership positions in professional organizations, including as president of the Society for Theriogenology and the Virginia Veterinary Medical Association; and

WHEREAS, she received many professional honors and awards, including an Alumni Award for Excellence in International Research and elected as Fellow in three scientific societies; and

WHEREAS, she provided many years of distinguished contributions to the department, the college, and the university through dedicated service on numerous committees;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Dr. Beverly Purswell for her distinguished service to the university with the title of Professor Emerita of Theriogenology

RECOMMENDATION:

That the above resolution recommending Dr. Beverly Purswell for emerita status be approved.

June 4, 2012

Summary

Endowed Chairs, Fellowships, Professorships (8)

June 4, 2012

College of Agriculture and Life Sciences

Mark Hanigan	David R. and Margaret Lincicome Professorship of Agriculture
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College of Engineering

Stephen H. Edwards	W.S. "Pete" White Chair for Innovation in Engineering Education
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College of Liberal Arts and Sciences

Hayward Farrar	Gloria D. Smith Professor of Africana Studies
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Pamplin College of Business

France Bélanger	Tom and Daisy Byrd Senior Faculty Fellowship for Excellence in Accounting and Information Systems
Sudip Bhattacharjee	Konrad W. Kubin Junior Faculty Fellowship in Accounting and Information Systems
Weiguo (Patrick) Fan	L. Mahon Harrell Junior Faculty Fellowship in Accounting and Information Systems
James G. Jenkins	William S. Gay Junior Faculty Fellowship in Accounting and Information Systems
Sattar Mansi	Wells Fargo Professorship in Financial Risk Management

ENDOWED FACULTY PROFESSORSHIP
The David R. and Margaret Lincicome Professorship of Agriculture

The David R. and Margaret Lincicome Professorship was established in the College of Agriculture and Life Sciences with a gift from David R. and Margaret Lincicome. The endowed funds support an endowed chair or professorship in the college and are directed towards the recognition of a faculty member who is making significant contributions to research and teaching in animal related programs in the College of Agriculture and Life Sciences.

Dean Alan Grant nominates Dr. Mark Hanigan as the David R. and Margaret Lincicome Professor of Agriculture with the support of Dr. Mike Akers, head in the Department of Dairy Science and the college Honorifics Committee.

Dr. Hanigan is a faculty member in dairy science and received his Ph.D. from the University of California, Davis in 1991. He has credentials as a leading authority in the modeling of nitrogen utilization by dairy animals. His research has two significant impacts. First, the improved knowledge of nitrogen metabolism in ruminants enables enhanced production of milk proteins. Second, the capacity for improved nitrogen utilization reduces the impact of animal production on the environment.

Dr. Hanigan has an international reputation and is widely recognized as a world leader in the area of modeling mammary metabolism. He has given numerous invited talks, has published numerous papers and book chapters, and is an Honorary Research Fellow at the Centre for Nutritional Modeling at the University of Guelph. Dr. Hanigan's students have averaged more than five peer reviewed journal articles each of the past three years. He and his collaborators have secured more than \$6M in funding in the past two years alone. Dr. Hanigan is currently the major professor for 3 Ph.D. and 3 M.S. students, and he mentors multiple undergraduate students, and serves as one of the advisors for the award winning Dairy Club. Dr. Hanigan embodies the best qualities of a faculty member at a land-grant university and particularly Virginia Tech. Dr. Hanigan's actions emulate our motto *Ut Prosim* (That I May Serve) and are evident in his willingness to not just pursue his professional success, but to do what is best for the future of his department and college.

RECOMMENDATION:

That Dr. Mark Hanigan be approved as The David R. and Margaret Lincicome Professorship of Agriculture for a 5-year term through June 30, 2017 with a salary supplement provided by the endowment and, the eminent scholars match, as available.

June 4, 2012

ENDOWED FACULTY CHAIR

W.S. "Pete" White Chair for Innovation in Engineering Education

The W.S. "Pete" White Chair for Innovation in Engineering Education was established by the generous gift of \$500,000 by American Electric Power. This endowed chair, in honor of Pete White (EE '47), is dedicated to inspiring innovative teaching technologies at the undergraduate level. The chair is rotated every two years among the departments throughout the College of Engineering.

Dean Richard Benson has nominated Dr. Stephen H. Edwards as the W.S. "Pete" White Chair, based on the recommendations of the Department of Computer Science and the college Honorifics Committee.

Dr. Edwards earned a Master's and Ph.D. in Computer and Information Science from The Ohio State University. He received a B.S. in Electrical Engineering from the California Institute of Technology. Dr. Edwards joined the Department of Computer Science at Virginia Tech in January 1998.

Dr. Edwards has transformed educational techniques through the creation of *Web-CAT, the Web-based Center for Automated Testing*. *Web-CAT* has improved the teaching of computer programming at 68 universities with additional institutions adopting this innovative technology each year. With nearly 10,000 users, *Web-CAT* is the most widely used open-source grading/testing tool of its kind in the world. *Web-CAT* received the *2006 Premier Award for Excellence in Engineering Education* from the National Engineering Education Delivery System. In 2006, Dr. Edwards received Virginia Tech's *XCaliber Award* for exceptional contributions to courseware development. In 2003, Dr. Edwards was awarded the *W.S. "Pete" White Innovation in Engineering Education Award*, and was a finalist in 2009, 2010, and 2011 for the State Council for Higher Education in Virginia (SCHEV) *Outstanding Faculty Award* in the category of Teaching with Technology.

Dr. Edwards is on the editorial board of the Association for Computing Machinery (ACM) journal *Transactions on Computing Education*. He is a leader in the ACM *Special Interest Group on Computer Science Education* (SIGCSE) and served for three years as the associate program chair for SIGCSE's world-renown conference.

Dr. Edwards is a leader in educational innovation with an international reputation for his expertise in computer science education.

RECOMMENDATION:

That Dr. Stephen H. Edwards be appointed to the W.S. "Pete" White Chair for Innovation in Engineering Education for a period of two years beginning August 10, 2012, with a salary supplement as provided by the endowment.

June 4, 2012

ENDOWED FACULTY PROFESSORSHIP
Gloria D. Smith Professor of Africana Studies

The Gloria D. Smith Memorial Professorship in Black Studies was established in 1997 as a memorial to Gloria D. Smith an assistant professor in university counseling services who advocated for minority students. Created in partnership between the university and the Athletic Association, the professorship is awarded to an outstanding faculty member who contributes significantly to the development of minority students, student athletes, and scholarly pursuits. The honoree must teach in the Africana Studies Program in the College of Liberal Arts and Human Sciences and can be nominated from any college. The honoree oversees a speaker series and makes at least one university- wide presentation during their appointment. The Gloria D. Smith nomination committee and Dean Ott Rowlands nominate Dr. Hayward “Woody” Farrar as the Gloria D. Smith Professor of Africana Studies.

Dr. Farrar is associate professor of history and holds a Ph.D. from the University of Chicago where he studied with the distinguished Dr. John Hope Franklin. Dr. Farrar arrived at Virginia Tech in 1992 and has since amassed an impressive record of supporting underrepresented students, student athletes and members of the Corps of Cadets.

Dr. Farrar’s has advised the Virginia Tech chapter of the NAACP, the Phi Gamma Delta Fraternity, the Kemetic Benu Order Inc., and the Enlightened Gospel Choir. He was awarded the 2005 Overton Johnson Presidential Award, the Black Caucus Leadership Award in 1999 and 2000, and the 1998 Black Caucus Faculty Member of the Year award. Dr. Farrar is a Phi Beta Kappa and former Woodrow Wilson Fellow at the University of Maryland where in 1969 he helped to establish the Afro-American studies program. Prior to his appointment at Virginia Tech, Dr. Farrar served on the faculty at several historically Black colleges and universities including Spellman College, Fisk University and the University of Maryland, Eastern Shore. Dr. Farrar has published two books, The Baltimore Afro-American, and Leaders and Movements; five book chapters, three journal articles and several encyclopedia entries. Dr. Farrar teaches several courses in the Africana Studies program is a member of the program’s Executive Board. Appointment will mark the 20th anniversary of the arrival to Virginia Tech of the enigmatic presence known as “Woody” Farrar and appropriately honors his significant contributions to Africana Studies and his outreach to students.

RECOMMENDATION:

That the resolution be approved appointing Dr. Hayward Farrar the Gloria D. Smith Professor of Africana Studies for two years effective August 10, 2012 with an annual stipend as provided by the endowment.

June 4, 2012

ENDOWED FACULTY FELLOWSHIP
Tom and Daisy Byrd Senior Faculty Fellowship for Excellence in ACIS

The Tom and Daisy Byrd Senior Faculty Fellowship for Excellence in Accounting and Information Systems (ACIS) was established by Tom and Daisy Byrd in 2008. Mr. Byrd earned his undergraduate degree in accounting in 1980. He is retired President of Anthem Blue Cross and Blue Shield of Virginia. Tom is a member of the Accounting and Information Systems Advisory Board, the Pamplin College of Business Advisory Council, and is on the Pamplin Campaign Steering Committee. Dr. Reza Barkhi, head of the Department of Accounting and Information Systems, has nominated Dr. France Bélanger with the recommendations of the Accounting and Information Systems Honorifics Committee to serve as the Byrd Senior Fellow of Accounting and Information Systems.

Dr. Bélanger is a professor of accounting and information systems. She has published 42 refereed journal publications, 3 books, 6 book chapters, 54 refereed conference proceedings, and 11 abstracts. Several of her papers and conference proceedings have been singled out for special recognitions. One example is a paper in the *American Business Law Journal* that received the 2008 Hoeber Excellence in Research Award and several other papers have been designated with "Best Paper" awards. Dr. Bélanger has been involved in eight different externally funded research projects with two of them being National Science Foundation grants. She has served on numerous panels and has made numerous presentations to academic and non-academic groups. In 2006, Dr. Bélanger received an appointment as the Fulbright Distinguished Chair in Master of Information Systems (MIS) at the Technical University of Lisbon and in the summer of 2009 had an appointment as the Visiting Erskine Fellow at the University of Canterbury. In addition, Dr. Bélanger has served as dissertation chair for seven Ph.D. students and is currently supervising one other Ph.D. student. Dr. Bélanger consistently receives very high teaching evaluations.

RECOMMENDATION:

That Dr. France Bélanger be reappointed to the Tom and Daisy Byrd Senior Faculty Fellowship, effective August 10, 2012 for a period of three years, with a salary supplement as provided by the endowment and the eminent scholar matches if available.

June 4, 2012

ENDOWED FACULTY FELLOWSHIP
Konrad W. Kubin Junior Faculty Fellowship in
Accounting and Information Systems

The Konrad W. Kubin Junior Faculty Fellowship in Accounting and Information Systems was established by alumni and friends of Konrad W. Kubin. Dr. Konrad Kubin served as a valued faculty member in the Department of Accounting and Information Systems from 1972 until his retirement in 2003. Dr. Kubin taught auditing and financial accounting. He was very active with the accounting profession and for many years ran the Accounting and Auditing Conference co-sponsored by the department and the Virginia Society of Certified Public Accountants.

Dr. Reza Barkhi, head of the Department of Accounting and Information Systems, has nominated Dr. Sudip Bhattacharjee with the recommendations of the Accounting and Information Systems Honorifics Committee to serve as the Konrad W. Kubin Junior Faculty Fellow of Accounting and Information Systems.

Dr. Bhattacharjee is associate professor of Accounting and Information Systems. He has published 11 refereed journal articles, 1 book chapter and has made 16 presentations at national accounting meetings. Two of his papers are in the top two journals in academic accounting and a third is in the top Canadian academic accounting journal. He also has a paper in the leading auditing journal. Dr. Bhattacharjee's inventory of working papers is always substantial and targeted to the journals that will bring recognition to the department. Dr. Bhattacharjee teaches in Northern Virginia is very active in the department's Ph.D. program. He has served on seven Ph.D. committees and is currently chairing one. Further, Dr. Bhattacharjee teaches graduate students exclusively, and is recognized by those students for his quality teaching.

RECOMMENDATION:

That Dr. Sudip Bhattacharjee be reappointed to the Konrad W. Kubin Junior Faculty Fellowship, effective August 10, 2012 for a period of three years, with a salary supplement as provided by the endowment and the eminent scholar matches if available.

June 4, 2012

**ENDOWED FACULTY FELLOWSHIP
L. Mahlon Harrell Junior Faculty Fellowship in
Accounting and Information Systems**

The L. Mahlon Harrell Junior Faculty Fellowship in Accounting and Information Systems was established by alumni and friends of Mr. L. Mahlon Harrell. Mr. Harrell served as a valued faculty member in the Department of Accounting from 1931 until his retirement in 1971.

Dr. Reza Barkhi, head of the Department of Accounting and Information Systems, has nominated Dr. Weiguo (Patrick) Fan with the recommendations of the Accounting and Information Systems Honorifics Committee to serve as the L. Mahlon Harrell Junior Faculty Fellow of Accounting and Information Systems.

Dr. Fan is a professor of accounting and information systems. He has published 39 refereed journal articles, 6 book chapters, and 101 refereed conference proceedings, has made 7 conference presentations, and has given another 24 invited presentations. In addition, Dr. Fan has been Co-Principal Investigator on eight funded research grants, five of which have been NSF grants. Dr. Fan has been very active with graduate students having served on 21 Ph.D. committees, 6 in Accounting and Information Systems and 15 in Computer Science. He chaired three of the committees.

RECOMMENDATION:

That Dr. Weiguo Fan be reappointed to the L. Mahlon Harrell Junior Faculty Fellowship, effective August 10, 2012 for a period of three years, with a salary supplement as provided by the endowment and the eminent scholar matches if available.

June 4, 2012

**ENDOWED FACULTY FELLOWSHIP
William S. Gay Junior Faculty Fellowship in
Accounting and Information Systems**

The William S. Gay Junior Faculty Fellowship in Accounting and Information Systems was established by alumni and friends of Mr. William S. Gay. Mr. Gay served as a valued faculty member in the Department of Accounting from 1929 until his retirement in 1969. Mr. Gay was the first head of the department.

Dr. Reza Barkhi, head of the Department of Accounting and Information Systems, has nominated Dr. James G. Jenkins with the recommendations of the Accounting and Information Systems Honorifics Committee to serve as the William S. Gay Junior Faculty Fellow of Accounting and Information Systems.

Dr. Jenkins is a professor of accounting and information systems. He has published 25 refereed journal articles, 11 non-refereed publications, 1 textbook, and has made 10 conference presentations. In addition, Dr. Jenkins has been on the committees of seven Ph.D. students, two of which he chaired or is chairing. Dr. Jenkins is very active with the auditing profession. He is on the AAA Auditing Section of the Public Accounting Oversight Board (PCAOB) Research Task Force on Quality Standards, and is chair of the Planning Committee for the AAA Auditing Section Audit Educators' Bootcamp. Dr. Jenkins is excellent in the classroom, and will be involved this coming year with training for one of the "Big Four" accounting firms.

RECOMMENDATION:

That Dr. James G. Jenkins be reappointed to the William S. Gay Junior Faculty Fellowship, effective August 10, 2012 for a period of three years, with a salary supplement as provided by the endowment and the eminent scholar matches if available.

June 4, 2012

ENDOWED PROFESSORSHIP
Wells Fargo Professorship in Financial Risk Management

The Wells Fargo Professorship in Financial Risk Management was created in 1999 through a gift to the Virginia Tech Foundation from First Union Bank of Virginia which eventually became Wells Fargo.

Dean Richard E. Sorensen and the Pamplin College of Business Honorifics Committee have named Professor Sattar A. Mansi to the Wells Fargo Professorship in Financial Risk Management.

Since joining Virginia Tech in 2002, Dr. Mansi's level of scholarly production has been remarkable, both in terms of its breath and significance, and also in terms of its quantity. He has published 24 refereed articles, 11 of which are listed in the Financial Times Top 40 Publications in Business and Management. His papers had 490 citations according to the Thomson Reuters (formerly ISI) Web of Science Citation Index database, 620 citations and ranked 434 out of over 50,000 authors according to the Social Science Research Network (SSRN), and over 2,500 citations according to Google Scholar.

Dr. Mansi has taught at the Northern Virginia campus since 2002, and before that he taught at Texas Tech and Duquesne University.

RECOMMENDATION:

That Professor Sattar A. Mansi be appointed to the Wells Fargo Professorship in Financial Risk Management effective August 10, 2012.

June 4, 2012

2012-13 Promotion, Tenure, and Continued Appointment Program

ACADEMIC AFFAIRS COMMITTEE AND FINANCE AND AUDIT COMMITTEE

April 24, 2012

Traditionally, increases for faculty promoted in the spring are effective at the beginning of the academic year (or in the case of calendar-year faculty, at the beginning of the fiscal year). Consistent with the 2012-13 faculty compensation plan, salary adjustments are proposed at this time for teaching and research faculty who have been promoted in rank during the 2011-12 academic year. The following raises are recommended for promotions to:

Professor	\$4,000
Associate Professor	3,000
Assistant Professor	2,000

There are four non-tenure track clinical faculty ranks beginning with Clinical Instructor. Those clinical faculty members with outstanding performance may be considered for promotion in rank. The following raises are recommended for promotions to:

Clinical Professor	\$4,000
Clinical Associate Professor	3,000
Clinical Assistant Professor	2,000

There are three non-tenure track professor of practice faculty ranks, beginning with Assistant Professor of Practice. Those professor of practice faculty members with outstanding performance may be considered for promotion in rank. The following raises are recommended for promotions to:

Professor of Practice	\$4,000
Associate Professor of Practice	3,000

Extension faculty are also eligible for promotion in rank. The three ranks for extension faculty are Associate Agent, Agent, and Senior Agent. The following raises are recommended for promotions to:

Senior Agent	\$3,000
Agent	2,000

There are three ranks for faculty on the instructor track: Instructor, Advanced Instructor, and Senior Instructor. The following raises are recommended for promotions to:

Senior Instructor	\$3,000
Advanced Instructor	2,000

RECOMMENDATION:

That the following faculty are recommended for promotion and/or tenure or continued appointment in accordance with the faculty compensation plan.

June 4, 2012

Name	Promoted Rank	Recommended Salary 2012-13	Appt	Increase over 2011-12		Attachment Y Code
				Amount	Percent	
COLLEGE OF AGRICULTURE & LIFE SCIENCES						
Bergh, James C.	Professor	92,588	CY	4,000	4.52	2
Boyer, Renee Raiden	Associate Professor	77,649	AY	3,000	4.02	3
Cox, Heather Kristin	Advanced Instructor	63,200	AY	2,000	3.27	2
Eick, Matthew J	Professor	84,892	CY	4,000	4.94	2
Gillaspy, Glenda E	Professor	94,394	CY	4,000	4.43	2
Greiner, Scott P	Professor	92,017	AY	4,000	4.54	2
Hanigan, Mark Daniel	Professor	96,307	AY	4,000	4.33	2
Hession, William Cully	Professor	97,552	AY	4,000	4.28	2
McElroy, Audrey P	Professor	95,412	AY	4,000	4.38	2
Mullarky, Isis Kanevsky	Associate Professor	82,079	AY	3,000	3.79	3
Sobrado, Pablo	Associate Professor	94,456	AY	3,000	3.28	3
Westwood, James H	Professor	84,101	CY	4,000	4.99	2
Zipper, Carl E	Professor	90,214	CY	4,000	4.64	2
Zoellner, Jamie M	Associate Professor	111,799	CY	3,000	2.76	3
COLLEGE OF ARCHITECTURE & URBAN STUDIES						
Dull, Matthew Martin	Associate Professor	66,601	AY	3,000	4.72	3
Kelsch, Paul J	Associate Professor	82,763	AY	3,000	3.76	3
Peters, Joel	Professor	85,817	AY	4,000	4.89	2
Roberts, Patrick S	Associate Professor	67,073	AY	3,000	4.68	3
Standley, Eric J	Associate Professor	74,530	AY	3,000	4.19	3
Stephenson, Max O	Professor	103,927	CY	4,000	4.00	2
Wernstedt, Kris Frederic	Associate Professor	85,345	AY	3,000	3.64	3
COLLEGE OF BUSINESS						
Bagchi, Rajesh	Associate Professor	147,885	AY	3,000	2.07	3
Barkhi, Reza	Professor	170,826	CY	4,000	2.40	2
Deane, Jason K	Associate Professor	125,061	AY	3,000	2.46	3
Zobel, Christopher W	Professor	127,476	AY	4,000	3.24	2
COLLEGE OF ENGINEERING						
Battaglia, Francine	Professor	106,000	AY	4,000	3.92	2
Bowman, Douglas Andrew	Professor	101,307	AY	4,000	4.11	2
Buehrer, Richard M.	Professor	104,562	AY	4,000	3.98	2
Butt, Ali Raza Ashraf	Associate Professor	100,504	AY	3,000	3.08	3
Cameron, Kirk W	Professor	118,935	AY	4,000	3.48	2
Cao, Yang	Associate Professor	88,880	AY	3,000	3.49	3
Hou, Yiwei Thomas	Professor	105,868	AY	4,000	3.93	2
Lattimer, Brian Y	Associate Professor	104,958	AY	0	0.00	1
Nazhandali, Leyla	Associate Professor	91,458	AY	3,000	3.39	3
Pickrell, Gary R	Professor	137,702	CY	4,000	2.99	2
Priya, Shashank	Professor	153,202	CY	4,000	2.68	2
Rahmandad, Hazhir	Associate Professor	80,296	AY	3,000	3.88	3
Ravindran, Binoy	Professor	100,017	AY	4,000	4.17	2
Ross, Shane David	Associate Professor	90,588	AY	3,000	3.43	3
Shukla, Sandeep K	Professor	107,098	AY	4,000	3.88	2
Stilwell, Daniel J	Professor	141,161	CY	4,000	2.92	2
Tilevich, Eli	Associate Professor	88,892	AY	3,000	3.49	3
Xuan, Jianhua	Associate Professor	98,558	AY	0	0.00	1
Yang, Yaling	Associate Professor	92,363	AY	3,000	3.36	3

Name	Promoted Rank	Recommended Salary 2012-13	Appt	Increase over 2011-12		Code
				Amount	Percent	
COLLEGE OF LIBERAL ARTS & HUMAN SCIENCES						
Arditti, Joyce A	Professor	85,584	AY	4,000	4.90	2
Bukvic, Ivica	Associate Professor	70,695	AY	3,000	4.43	3
Doolittle, Peter E	Professor	110,080	CY	4,000	3.77	2
Gabriele, Matthew R	Associate Professor	64,091	AY	3,000	4.91	3
Harrill, Paul T	Associate Professor	61,951	AY	3,000	5.09	3
Ivory, James Dee	Associate Professor	66,272	AY	3,000	4.74	3
Kaestle, Christine	Associate Professor	68,843	AY	3,000	4.56	3
Koch, Bettina	Associate Professor	59,128	AY	3,000	5.34	3
Lavin, Chad D	Associate Professor	59,100	AY	3,000	5.35	3
Meitner, Erika Sharon	Associate Professor	65,330	AY	3,000	4.81	3
Parkes, Kelly A	Associate Professor	63,779	AY	3,000	4.94	3
Patton, Lydia K	Associate Professor	66,620	AY	3,000	4.72	3
Pender, Kelly Elizabeth	Associate Professor	68,641	AY	3,000	4.57	3
Polanah, Paulo S	Associate Professor	65,243	AY	3,000	4.82	3
Satterwhite, Emily M	Associate Professor	60,765	AY	3,000	5.19	3
Tilley-Lubbs, Gresilda A	Associate Professor	62,861	AY	3,000	5.01	3
Zanotti, Laura	Associate Professor	73,685	AY	0	0.00	1
COLLEGE OF NATURAL RESOURCES						
Bolding, Michael Chad	Associate Professor	102,226	CY	3,000	3.02	3
Buehlmann, Urs Kurt	Associate Professor	90,429	CY	0	0.00	1
Edgar, Kevin J	Professor	152,104	AY	0	0.00	1
Haas, Carola A	Professor	104,034	CY	4,000	4.00	2
Karpanty, Sarah M	Associate Professor	74,387	AY	3,000	4.20	3
Munsell, John F	Associate Professor	77,600	CY	3,000	4.02	3
COLLEGE OF SCIENCE						
Berg, Michael A	Advanced Instructor	46,363	AY	2,000	4.51	2
Capelluto, Daniel G	Associate Professor	87,882	CY	3,000	3.53	3
Cimini, Daniela	Associate Professor	67,260	AY	3,000	4.67	3
De Sturler, Eric	Professor	99,880	AY	4,000	4.17	2
Du, Pang	Associate Professor	79,480	AY	3,000	3.92	3
Hart, Heath D	Advanced Instructor	38,794	AY	2,000	5.44	2
Heremans, Jean Joseph	Professor	78,380	AY	4,000	5.38	2
Hoffman, Kurt A	Senior Instructor	58,961	AY	3,000	5.36	2
Huber, Patrick	Associate Professor	72,260	AY	3,000	4.33	3
Johnson, Neil Evan	Advanced Instructor	47,900	AY	2,000	4.36	2
Kim, Inyoung	Associate Professor	88,563	AY	3,000	3.51	3
Lemons, Marlow Q	Advanced Instructor	55,550	AY	2,000	3.73	2
Madsen, Louis A	Associate Professor	76,615	AY	3,000	4.08	3
Schmale, Jessica Michele	Advanced Instructor	41,957	AY	2,000	5.01	2
Sharpe, Eric R	Associate Professor	71,402	AY	3,000	4.39	3
Smith, Deborah B	Advanced Instructor	42,879	AY	2,000	4.89	2
Spotila, James A	Professor	95,760	AY	4,000	4.36	2
COLLEGE OF VETERINARY MEDICINE						
Subbiah, Elankumaran	Associate Professor	98,815	CY	3,000	3.13	3

Name	Promoted Rank	Recommended Salary 2012-13	Appt	Increase over 2011-12		Attachment Y Code
				Amount	Percent	
LIBRARIES						
Brodsky, Marc David	Assistant Professor	45,248	CY	2,000	4.62	2
Miller, Rebecca K	Assistant Professor	52,007	CY	2,000	4.00	2
Young, Philip E	Assistant Professor	44,072	CY	0	0.00	4
VIRGINIA COOPERATIVE EXTENSION						
Bordas, Adria C	Senior Agent	71,993	CY	3,000	4.35	2
Carter, Jason H	Agent	56,301	CY	2,000	3.68	2
Chappell, Deborah G	Agent	54,020	CY	2,000	3.84	2
Collins, Daniel P	Agent	43,000	CY	2,000	4.88	2
Daniel, Donna Jean	Agent	50,516	CY	2,000	4.12	2
Daniel, Katherine Copped	Senior Agent	50,151	CY	3,000	6.36	2
Dorn, Sheri T	Agent	41,270	CY	2,000	5.09	2
Garth, Jillian DT	Agent	40,343	CY	2,000	5.22	2
Jessee, Denny S	Senior Agent	53,548	CY	3,000	5.93	2
Jones, Danielle Smith	Agent	45,697	CY	2,000	4.58	2
Love, Kenner P	Senior Agent	52,422	CY	3,000	6.07	2
Nester, Emily Rae	Agent	49,124	CY	2,000	4.24	2
Scott, Michael T	Agent	55,944	CY	2,000	3.71	2
Tierney, Megan Lynn	Agent	45,163	CY	2,000	4.63	2
Tillotson, Bonnie B	Agent	43,918	CY	2,000	4.77	2
Vallotton, Amber D	Agent	51,052	CY	2,000	4.08	2
Welsh, John Lawrence	Agent	49,606	CY	2,000	4.20	2
White, Morris F	Agent	47,840	CY	2,000	4.36	2
Wyskiewicz, Cynthia Ann	Agent	52,658	CY	2,000	3.95	2
				308,000		

Code:

- 1: Tenure
- 2: Promotion
- 3: Promotion with Tenure
- 4: Continued Appointment

Faculty Personnel Changes Report

ACADEMIC AFFAIRS COMMITTEE AND FINANCE AND AUDIT COMMITTEE

Quarter ending March 31, 2012

The Faculty Personnel Changes Report includes new appointments and adjustments in salaries for the general faculty, including teaching and research faculty in the colleges, and for administrative and professional faculty that support the university including the library, extension, academic support, athletics, and administration. The report is organized by senior management area (college or vice presidential area).

Since the last Board meeting, the university has made the following faculty personnel appointments and salary adjustments:

Teaching and Research Faculty	
New Appointments with Tenure or Continued Appointment	2
New Appointments to Tenure-Track or Continued Appointment-Track	29
New Appointments to Non-Tenure Track	0
Adjustments in Salary	10
Administrative and Professional Faculty	
New Appointments	10
Adjustments in Salary	35
One-time payments for Post-Season Sports Events	16

RECOMMENDATION:

That the Board ratify the Faculty Personnel Changes Report.

June 4, 2012

FACULTY PERSONNEL CHANGES

June 4, 2012

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Agriculture & Life Sciences</u>								
Badgley, Brian	Assistant Professor	Crop & Soil Environmental Sciences	Reg	9	10-Aug-12	100	\$	75,000
Blank, Steven	Professor - Tenured	Agricultural & Applied Economics	Reg	12	1-Apr-12	100	\$	175,000
Ealy, Alan	Associate Professor	Animal and Poultry Sciences	Reg	9	10-Aug-12	100	\$	95,000
Frame, William	Assistant Professor	Tidewater AREC	Reg	12	1-May-12	100	\$	78,000
Fukao, Takeshi	Assistant Professor	Crop & Soil Environmental Sciences	Reg	9	10-Aug-12	100	\$	75,000
Johnson, Sally	Associate Professor	Animal and Poultry Sciences	Reg	9	10-Aug-12	100	\$	130,000
<u>Architecture & Urban Studies</u>								
Misra, Shalini	Assistant Professor	School of Public and International Affairs	Reg	9	10-Aug-12	100	\$	72,000
Tucker, Thomas	Associate Professor	School of Visual Arts	Reg	9	10-Aug-12	100	\$	68,000
<u>Business</u>								
Anginer, Deniz	Assistant Professor	Finance, Insurance and Business Law	Reg	9	10-Aug-12	100	\$	190,000
<u>Engineering</u>								
Abaid, Nicole	Assistant Professor	Engineering Science and Mechanics	Reg	9	10-Aug-12	100	\$	82,500
Grasley, Zachary	Associate Professor - Tenured	Civil and Environmental Engineering	Reg	9	10-Aug-12	100	\$	92,000
Koutromanos, Ioannis	Assistant Professor	Civil and Environmental Engineering	Reg	9	10-Aug-12	100	\$	80,000
<u>Liberal Arts and Human Sciences</u>								
Agmon, Danna	Assistant Professor	History	Reg	9	10-Aug-12	100	\$	56,000
Azano, Amy	Assistant Professor	School of Education	Reg	9	10-Aug-12	100	\$	60,000
Grafsky, Erika	Assistant Professor	Human Development	Reg	9	10-Aug-12	100	\$	60,000
Kelly, Jason	Assistant Professor	Political Science	Reg	9	10-Aug-12	100	\$	53,500
Kiechle, Melanie	Assistant Professor	History	Reg	9	10-Aug-12	100	\$	56,000
Murty, Madhavi	Assistant Professor	Religion and Culture	Reg	9	10-Aug-12	100	\$	56,000
Rivera-Rideau, Petra	Assistant Professor	Sociology	Reg	9	10-Aug-12	100	\$	60,000
Rose, Valija	Assistant Professor	School of Education	Reg	9	10-Aug-12	100	\$	66,000
Wilson, Joycelyn	Assistant Professor	School of Education	Reg	9	10-Aug-12	100	\$	62,000

continued
TEACHING AND RESEARCH FACULTY
NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Natural Resources</u>								
Thomas, Robert	Assistant Professor	Forest Resources and Environmental Conservation	Reg	9	10-Aug-13	100	\$	70,000
<u>Science</u>								
Matson, John	Assistant Professor	Chemistry	Reg	9	10-Aug-12	100	\$	72,000
McGlothlin, Joel	Assistant Professor	Biological Sciences	Reg	9	10-Aug-12	100	\$	70,000
Michel, Frederick	Assistant Professor	Geosciences	Reg	9	10-Aug-12	100	\$	75,000
Wu, Xiaowei	Assistant Professor	Statistics	Reg	9	10-Aug-12	100	\$	85,000
Zhu, Hongxiao	Assistant Professor	Statistics	Reg	9	10-Aug-12	100	\$	85,000
<u>Veterinary Medicine</u>								
Allen, Irving	Assistant Professor	Biomedical Sciences & Pathobiology	Reg	12	1-Nov-12	100	\$	113,333
Borgarelli, Michele	Associate Professor	Small Animal Clinical Sciences	Reg	12	15-Jun-12	100	\$	125,000
He, Jia-Qiang	Assistant Professor	Biomedical Sciences & Pathobiology	Reg	12	1-Mar-12	100	\$	113,333
<u>Vice President for Research</u>								
Valdez, Gregorio	Assistant Professor	Virginia Tech Carilion Research Institute	Reg	12	15-May-12	100	\$	110,000

TEACHING AND RESEARCH FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Agriculture & Life Sciences</u>								
Harris, James	Professor	Horticulture	Reg	12	1-Oct-11	100	\$	150,000
Kuhn, David	Assistant Professor	Food Science and Technology	Reg	9	10-Feb-12	100	\$	75,000
Nita, Mizuho	Assistant Professor	Allison H. Smith, Jr AREC	Reg	12	25-Mar-12	100	\$	74,000
Rideout, Steven	Associate Professor	Eastern Shore AREC	Reg	12	10-Jan-12	100	\$	95,000
<u>Engineering</u>								
Ekkad, Srinath	Professor	Mechanical Engineering	Reg	9	25-Mar-12	100	\$	130,000
Hajj, Muhammad	Professor	Engineering Science & Mechanics	Reg	12	25-Mar-12	100	\$	154,409
Stremler, Mark	Associate Professor	Engineering Science & Mechanics	Reg	9	10-Feb-12	100	\$	114,730
<u>Liberal Arts and Human Sciences</u>								
Luciak, Ilja	Professor	Political Science	Reg	9	10-Mar-12	100	\$	120,587
<u>Science</u>								
Tauber, Uwe	Professor	Physics	Reg	9	25-Jan-12	100	\$	95,955
Xiao, Shuhai	Professor	Geosciences	Reg	9	25-Jan-12	100	\$	118,700

ADMINISTRATIVE AND PROFESSIONAL FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Dean of Libraries</u>								
Hall, Monena	Learning Commons and Assessment Librarian	Library	Reg	12	25-Feb-12	100	\$	45,000
Lindblad, Julie Katherine Purdom	College Librarian for Humanities and Digital Humanities	Library	Reg	12	25-Mar-12	100	\$	44,000
Speer, Julie	Associate Dean for Research and Informatics	Library	Reg	12	25-Feb-12	100	\$	103,000
Speer, Ryan	Digital Collections Archivist	Library	Reg	12	25-Feb-12	100	\$	48,000
<u>President</u>								
Byington, Mark	Assistant Men's Basketball Coach	Athletics	Reg	12	10-May-12	100	\$	140,000
Johnson, James	Head Men's Basketball Coach	Athletics	Reg	12	1-May-12	100	\$	245,136
			Reg	12	10-May-12	100		\$
Kanaskie, Kurt	Assistant Men's Basketball Coach	Athletics	Reg	12	10-May-12	100	\$	190,000
Kinney, Jefferson	Assistant Men's Soccer Coach	Athletics	Reg	12	10-Mar-12	100	\$	40,000
Williams, D. Ramon	Assistant Men's Basketball Coach	Athletics	Reg	12	10-May-12	100	\$	140,000
<u>Vice President for Student Affairs</u>								
Perillo, Patricia	Vice President for Student Affairs	Vice President for Student Affairs - Administration	Reg	12	1-Aug-12	100	\$	225,000

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Agriculture & Life Sciences</u>								
Grant, Alan	Dean	CALS Administration	Reg	12	10-Jan-12	100	\$	250,000
<u>Architecture & Urban Studies</u>								
Davis, Albert	Dean	Dean, Architecture	Reg	12	10-Jan-12	100	\$	245,000
<u>Dean of Libraries</u>								
Lancaster, Charla	Director, Assessment and Access Services	Library	Reg	12	10-Feb-12	100	\$	85,360
<u>Liberal Arts and Human Sciences</u>								
Ott Rowlands, Sue	Dean	CLAHS Operations	Reg	12	25-Feb-12	100	\$	260,000
<u>Natural Resources</u>								
Winistorfer, Paul	Dean	College of Natural Resources	Reg	12	10-Jan-12	100	\$	225,000
<u>President</u>								
Adair, Charles	Head Women's Soccer Coach	Athletics	Reg	12	10-Feb-12	100	\$	68,500
					1-Mar-12	100	\$	75,000
Bell, Aaron	Assistant Swim Coach	Athletics	Reg	12	25-Mar-12	100		\$ 2,000
Cianelli, David	Director of Track & Field and Cross Country Programs	Athletics	Reg	12	25-Mar-12	100		\$ 2,000
					25-Mar-12	100		\$ 7,500
Cooper, George	Director, Business & Management Systems	Business & Management Systems	Reg	12	25-Mar-12	100	\$	89,363
Dresser, Kevin	Head Wrestling Coach	Athletics	Reg	12	25-Mar-12	100		\$ 4,000
Earles, Corey	Manager of Decision Support Systems & Security	Business & Management Systems	Reg	12	25-Mar-12	100	\$	64,796
Foster, Charles	Assistant Track & Field Coach	Athletics	Reg	12	25-Mar-12	100		\$ 1,000
					25-Mar-12	100		\$ 3,000
Greenberg, Seth	Head Men's Basketball Coach	Athletics	Reg	12	1-Apr-12	100	\$	245,136
					24-Apr-12	100	\$	300,000
Hart, Natalie	Deputy Chief of Staff	President's Staff	Reg	12	25-Jan-12	100	\$	78,540
Jack, Gregory	Assistant Track & Field Coach	Athletics	Reg	12	25-Mar-12	100		\$ 1,000
					25-Mar-12	100		\$ 4,500

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
Lafon, Heather	Director of Compliance	Athletics	Reg	12	10-Feb-12	100	\$ 50,125	
Locklin, Bert	Assistant Director of Athletics Compliance	Athletics	Reg	12	10-Feb-12	100	\$ 56,713	
McSorley, Patrick	Assistant Men's Soccer Coach	Athletics	Reg	12	25-Feb-12	100	\$ 45,000	
Piemonte, Ronald	Diving Coach	Athletics	Reg	12	25-Mar-12	100		\$ 4,000
Riley, Christopher	Head Volleyball Coach	Athletics	Reg	12	1-Mar-12	100	\$ 80,465	
Robelot, Reed	Assistant Swim Coach	Athletics	Reg	12	25-Mar-12	100		\$ 2,000
Robie, Anthony	Associate Head Wrestling Coach	Athletics	Reg	12	25-Mar-12	100		\$ 2,000
Skinner, Ned	Head Men's & Women's Swim Coach	Athletics	Reg	12	25-Mar-12	100		\$ 4,000
Stockwell, Sarah	Assistant Swim Coach	Athletics	Reg	12	25-Mar-12	100		\$ 2,000
Thomas, Benjamin	Cross Country & Distance Coach	Athletics	Reg	12	25-Mar-12	100		\$ 1,000
					25-Mar-12	100		\$ 3,000
Yetzer, Nathan	Assistant Wrestling Coach	Athletics	Reg	12	25-Mar-12	100		\$ 2,000
Yianilos, Christopher	Director of Federal and NCR Relations	President's Staff	Reg	12	25-Mar-12	100	\$ 182,300	
<u>Science</u>								
Sible, Jill	Associate Dean	College of Science Dean's Office	Reg	12	25-Jan-12	100	\$ 144,700	
<u>Vice President & Dean for Undergraduate Education</u>								
Costello, Gary	Assistant Registrar	Office of the University Registrar	Reg	12	25-Feb-12	100	\$ 48,000	
Sanders, Karen	Associate Vice President	Center for Academic Enrichment and Excellence	Reg	12	10-Jan-12	100	\$ 120,054	
Wubah, Daniel	Vice President & Dean	VP & Dean for Undergraduate Education	Reg	12	10-Jan-12	100	\$ 215,000	

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY***ADJUSTMENTS***

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION			
					EFF DATE	% APPT	ANNUAL RATE	
							BASE	ONE-TIME
<u>Vice President for Administrative Services</u>								
Burton, Patricia	Director, Employee Relations	Human Resources	Reg	12	25-Mar-12	100	\$	83,032
Moore, Karisa	Director, Equity Initiatives	Human Resources	Reg	12	15-Mar-12	100	\$	66,391
Wilkes, Lisa	Assistant Vice President for Business Services	Assistant Vice President for Business Services	Reg	12	1-Jan-12	100	\$	158,897
<u>Vice President for Finance and CFO</u>								
Hundley, Travis	Associate Director of Budget Operations	Budget & Financial Planning	Reg	12	10-Feb-12	100	\$	87,898
Shepard, Brennan	Assistant Director of Financial Planning	Budget & Financial Planning	Reg	12	10-Feb-12	100	\$	77,576
Sumpter, Jerry	Assistant Director of Finance Information Technology	Vice President for Finance and CFO	Reg	12	25-Feb-12	100	\$	80,000
<u>Vice President for Information Technology</u>								
Covey, Lucas	Technical Lead	Integration & Portal Services	Reg	12	25-Feb-12	100	\$	80,000
Polys, Nicholas	Director of Visual Computing	Advanced Research Computing	Reg	12	10-Feb-12	100	\$	93,351
					10-Feb-12	100	\$	100,000
Quintin, Richard	Manager, Database and Application Administration	Database and Application Administration	Reg	12	10-Jan-12	100	\$	90,000
Sparrow, Richard	Business Manager	IT Security	Reg	12	10-Jan-12	100	\$	45,000
<u>Vice President for Research</u>								
Coble, Lauren	Chief Operating Officer	VBI	Reg	12	25-Mar-12	100	\$	158,270
Webster, Janet	Associate Director of Operations	Fralin Life Sciences Institute	Reg	12	25-Mar-12	100	\$	84,000
<u>Vice President for Student Affairs</u>								
Faulkner, Theodore	Director of Dining Services	Dining Services	Reg	12	10-Feb-12	100	\$	115,000

Matthew C. Banfield
Undergraduate Representative to the Virginia Tech
Board of Visitors

June 4, 2012

Rector Nolen, President Steger, and members of the Board: my fellow Hokies. This past year has been a whirlwind of exciting opportunities and milestones for Virginia Tech students, and it is my honor to report on them to you one last time.

In conjunction with our Student Government Association, I hosted a town hall forum the week following our last meeting, with over 100 participants who came to talk about various student life topics, which you will hear about shortly. Towards the end of the semester, numerous students were honored at various award ceremonies for outstanding achievements in academics, leadership, and service to campus. I was honestly blown away at the magnitude of dedication and passion some of our students have shown. In April, many students showed their support at Dr. Spencer's retirement ceremony, demonstrating that he truly has been the students' Vice President, and an inspiration and role model to many of us. Conversely, select students had the opportunity to meet with the candidates who were interviewing to fill the role of Vice President for Student Affairs. I do not know if something like this is common practice, but it greatly encouraged me that Virginia Tech would consider the opinion of students in the selection of an upper administration official.

Being the busy month that April is, we also celebrated our international student population with International Week, which included the international street fair. This is a time when College Avenue is taken over by booths operated by a variety of international student organizations, either selling food or other goods, providing entertainment, or just offering a little glimpse into their culture. With good weather, this event attracts around 15,000 visitors annually. Additionally, students participated in The Big Event, where 6,800 student volunteers worked on 990 service projects in the community, as well as Relay for Life, where we raised over \$586,000 for the American Cancer Society. As Hokies we generally do not like to be outdone, and so for yet another year we are pleased to announce that we were the largest and highest grossing collegiate Relay for Life in the nation. Finally, one of the biggest milestones for many of us, commencement in May proved to be one for the records, with a visit by the First Lady and Senator Warner, the beautiful weather, and the chance to share the excitement with far away family as this was the first year the ceremony was shown as a live broadcast over the internet.

Believe me, students love this University and thrive on taking an active and engaged role in the Hokie community.

As I mentioned before, for the VTVoice Town Hall forum, over 100 participants attended, representing both the students and the administration. Topics discussed covered diversity and inclusion, academic advising and class offerings, on campus living, transportation, and sustainability, among others. On the issue of advising, there was a general mix of feedback, ranging from very good to not very good. One comment that stuck out to me, however, was from a student who is in a major where advising is done in class during instruction time, at least in theory. In practice, this does not seem to be the case. Comments from the on campus living table seemed overall very positive. Students are excited about the new dining hall set to open this fall, and generally feel a sense of safety while walking around campus. The only time students noted that they did not feel safe were at night in areas of little light, and also crossing some streets. There are areas of campus where we could greatly benefit from having a lighted/flashing crosswalk system installed.

On the issue of the stadium woods, the students for the protection of stadium woods are much more vocal than those who are indifferent, and I must admit those students have done an impressive job at raising awareness in their own sense of activism. While I have not personally been closely involved with the matter, it has been my understanding that a popular idea being floated around as an alternative to the stadium woods sight, is to instead move the facility to where the Washington Street tennis courts are. As the student representative to this Board speaking for the sake of the students, I would like to offer that those tennis courts are a very popular spot for student activity and recreation. Every time I drive past them, no matter what time of day, I always see students using them due to their accessibility to campus. I would caution against the potential destruction of this site as well, as I can personally assure you that they are a great service to our students.

For each of my four reports that I have been able to offer to this group, I have tried to stress the point that Virginia Tech students want to be engaged in the community around them. You have all either heard it before or have lived it for yourself, but the sense of community that the Hokie nation has to offer is almost an unexplainable phenomenon that brings us all together, whether student, faculty, staff, or administration, as a family. We have all witnessed this in times of sadness, but also in times of great joy. If I were to leave you all with one final thought, it would be to remember the students. We are interested in what decisions are being made that will affect our school and we want to be as much a part of those decisions as possible. We care about Virginia Tech and want to see it through the next generation of success as much as the next person. I implore you to please continue to uphold the standards of engagement and inclusion in every decision, no matter how big or small, that you continue to make.

Thank you for an exceedingly memorable Virginia Tech experience.

GRADUATE STUDENT REPRESENTATIVE CONSTITUENCY REPORT TO THE VIRGINIA TECH BOARD OF VISITORS

June 4, 2012

Thank you, Rector Nolan. Good afternoon President Steger, distinguished board members and guests.

Please allow me take a few moments to express my sincere gratitude at being able to serve my fellow graduate students as a non-voting member of this board this academic year. It has been a great privilege that I will not soon forget. Not only have I learned much from this experience but I have been encouraged by your genuine desires to know more about the graduate population and to want to help graduate students to have the best experiences they can while pursuing their advanced degrees at Virginia Tech. I hope that you will continue to take the time to talk with and listen to your student representatives (both graduate and undergraduate) as you have done this year. The future of this great institution absolutely depends on it!

I must admit that I was at a loss for how to spend my last few minutes with you in this report. I finally concluded that a review of this past year made the most sense. We have all been very busy and have so few opportunities to meet and chat with one another so I thought it would be wise for me to briefly revisit a few of the themes I have tried to highlight this past year.

In August I talked about the history of the major issues over the last decade according to previous graduate representatives to this board and in particular focused on the importance of a positive graduate climate, top tier graduate mentoring and advising, and addressing the constant and diverse needs of the changing demographics in our graduate population including (but not limited to) child care, our returning veterans, students with partners, spouses, significant others, families, aging parents and more.

Last semester I formed the Graduate BOV Think Tank with six fellow graduate students and succeeded at generating a joint effort between the Office of Diversity and Inclusion, the Graduate School in taking on the design of a climate assessment survey for graduate students. Although I have had to recruit a few new graduate students to replace those who have graduated or are leaving VT for one reason or another, we continue to make progress. I also know that my successor is planning to continue working with this group. My hope is that this survey will be implemented in the next semester or two.

In November, I conveyed the positive sentiments of us graduate students at the long awaited debut of our improved health insurance plan through Aetna, and, our true appreciation at attempts to curb increasing comprehensive fees. I also shared the real profiles of a typical day in the life of two graduate students.

In March, I shared the results of the childcare survey regarding needs and concerns of graduate students with children. Based on the findings it was obvious to me (and

hopefully to each of you) that we can no longer delay in acting to assist our diverse graduate population especially those students with families and children. Another area of great concern is how we will incorporate and be more inclusive of our returning military veterans. We should not forget that a substantial number will turn to higher education as a career option. This is not to say that we have solved the problem or know exactly what to do or how to do it (regarding childcare and other family realities or existing and future veteran students or other issues) but it is very clear to me that without finding some type of solution we will fail to positively impact graduate climate, we will fail to adapt to changing graduate demographics of our diverse graduate students, and ultimately fail to sustain our great institution.

In sum, graduate students continue to be grateful for the support and assistance provided to them at Virginia Tech yet they continue to encounter challenges that must be addressed if we are to truly “invent the future.” Consider this...in August I shared my wonderful news with you that I had just become engaged to a fellow graduate student Hokie. Nine days ago, I married that fellow graduate Hokie! ☺ While I am very excited about this new chapter in my life, it suddenly occurred to me that I no longer belong to the “traditional” graduate population I have belonged to for so long. I now belong to a growing subset of the graduate population who identify as married. Consider also...my successor (who I will formally introduce in a few moments)—is not only a married graduate student but also a mother of three children. Another example can be found in the incoming Graduate Student Assembly President, Mrs. Shaimaa Abdallah who is also married with children and in order to complete her studies lives with one child in the US and has a spouse and child in her home country. This is our reality. Graduate students are no longer as homogenous as they used to be. Today, right now, we are so much more diverse than we have ever been. This is a wonderful thing—but it will never be fully realized unless we adapt, not to kick out or do away with our traditional graduate students but to embrace and include our ever-changing and diverse graduate students.

Before closing, I wanted to formally introduce my successor, your next graduate representative to the Board of Visitors for the 2012-13 academic year. Mrs. Robyn Jones, a native of Florida, came to Virginia Tech as an undergraduate and completed a Bachelor’s in both political science and urban affairs and planning. While here she also served as the first female African American class President, was a Resident Advisor, and an active member of the undergraduate Student Governance Association. Robyn returned this past year and is pursuing a Master’s degree in Educational Leadership and Policy Studies. She recently served as the Travel Fund Program Chair for the Graduate Student Assembly and currently serves on the Graduate BOV Think Tank group. Mrs. Jones is happily married to her husband Kevin and together they have three beautiful children. I am very confident that Robyn is going to be a fantastic graduate representative next year. I know that she will bring passion, hard work, and experience to this position and am very pleased to be transitioning her. Welcome Robyn!

Thank you again for your patience and your attention to graduate students’ needs and concerns. I know that together we have been able to chart the course for some positive changes but much remains to be done. I hope that each of you will take the ideas, praises,

and concerns the graduate students have had and will be creative and innovative in your solutions. I know that I have learned much from you and plan to take what I have learned and implement it in my own future experiences.

Thank you for your time and attention.
~Michelle F. McLeese

June 4, 2012

Staff Senate Constituency Report
Virginia Tech Board of Visitors
June 2012
Maxine Lyons, Staff Senate President

Rector Nolen, members of the Board of Visitors, President Steger, administrators, and guests: Since this is my last meeting with you, I want to express how very much I have enjoyed getting to know each one of you and being able to bring staff issues to your attention. You are a wonderful group of people and it has been an honor for me to represent the staff to this Board.

The spring quarter has been relatively quiet for staff at VT, with only minor issues such as communications and open enrollment for insurance being discussed at the monthly Staff Senate meetings. On May 3rd, the annual McComas Leadership seminar was held and very well attended by over 100 staff members and on May 16th, the annual Staff Appreciation Day was held where all staff were treated to a day of fun, food, and recreation.

The staff were pleased to hear that a raise and a bonus were both included in the state budget.

The Senate continues to include the Northern Capital Region in their monthly meetings, via polycom, thus making communications among staff more inclusive and accurate.

Again, I thank you for allowing me the opportunity to bring staff issues to you for the past two years. I know that Sue will represent the staff well and again, I am so grateful for the time that I have spent with you and wish each one of you the very best!

Respectfully,

Maxine Lyons
President, Staff Senate

Constituency Report of the Virginia Tech faculty to the Board of Visitors

June 4, 2012

Bruce Pencek
President, Faculty Senate

Rector Nolen, ladies and gentlemen of the board, and fellow members of our university:

This, my final report, has three principal parts.

First, I would like formally to introduce the incoming president of the faculty senate, Sarah Karpanty. Dr Karpanty is a faculty member in the Department of Fish and Wildlife Conservation. She came here on a two-year post-doctoral appointment and is in her sixth year on the faculty. Having watched as she worked her way up through the offices of the faculty senate, and especially her leadership of the commission on faculty affairs, I can say quite happily commend her to you. She worked on the long range plan. She worked on the Stadium Woods recommendation. She is smart, conscientious, and thoughtful. Exploit her.

Second, I will give the customary year-end review of the concerns of faculty as they have been expressed in campus governance. You have already heard the core concern of faculty and other stakeholders in the academic mission of the university over the past year: decisions by the non-academic sides of Virginia Tech on infrastructure that affect teaching, learning, and research seem to happen without the substantive input of the teachers, learners, and researchers. The appearance of opaque decision-making creates needless wasted effort, friction, and distrust within the university and between the university and public constituencies. I

will not belabor that point again. I fear it will keep coming up on its own.

On the other hand, we have seen faculty concerns addressed seriously and, all things considered, quickly. The governance system is far from broken, though sometimes it takes effort of, say, a senate to nudge a balky part. Sometimes, the results are of limited interest, as in the recent development of a reasonable pilot policy to make faculty memberships available for the use of fitness facilities in McComas. Closer to the academic core, we worked to make the formal policy for the provost's periodic review of deans more accurately represent the actual objectives and practices. The practices were, most of us thought, better than the policy document that faculty have relied on when commenting on administrators. Transparency, consistency, and credibility were our goals in initiating the update, and it appears the policy revision is well on the way to achieving them.

Finally, a bit of crystal-ball gazing. Obviously, the immediate future will be financially challenging for us as partners in the university mission, as individual employees, and as citizens worried about the health of the local economy and quality of life, property taxes and schools and other public services. The faculty senate will continue to work to convey whatever information we have, and whatever insights or expertise we can offer, both down and up the governance chain to mitigate the fiscal pains. No doubt some faculty will be lured away to greener pastures, especially in private universities, and others will certainly be tempted. Most faculty will stay: Tech is, overall, a good place for scholarly workers, and southwestern Virginia will be as attractive as it ever was as a place to live for them and their families. The university has worked hard to provide non-salary incentives to attract and retain outstanding faculty, from support for spousal employment to underwriting dependent care. We urge the university and its friends to keep up that work: for

example, as Ms McLeese pointed out, there continues to be a shortage of affordable, quality daycare. (Indeed, many of the problems she called to your attention as concerns of graduate students are also concerns of faculty, particularly new faculty.)

However, especially when resources are tight, equity demands that faculty with traditional families not be the only beneficiaries of these attractive supports for households: in the national and international market for outstanding scholar-teachers (or administrators or staff or graduate students), not all top candidates are in traditional marriages, and many are single, with diverse criteria for how Tech can make ours a more welcoming, inclusive community in which to carry on our careers.

Whatever our individual preferences – indeed, whatever the state of university resources – we all have to do the work that advances Virginia Tech as a first-rate, comprehensive, research university that does credit not only to our own community but to the Commonwealth. In the coming year, the hard work of giving shape to the new strategic plan will demand much to college- and unit-level administrators, departments, faculty, staff, and students. Sometimes creatively, sometimes conservatively -- sometimes too creatively or too conservatively -- they will rise to the challenges. That is the Virginia Tech way.

To leave on a personal note: this past year as faculty representative has been fascinating. I have been honored to work with you and have learned more from you than I deserve. Thank you for the opportunity. During our meals this weekend I wishes I had gotten to know you better, sooner; I hope we can cross paths in future -- you know where I work.