

Virginia Tech Board of Visitors Meeting

November 9-10, 2014

Information Session

Minutes

- A. [Minutes](#): Academic Affairs Committee
- B. [Resolution](#): Approval of the Master of Arts Degree in Women's and Gender Studies
- C. [Resolution](#): Approval of the Bachelor of Science Degree in Systems Biology
- D. [Resolution](#): Approval to Discontinue the Bachelor of Arts Degree in Humanities, Science, and Environment
- E. [Resolution](#): Approval to Reaffirm University Policies on Awarding Credits to Students for Military Education Training
- F. [Minutes](#): Buildings and Grounds Committee
- G. [Resolution](#): Approval for Partial Relocation of Blacksburg-Virginia Polytechnic Institute Sanitation Authority Easement
- H. [Resolution](#): Approval to Clarify Virginia Tech/Montgomery Regional Airport Authority Board of Visitors November 18, 2013 Resolution
- I. [Resolution](#): Approval of Demolition of University Buildings
- J. [Minutes](#): Finance and Audit Committee
- K. [Resolution](#): Approval of the Year-to-Date Financial Performance Report (July 1, 2014-September 30, 2014)
- L. [Resolution](#): Approval of Revisions to the 2014-2020 Six-Year Plan
- M. [Resolution](#): Approval of the Pratt Fund Program and Expenditures Report
- N. [Minutes](#): Research Committee
- O. [Minutes](#): Student Affairs and Athletics Committee
- P. [Report](#): President's Report (Research and Development Disclosures and The Lincoln Project)
- Q. [Resolution](#): Approval of External Awards
- R. [Resolution](#): Approval of Naming University Facilities (8)
- S. [Resolution](#): Approval of Emeritus Status (4)
- T. [Resolution](#): Approval of Endowed Chairs, Professorships, and Fellowships (2)
- U. [Resolution](#): Ratification of the Personnel Changes Report
- V. [Resolution](#): Approval of the 2014-2015 Faculty Salary Programs
- W: [Reports](#): Constituent Reports

Board of Visitors Information Session

November 9, 2014

1:30 – 4:15 p.m.

The Inn at Virginia Tech, Latham Ballroom D,E,F

Annual Progress Report on University Strategic Plan

- Dr. Timothy D. Sands, President
- Dr. Mark G. McNamee, Senior Vice President and Provost
- Mr. M. Dwight Shelton, Jr., Vice President for Finance and Chief Financial Officer

Fourth JLARC Report on Higher Education Presentation

- Mr. M. Dwight Shelton, Jr., Vice President for Finance and Chief Financial Officer

Pylons of Promise Presentation

- Mr. B. Whitney Babcock, Director of Athletics
- Ms. Desirée Reed-François, Executive Associate Athletics Director

Corps of Cadets Presentation

- Major General Randal D. Fullhart, Commandant, Corps of Cadets
- Dr. Eleanor F. Finger, Director of Residence Life

Gallup StrengthsFinder Results

- Dr. Patricia A. Perillo, Vice President for Student Affairs
- Dr. Frank X. Shushok, Jr., Associate Vice President for Student Affairs

Annual Progress Report: *Plan for a New Horizon* 2012 - 2018

Board of Visitors
November 9, 2014



VirginiaTech

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

Overview of Indicators Supporting Scholarship Domains

Scorecard Indicators Key



Performance is improving annually.



Performance is level or mixed.



There is a moderate or periodic decrease in performance where ongoing improvement was expected.



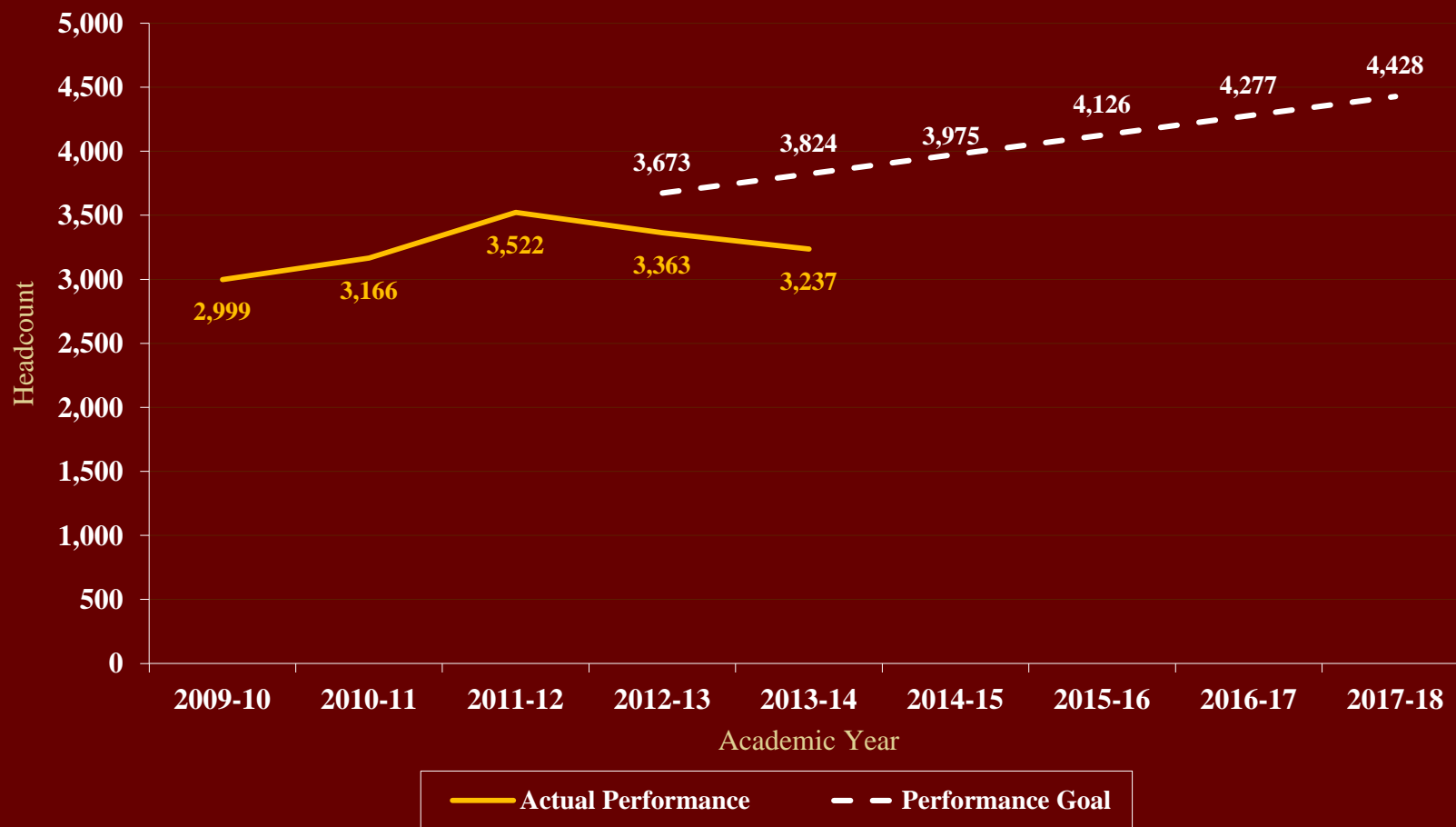
Performance is below the expected target.

	Measure(s)	Metric Definition and Information Sources	University Target Performance	November 2014 Report		
				Performance	Comment on 3-Year Trend	
Learning	Number of graduating undergraduates who participated in research experiences.	Degrees extract and course history files - linked to credit bearing activities.	75% of graduating undergraduates.	3,237 (57.5%) in AY 2013-14	Graduating undergraduate participation in research experiences is down by 8.1% from AY 2011-12.	◇ ●
	Percent of entering students who attended First-Year Experience courses.	First time freshmen and transfer students in fall census files	80% of first-time students by the 2015-16 AY	60.1% (3,834) in Fall 2014	Entering students attending First-Year Experience courses is up by 30% from Fall 2012.	◇ ●
	Total degrees awarded by level.	Degrees extract	Within 5% of approved projections (SCHEV 2B), per proposed IPS measure #2	5,991 Assoc./Bach. 1,573 Masters 494 Doctoral 96 Professional 8,154 Total in AY 2013-14	Three-year trend is mixed for undergraduate and masters degrees awarded, and is up for doctoral and professional degrees awarded.	●
	Underrepresented students entering the freshman class.	Fall census files	Improve on the Fall 2011 baseline	656 in Fall 2014	Entering underrepresented freshmen is up by 82 students from Fall 2012.	●
	Degrees awarded to underrepresented students by level.	Degrees extract and student census file	Improve on the AY11-12 baseline	577 Assoc./Bach. 129 Masters 33 Doctoral 8 Professional 747 Total in AY 2013-14	Three-year trend is up for both undergraduate and graduate underrepresented students.	●
	Graduate enrollment.	Fall census files	Grow by 1,000 additional graduate students over the Fall 2011 baseline	3,505 Masters 3,007 Doctoral 465 Professional 6,977 Total in Fall 2014	Three-year trend for masters enrollment is down significantly, doctoral enrollments are level, and professional student enrollments are up.	◇ ●
	STEM-H degrees awarded.	Degrees extract	Increase STEM-H enrollments by 3% annually	3,646 Assoc./Bach. 949 Masters 366 Doctoral 96 Professional 5,057 Total in AY13-14	Three-year trend is up for all levels of STEM degrees awarded.	◇ ●
	Student credit hours taught in special sessions.	Teaching load files	Increase special session enrollments by 3% annually	42,757 SCHs-Summer '14 3,683 SCHs-Winter '14 46,440 SCHs Total in AY2013-14	Three-year trend for enrollments in special sessions is up. This includes the first year of winter session.	◇ ●
	Percent of graduating undergraduates who participated in virtual and/or technology assisted courses.	Degrees extract and course history files (linked to credit bearing activities). Virtual courses = 100% electronic, asynchronous instruction. Technology-assisted courses = 50% - 99% electronic instruction (asynchronous or synchronous), or 100% electronic synchronous instruction.	100% of graduating undergraduates.	84.1% (4,731) Virtual, 85.1% (4,786) in Virtual and/or Tech-Assisted in AY13-14	Three-year trend is slightly up for graduating undergraduate participation in virtual courses and/or technology assisted courses.	◇ ●
Discovery	Total expenditures in grants and contracts by research domain.	As reported annually to the National Science Foundation	\$680M in annual research expenditures by 2018	\$496.2M in FY 2012-13	NSF reported expenditures up 10.2% from \$450.1M in FY2010-11.	◇ ●
	Count and average value of sponsored awards.	As reported in Sponsored Programs datawarehouse dashboard	Average 4% annual growth in number of awards and 5.75% annual growth in average dollar value of awards	2,518 Awards \$120,830 Avg Value in FY 2013-14	Three-year trend for number of awards is mixed, but the average value of awards are up by 6.3% from FY2011-12.	◇ ●
	Faculty awards, fellowships and memberships.	Websites of awards providers; list of awards from AAU	60 awards from the AAU list and other select prestigious awards	50 Awards in FY 2013-14	Three-year trend for faculty awards, memberships, and fellowships is mixed.	◇ ●
	Number of post-doctoral appointments reported to National Science Foundation.	As reported annually to the National Science Foundation	Increase by 51% to 317 total positions by 2018	233 in Fall 2014	Three-year trend for post doctoral appointments is up.	◇ ●
Engagement	Industry-funded research expenditures reported to the National Science Foundation.	As reported annually to the National Science Foundation	100% increase between FY2010-11 and FY2017-18	\$26.1M in FY 2012-13	Industry-funded research expenditures up by 14.7% from \$22.7M in FY 2010-11.	◇ ●
	Number of graduating undergraduates who have participated in a study abroad experience or foreign language course.	Degrees extracts and course history files	60% of graduating undergraduates.	1,358 (24.1%) Foreign Language 1,614 (28.7%) Study Abroad 2,453 (43.6%) Either in AY 2013-14	Foreign language study count is level and study abroad count is up by 41% from AY 2011-12.	◇ ●
	Undergraduate participation in service learning and experiential programs.	Service learning course list provided by VTEngage with enrollments from course files; experiential programs come from course files	3% annual increase on the FY11-12 baseline through FY17-18	2,607 Service Learning 9,203 Experiential Learning in AY 2013-14	Service learning is down by 40% and experiential learning remains level from AY 2011-12.	◇ ●

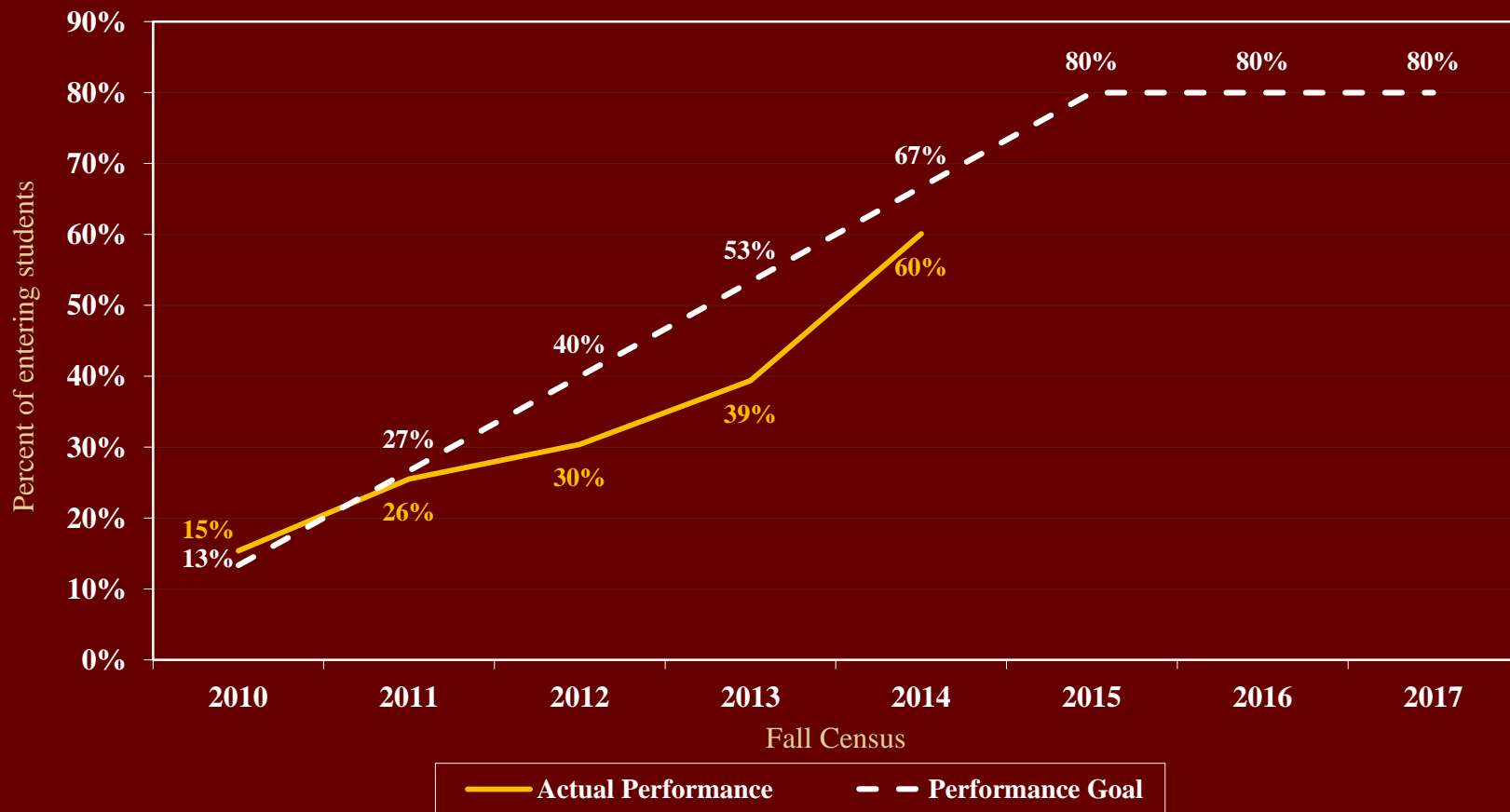
		College Three-Year Trend								University Scorecard
MEASURE(S)		1	2	3	4	5	6	7	8	
Learning	Number of graduating undergraduates who participated in research experiences			Not Applicable						
	Percent of entering students who attended First-Year Experience courses			Not Applicable						
	Total degrees awarded by level									
	Underrepresented students entering the freshman class			Not Applicable						
	Degrees awarded to underrepresented students									
	Graduate enrollment									
	STEM-H degrees awarded									
	Student credit hours taught in special sessions			Not Applicable						
	Percent of graduating undergraduates who participated in virtual and/or technology assisted courses			Not Applicable						
Discovery	Total research expenses reported to the National Science Foundation (NSF)									
	Count and average value of sponsored awards									
	Faculty awards, fellowships and memberships									
	Number of post-doctoral appointments reported to National Science Foundation									
Engagement	Industry-funded research expenditures reported to NSF									
	Number of graduating undergraduates who have participated in a study abroad experience or foreign language course			Not Applicable						
	Undergraduate participation in service learning and experiential programs			Not Applicable						

Learning

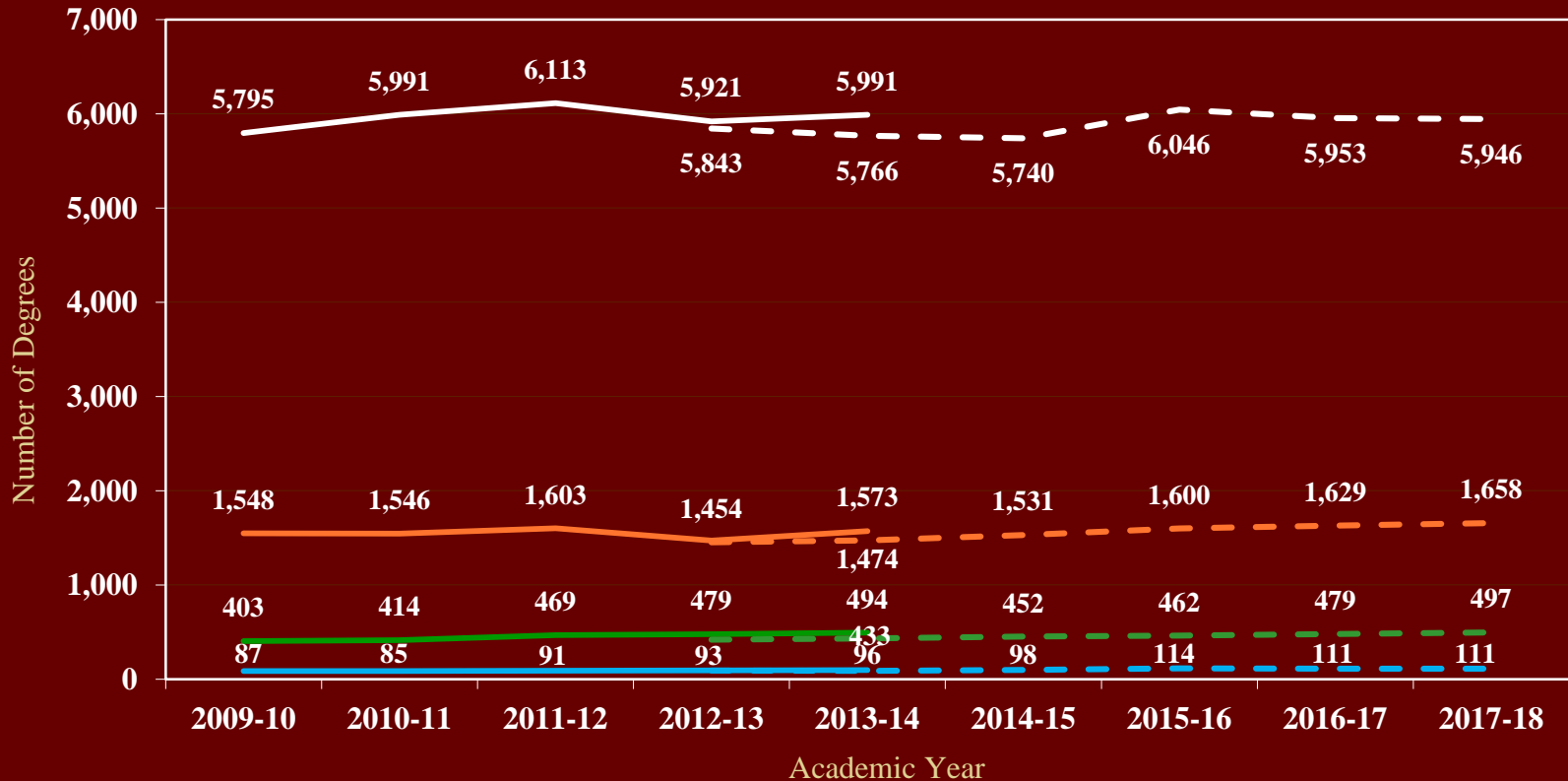
The number of graduating undergraduates who participated in research experiences



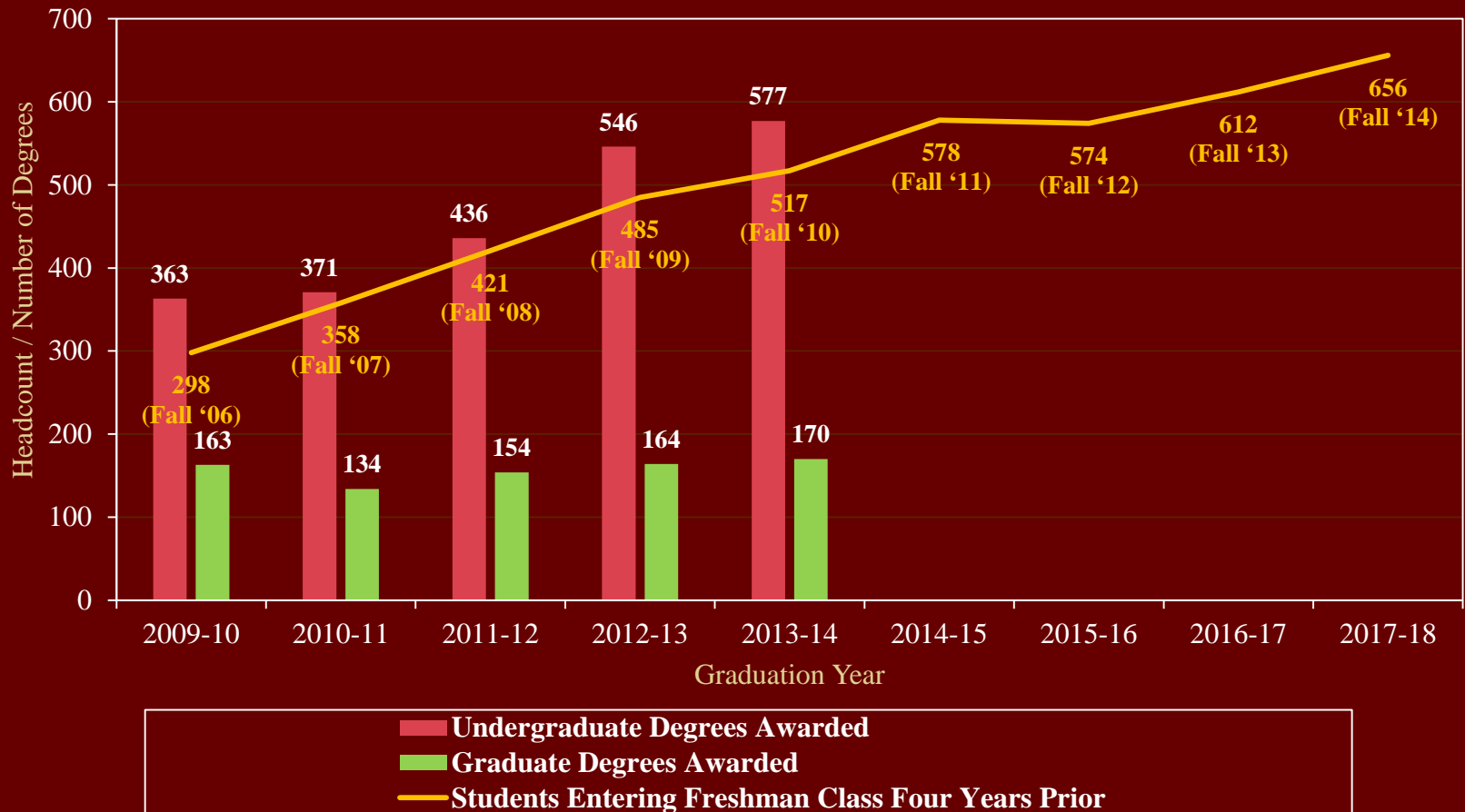
Percent of entering students attending First-Year Experience courses



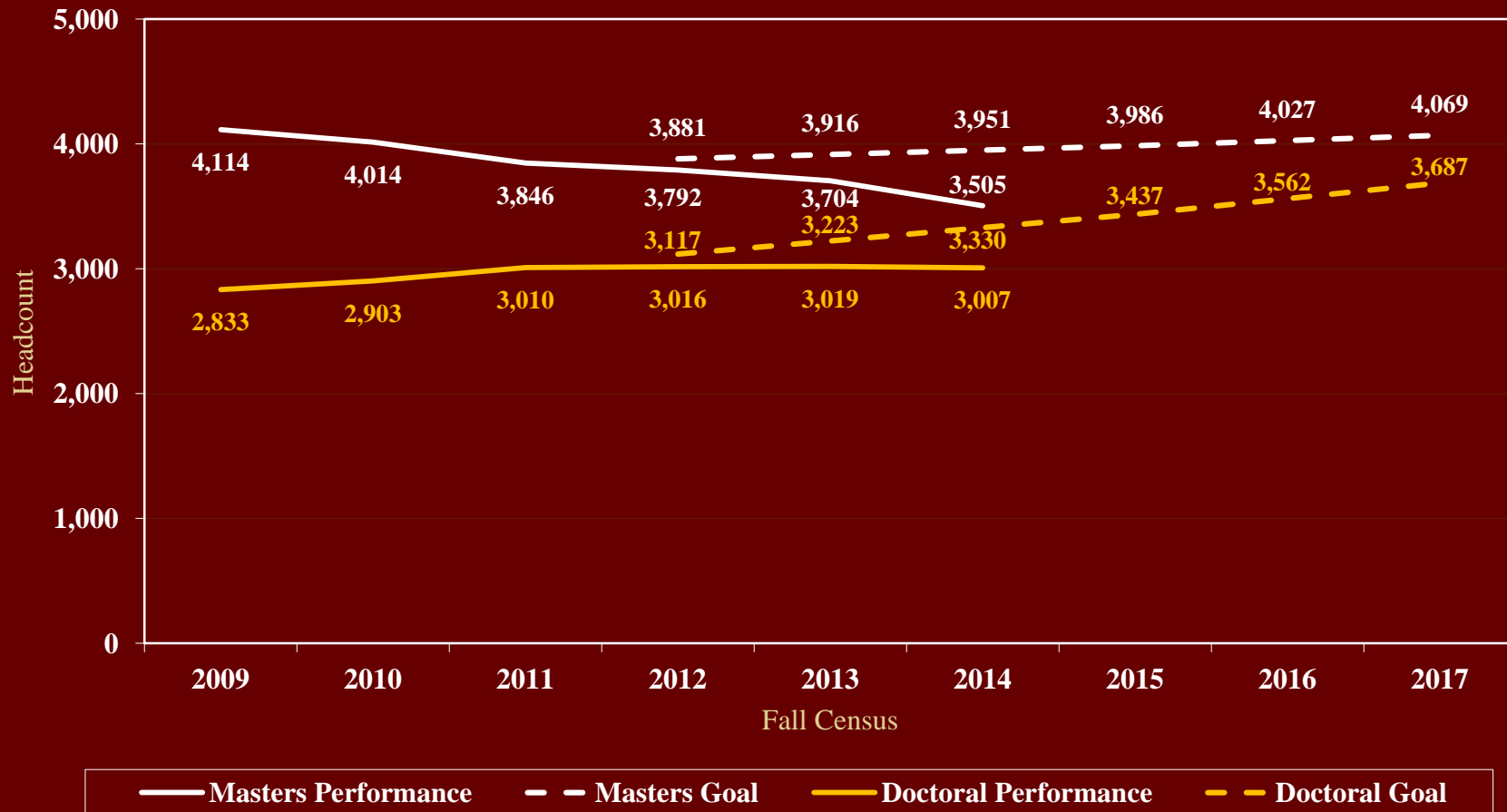
Total degrees awarded by level



Underrepresented students entering the freshman class and degrees awarded

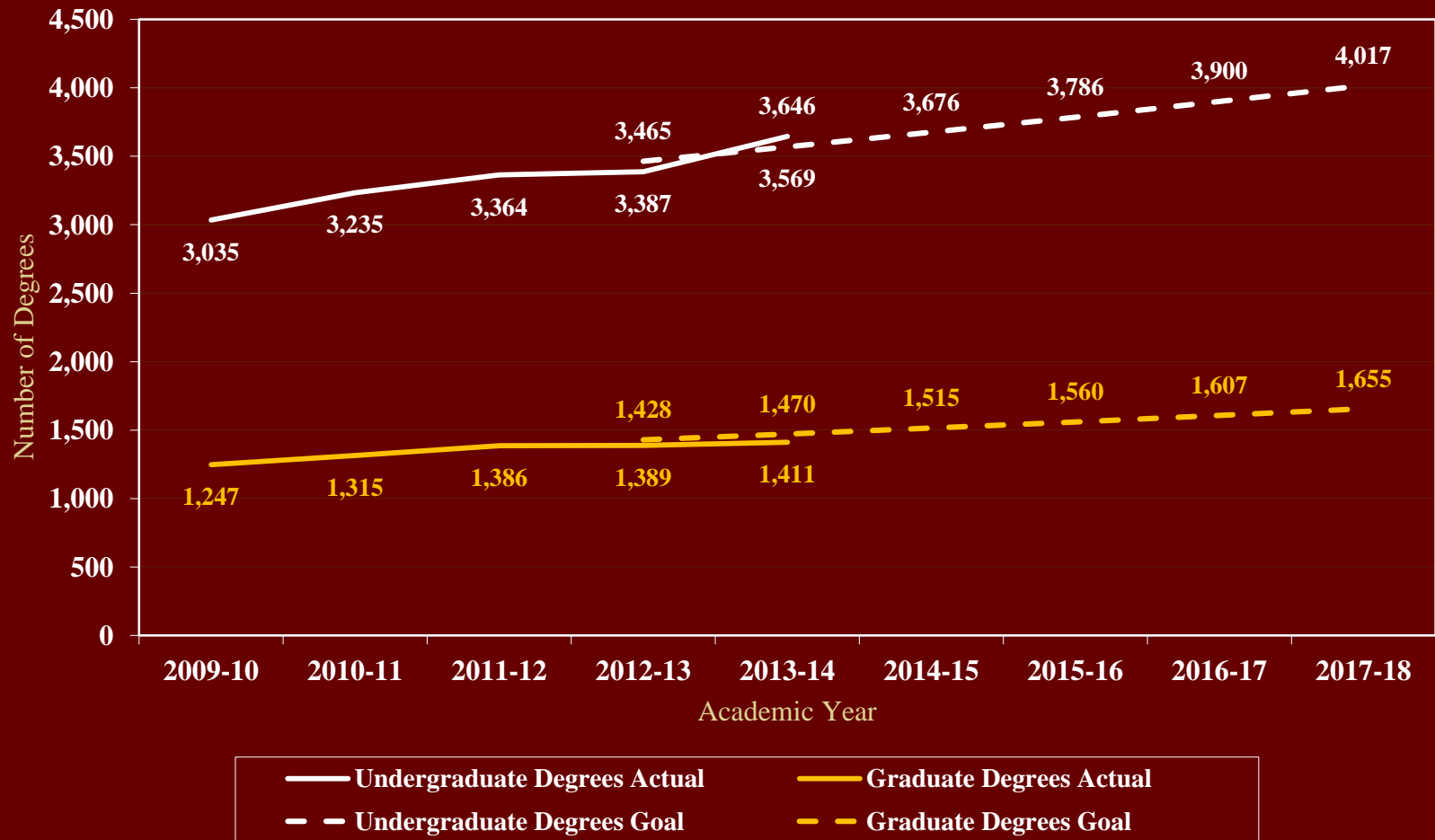


Graduate enrollment



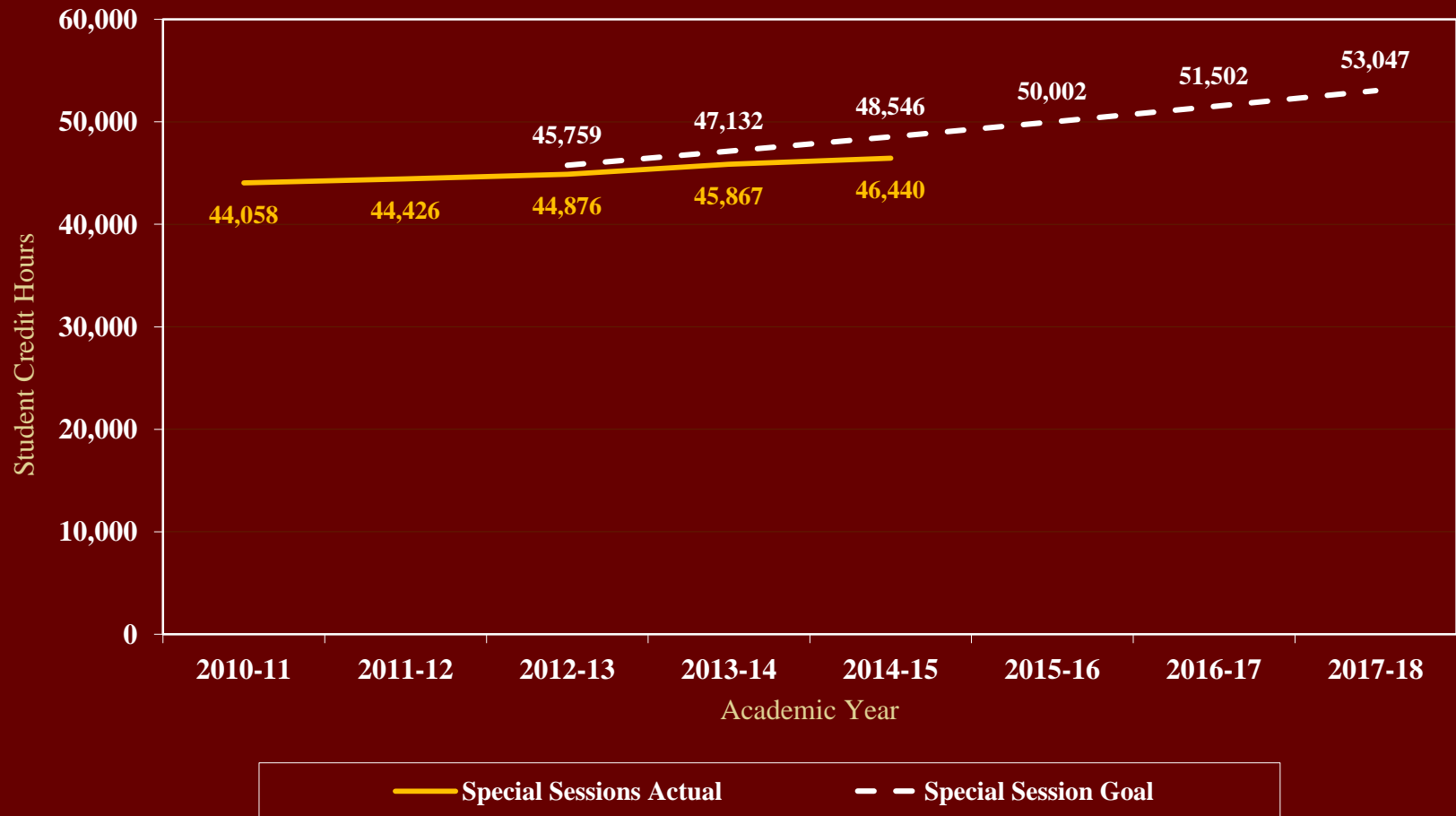


STEM-H degrees awarded

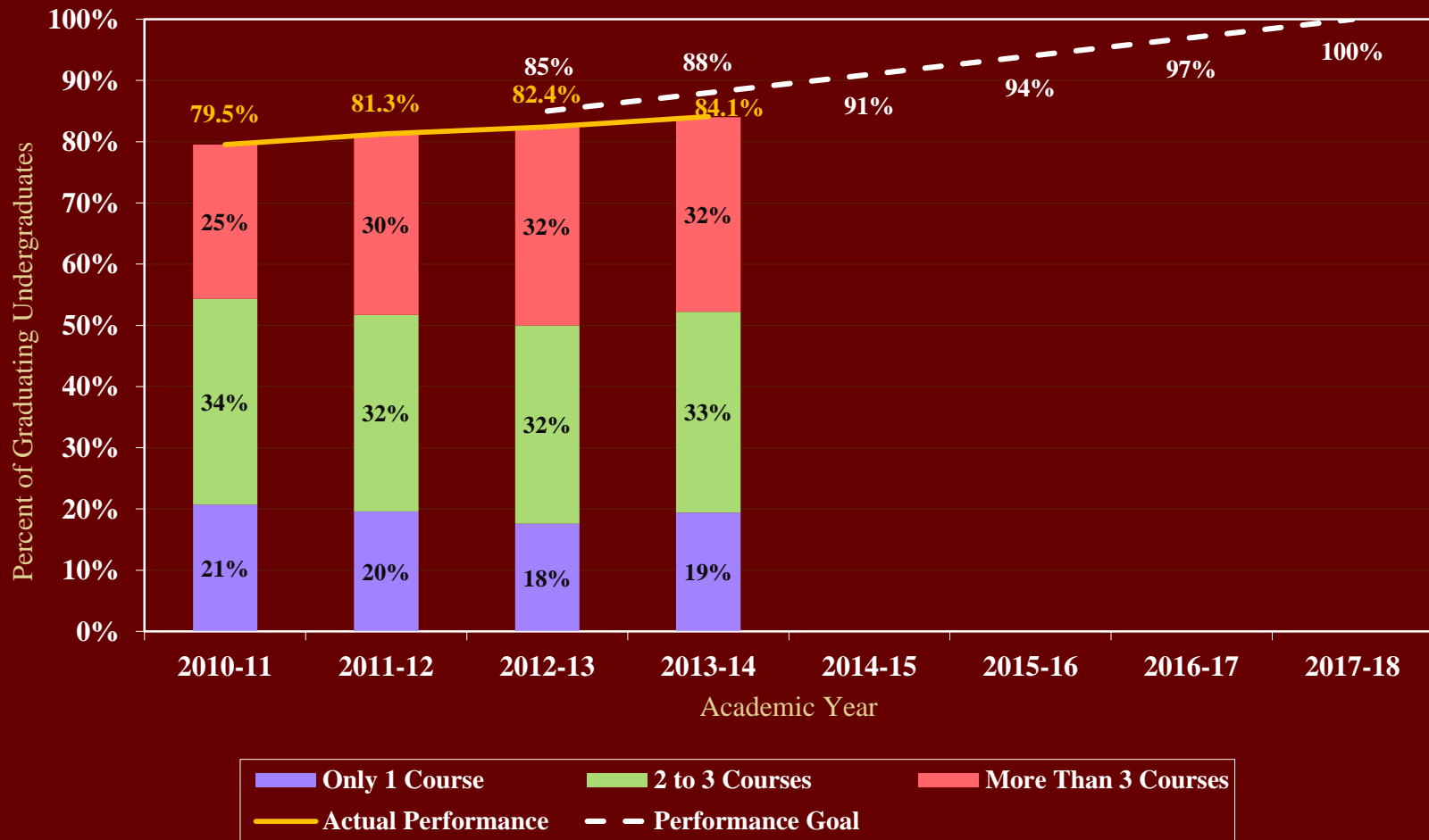




Student credit hours taught in special sessions

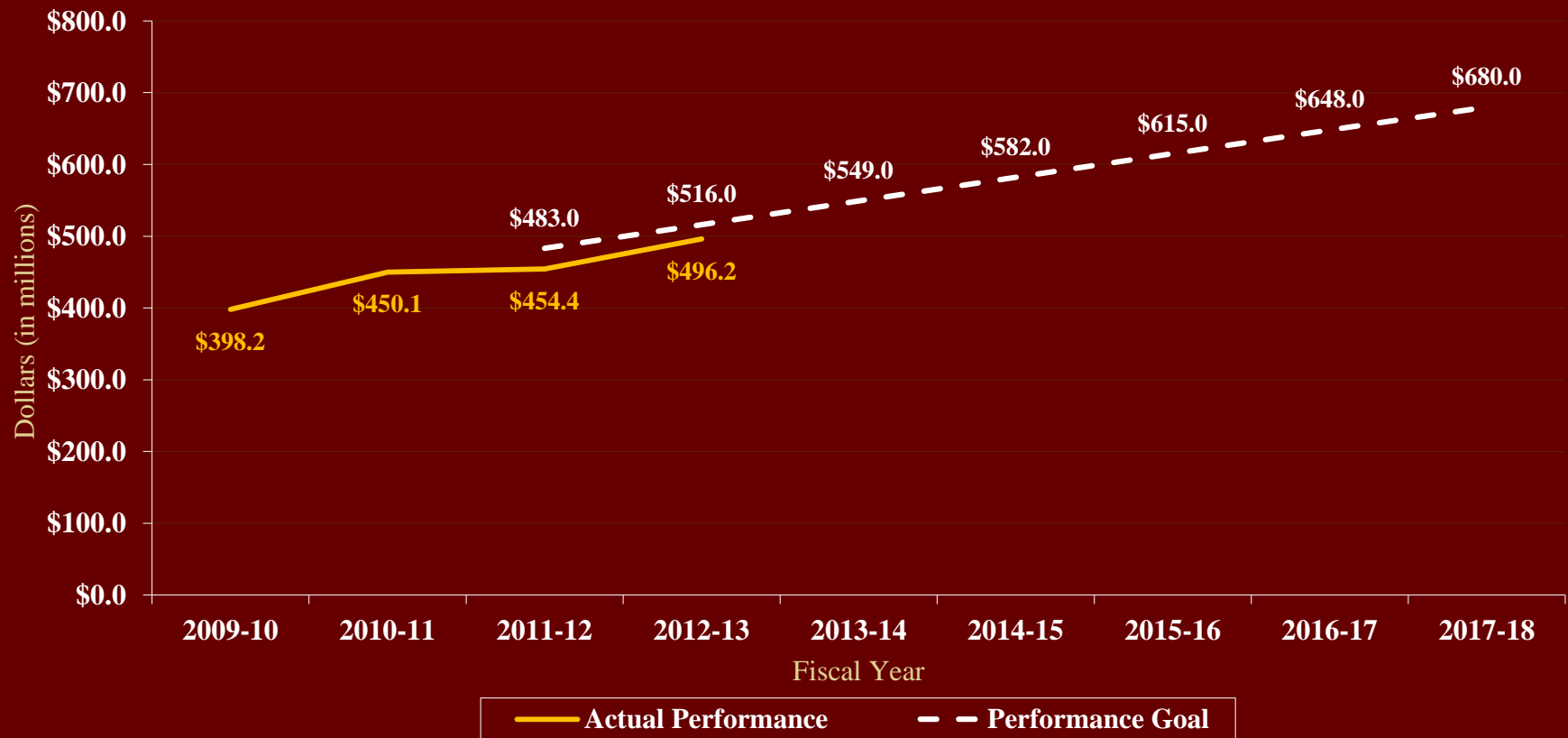
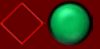


Percent of graduating undergraduates who participated in virtual courses

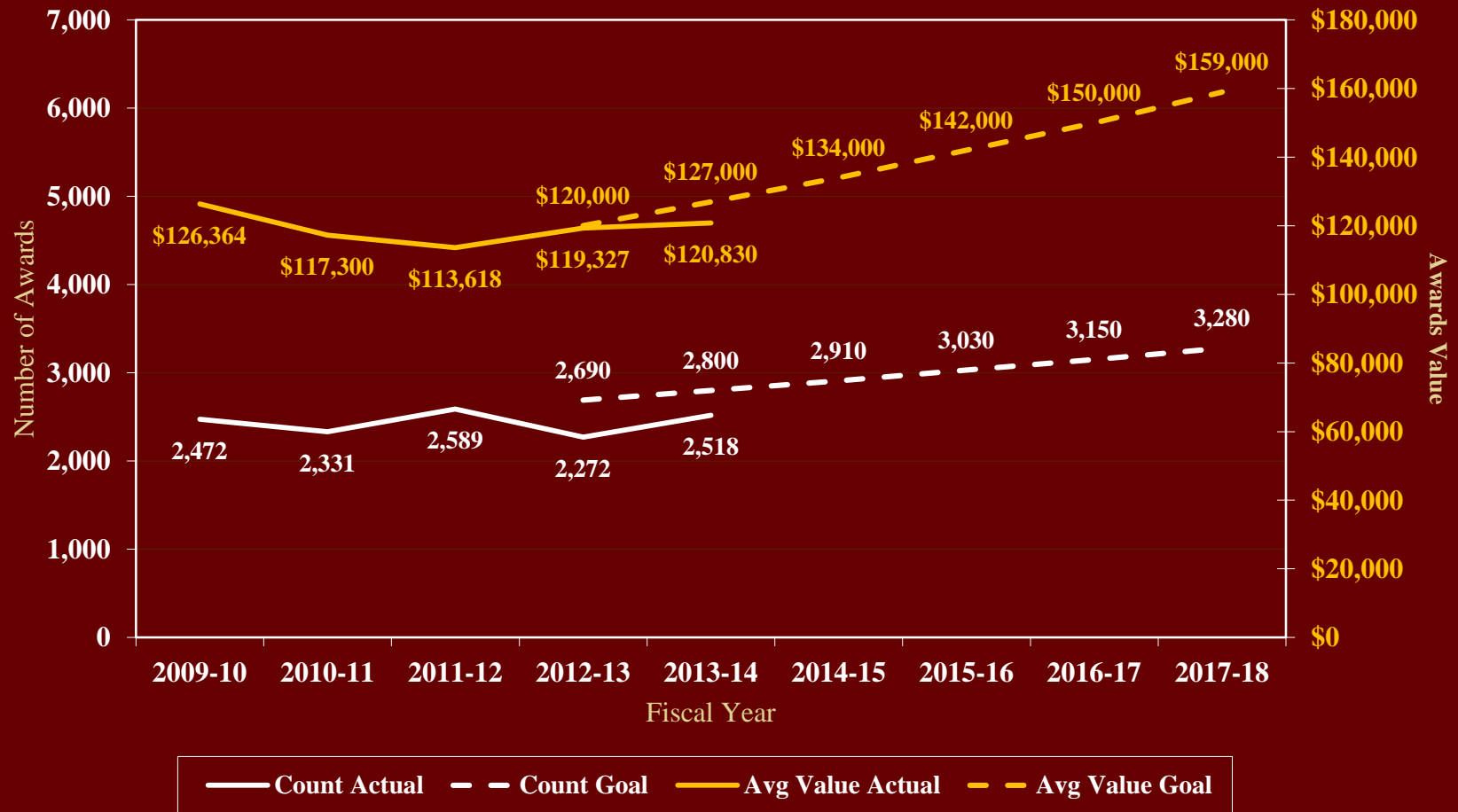


Discovery

Total research expenditures reported to the National Science Foundation (NSF)

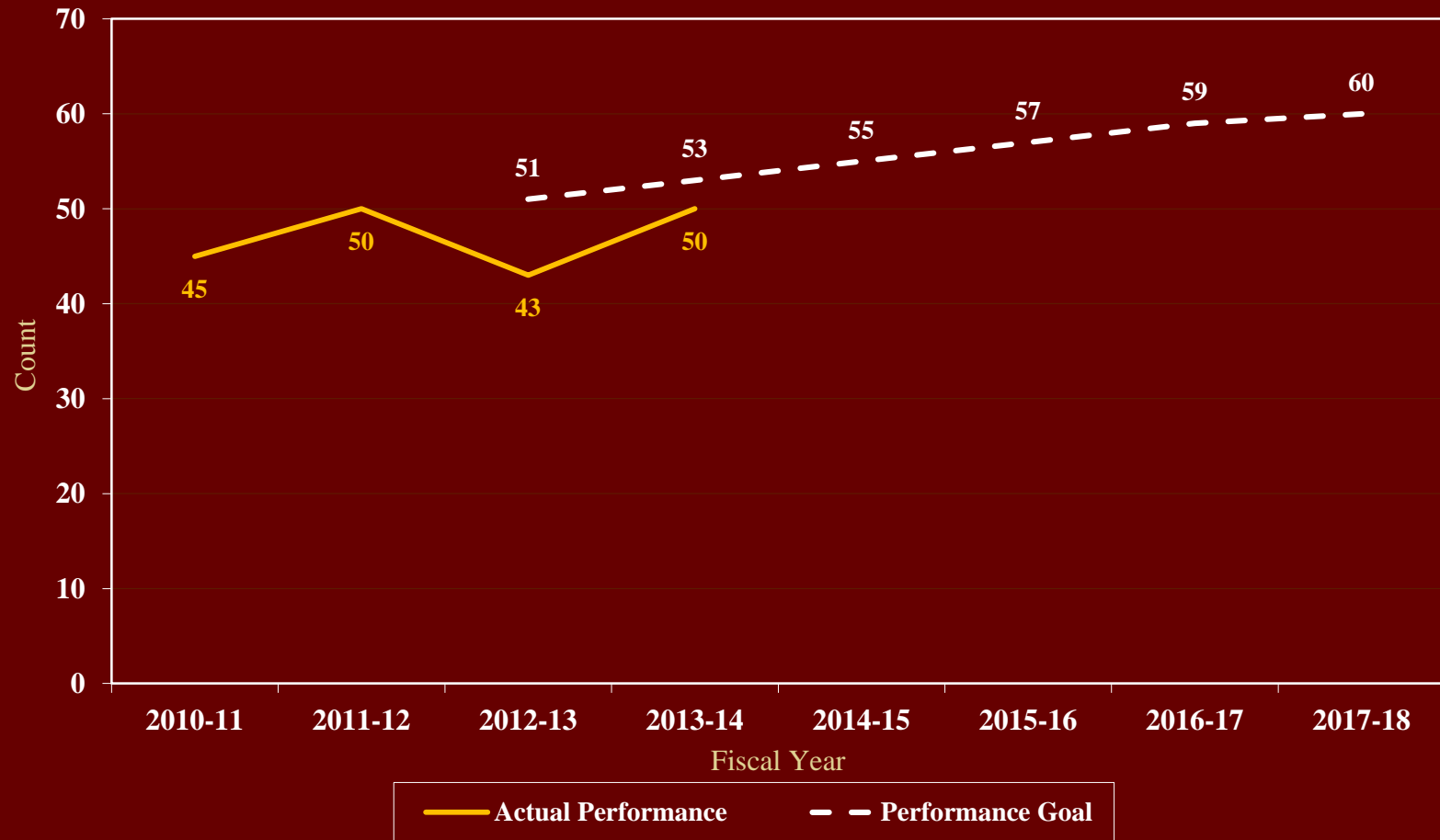


Count and average value of sponsored awards

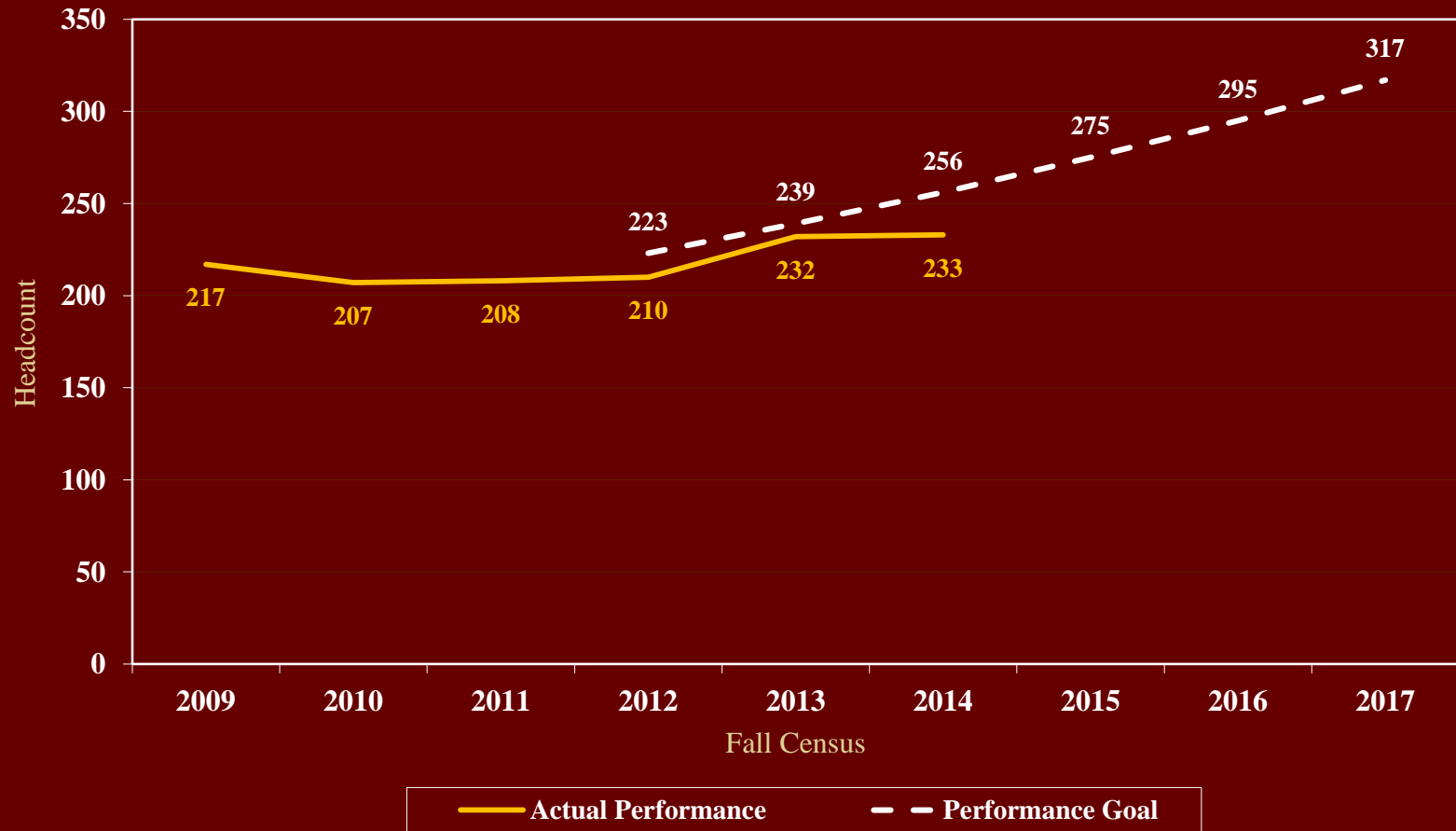
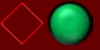




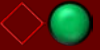
Faculty awards, fellowships and memberships



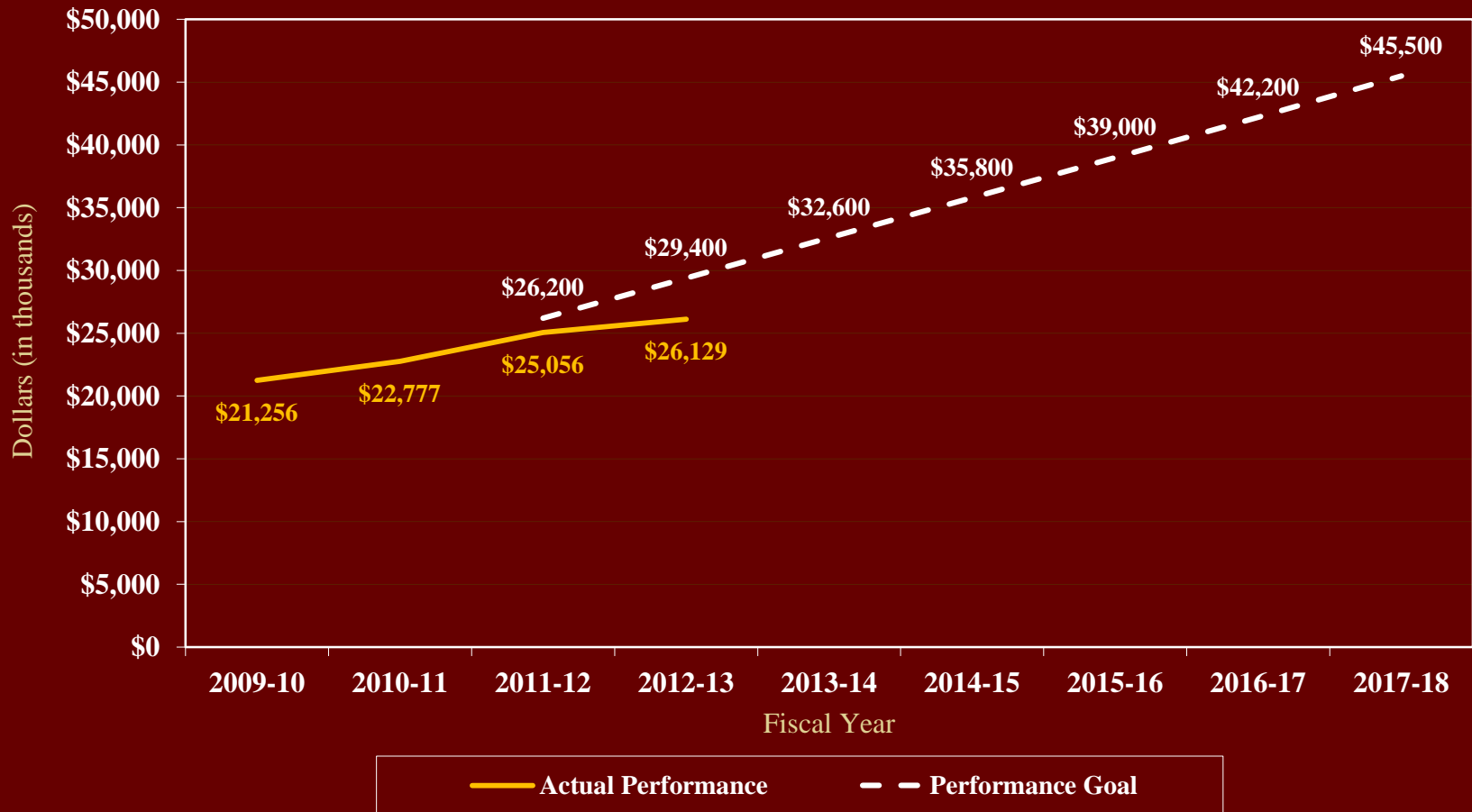
Number of post-doctoral appointments reported to the National Science Foundation



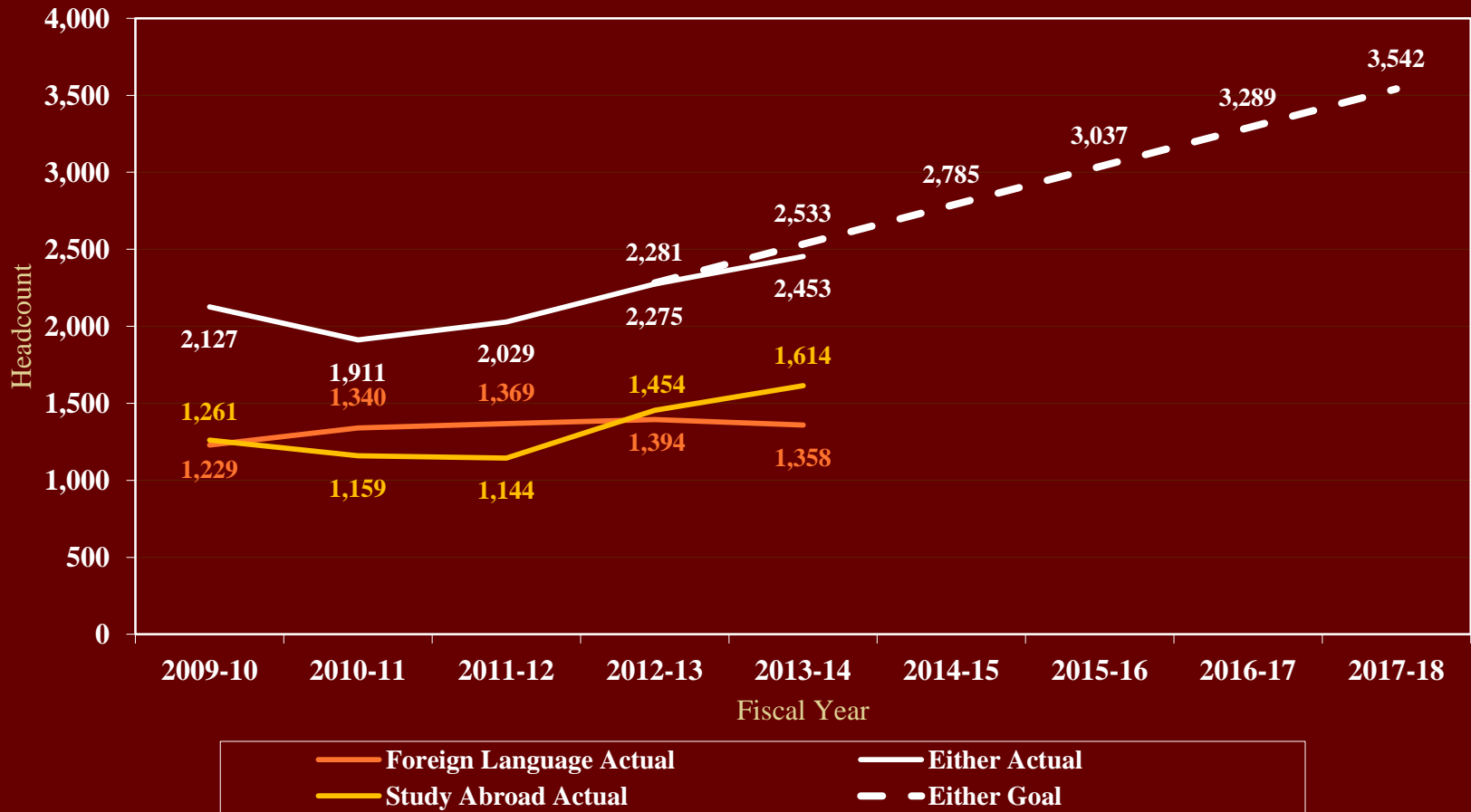
Engagement



Industry funded research expenditures reported to the National Science Foundation



Number of graduating undergraduates who have participated in a study abroad experience or foreign language course.



Undergraduate participation in service learning and experiential programs



Indicators Supporting Foundation Strategies:

Organizational Development

Campus Infrastructure

Resource Development

Scorecard Indicators Key



Performance is improving annually.



Performance is level or mixed.



There is a moderate or periodic decrease in performance where ongoing improvement was expected.

Foundation Strategies Scorecard

	Measure	Metric Definition and Information Source(s)	Target	2012	2013	2014	Performance Toward Target
ORGANIZATIONAL DEVELOPMENT	Expenditures with SWaM suppliers	Actual expenditures as measured by percentage of annual goal achieved; this is not a static measure, as expenditures increase, achieving the same percentage increases dollars flowing to SWaM suppliers	85% (VT 100%)	94.7%	106.0%	96.0%	●
	Management's timely response to Internal Audit Comments	Actual performance in implementing internal audit recommendations by the original target date	95%	98.0%	100.0%	98.0%	●
	Workforce composition of faculty	Percentage of underrepresented full-time faculty (snapshot data as of September 30; underrepresented Tenure & Tenure-Track faculty numbers do not include those self-identifying as Asian)	No Target	7.1%	7.2%	7.6%	●
	Workforce composition of all employees	Percentage of minority full-time employees (snapshot as of September 30; tenure & tenure-track, non-tenure track instructional, and research faculty are included in "All Other Faculty"; faculty and staff numbers include those self-identifying as Asian.)	No Target	13.68%	13.95%	14.16%	●
EFFICIENCY, COST CONTAINMENT, & INFRASTRUCTURE	Classroom Utilization Rate (measured biennially)	The utilization rate reflects an overall use of campus "stations" or seats in rooms by the ratio of seats occupied to total seats available.	60%	69.9%	-	68.9%	●
	Classroom Laboratory Utilization Rate (measured biennially)	The utilization rate reflects an overall use of campus "stations" or seats in rooms by the ratio of seats occupied to total seats available.	75%	65.8%	-	68.9%	●
	E-Commerce transactions	Number of electronic payments as a percentage of total non-payroll disbursements	60%	62.10%	63.57%	63.67%	●
		Number of electronic cash receipts versus traditional receipts - increase in the number of cash receipts received through electronic methods versus traditional methods	85%	89.89%	89.90%	90.76%	●
	Dollar volume of rebates earned through the virtual card	Growth in dollar volume of rebates earned through the virtual card	\$450,000 / calendar year	\$313,738	\$444,832	\$471,687	●
	Administrative Cost Efficiency as compared to peer institutions	Delta Cost Study methodology uses IPEDS data to compute Academic Support and Institutional Support costs (loaded with O&M) per student FTE. A rank of #1 represents the most efficient. Data is generally one or more fiscal years behind. The most recent ranking will be reported.	Top 5 of peer institutions	3rd	2nd	1st	●
	Police Department Average Emergency Response Time	The response time is measured from the time the Communications Officer dispatches the call until the officer arrives on scene	< 3 min	< 3 min	< 3 min	< 3 min	●
	Compliance with Best Practices of Virginia Crime Commission	This measure tracks the level of compliance with all applicable Best Practices recommended by the Virginia Crime Commission and mandated by SCHEV	95%	96.00%	96.00%	96.00%	●
RESOURCE DEVELOPMENT	Progress of faculty salaries towards 60th percentile of SCHEV peers	SCHEV methodology of computing the percentile rank of the university's Authorized Salary Level as compared with peer institutions	60th Percentile	25th	28th	31st	●
	Funding of Base Budget Adequacy (BBA)	Actual funding as compared to Commonwealth Base Budget Adequacy Calculated need	Eliminate BBA funding shortfall	(\$46,667,104)	(\$31,741,172)	(\$18,731,169)	●
	Increase in undergraduate financial aid resources	Incremental institutional support for undergraduate financial aid from the following sources: unfunded, institutionally-controlled hard dollar resources and general fund support	\$500,000 / year	\$2,291,658	\$799,398	\$842,841	●
	Undergraduate financial aid resources	Total undergraduate financial aid resources	No Target	\$28,296,778	\$29,096,176	\$29,939,017	●
	Increase maintenance reserve support to maximize useful life of facilities	Incremental increase in maintenance reserve funding for auxiliaries	\$200,000 / year	\$988,635	\$983,610	\$353,204	●
	Maintenance Reserve Support: Auxiliaries	Maintenance reserve funding for auxiliaries	No Target	\$6,210,364	\$7,193,974	\$7,547,178	●
	University debt rating	Debt Rating as provided by Moody's and S&P	Rating in the AA- range by at least two rating agencies	Moody's: Aa1 S&P: AA	Moody's: Aa1 S&P: AA	Moody's: Aa1 S&P: AA	●
	University debt ratio	The university's actual annual debt service as a percent of its total operating expenses	= or < 5%	3.67%	3.82%	4.01%	●
	Central funding of research computing	The university will centrally commit funding for the investment in research computing, enabling expanded computational science based research. The investment will be calculated as a percentage of the annual externally funded research expenditures for the previous year.	3 - 5% ¹	3.30%	3.07%	2.98%	●
	Endowment Market Value	The market value of endowment assets managed by the Virginia Tech Foundation	Outperforming endowment policy benchmark over a 3, 5, and 10-year rolling period	\$504.8M	\$680M	\$706.4M	●
	VT Foundation Assets	Total of VT Foundation assets.	Growth	\$1.2B	\$1.3B	\$1.49B	●
	Annual Fundraising total (cash flow) at face value	Annual Cash flow is the total amount of gifts (cash and non-cash) received for the fiscal year, including irrevocable deferred gifts reported at face value; this amount includes pledge payments, but does not include outstanding pledge balances or bequest expectancies.	5% above previous year	\$76.2M	\$90M	\$80.1M	●

¹ The recommendation of the University High Performance Computing Committee in 2009 was to increase this investment to 3-5%. The actual dollar amount for FY13 was \$8,003,666.

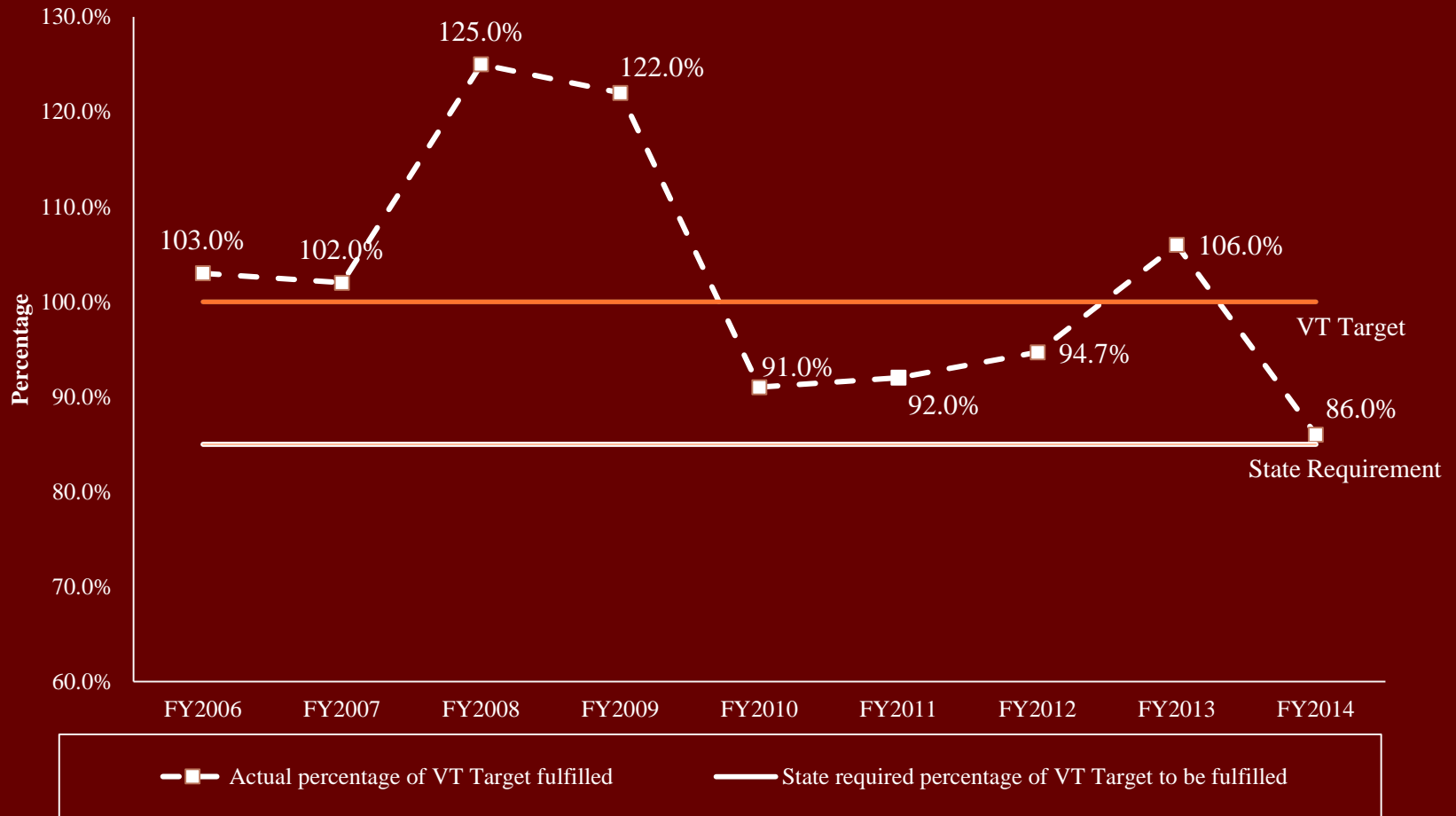
● Performance is improving annually ● Performance is level or mixed ● Performance is declining

Indicators for Organizational Development

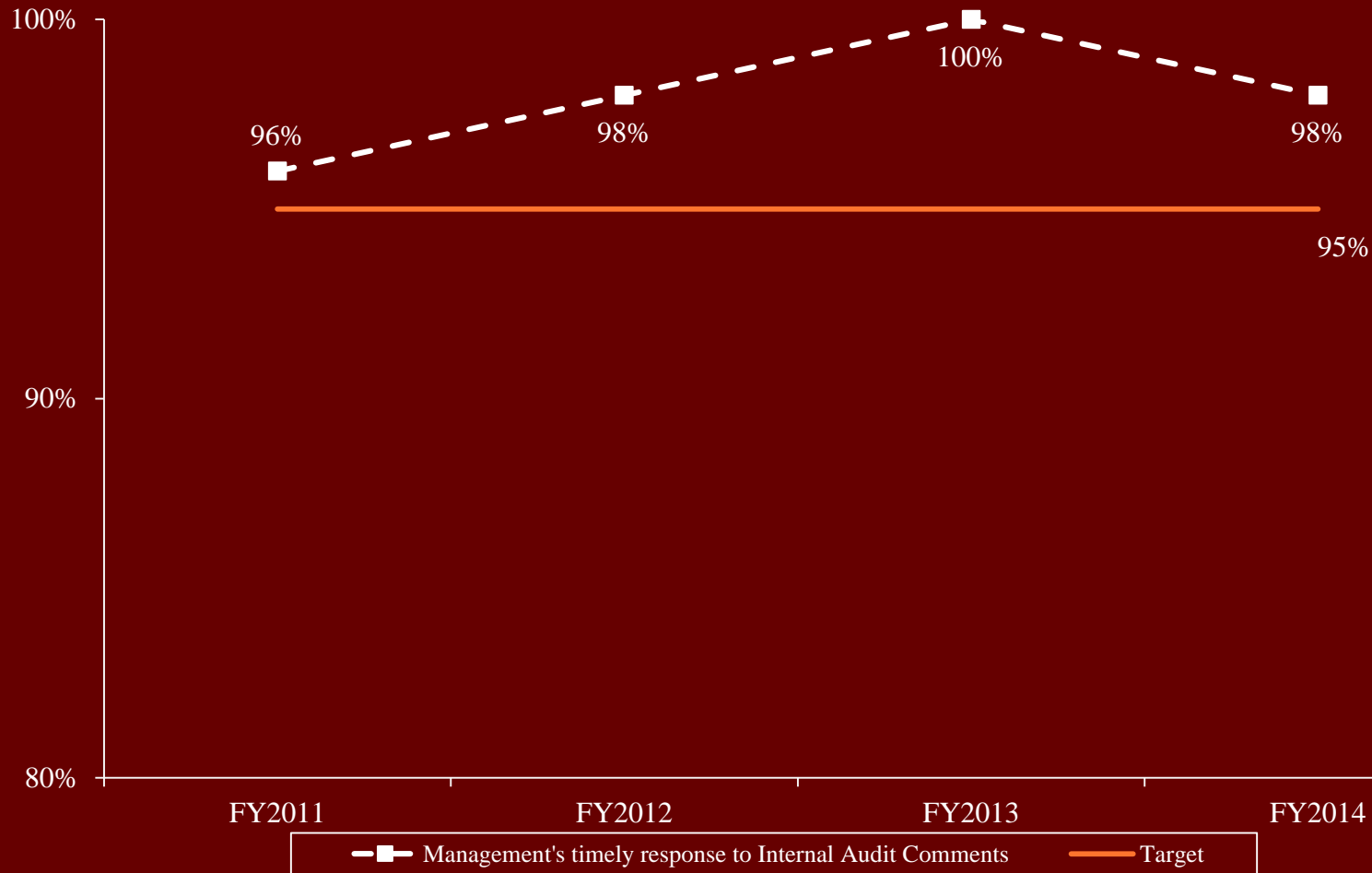
- Expenditures with SWaM suppliers as measured by percentage of annual goal achieved
- Management's timely response to Internal Audit Comments
- Workforce Composition of Faculty: Snapshot of census data as of September 30
- Workforce Composition of All Employees: Snapshot of census data as of September 30

Expenditures with SWAM Suppliers

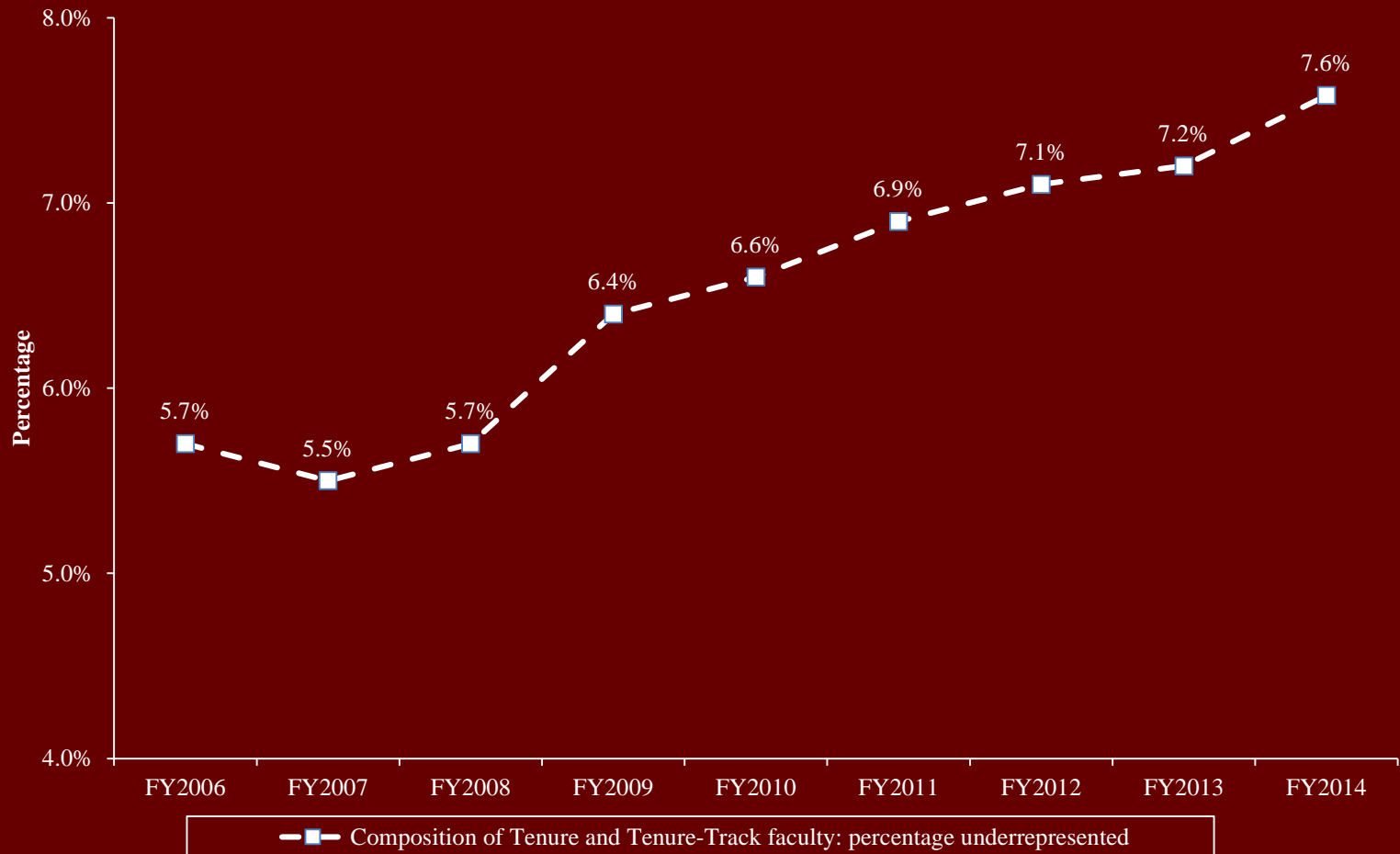
as Measured by Percentage of Annual VT Target



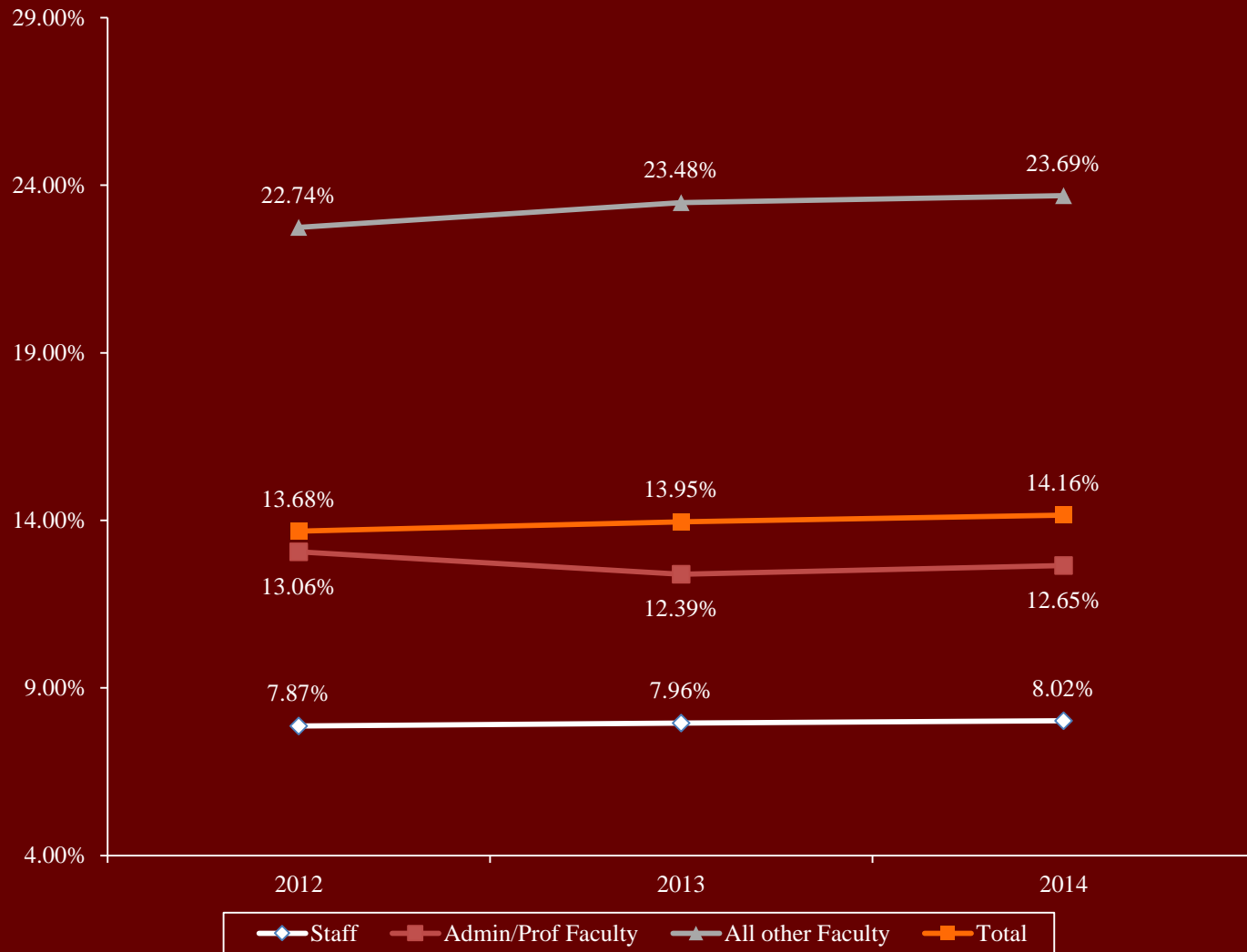
Management's Timely Response to Internal Audit Comments



Trends Among Underrepresented Tenure & Tenure-Track Faculty



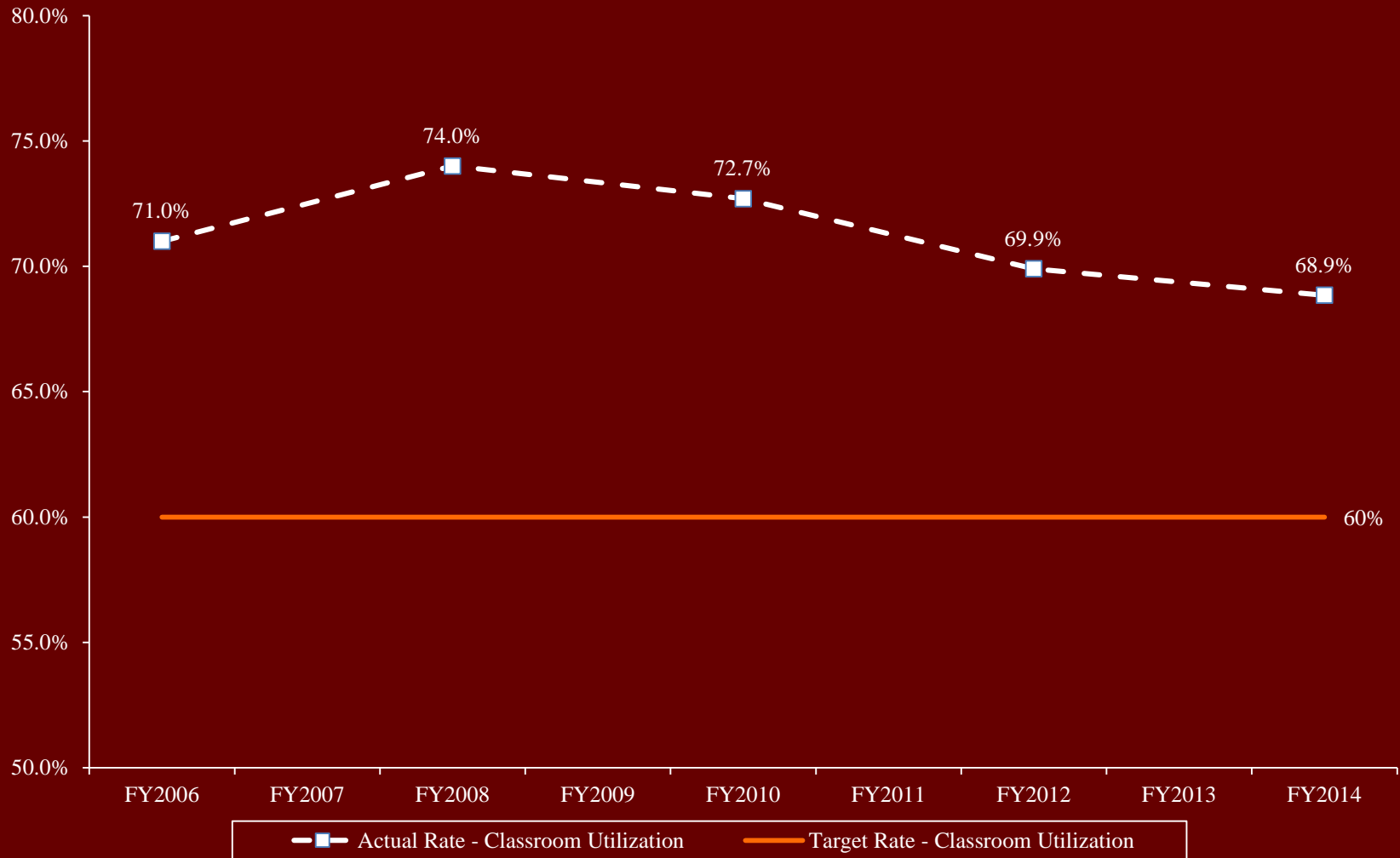
Trends Among Minority Faculty & Staff



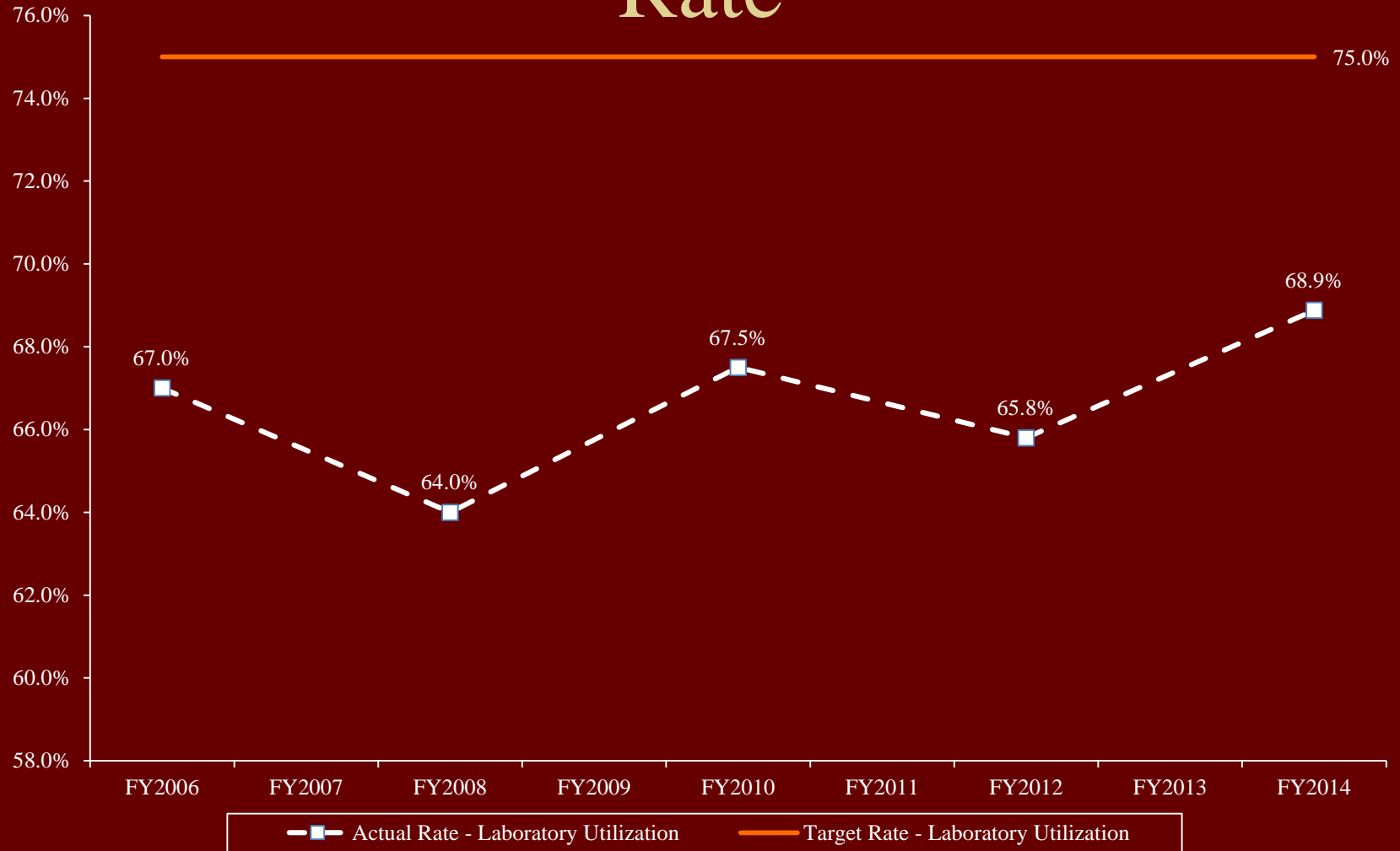
Indicators for Efficiency, Cost Containment, & Infrastructure

- Classroom Utilization Rate
- Classroom Laboratory Utilization Rate
- E-Commerce Transactions
- Dollar Volume of Rebates earned through the virtual card
- Administrative Cost Efficiency

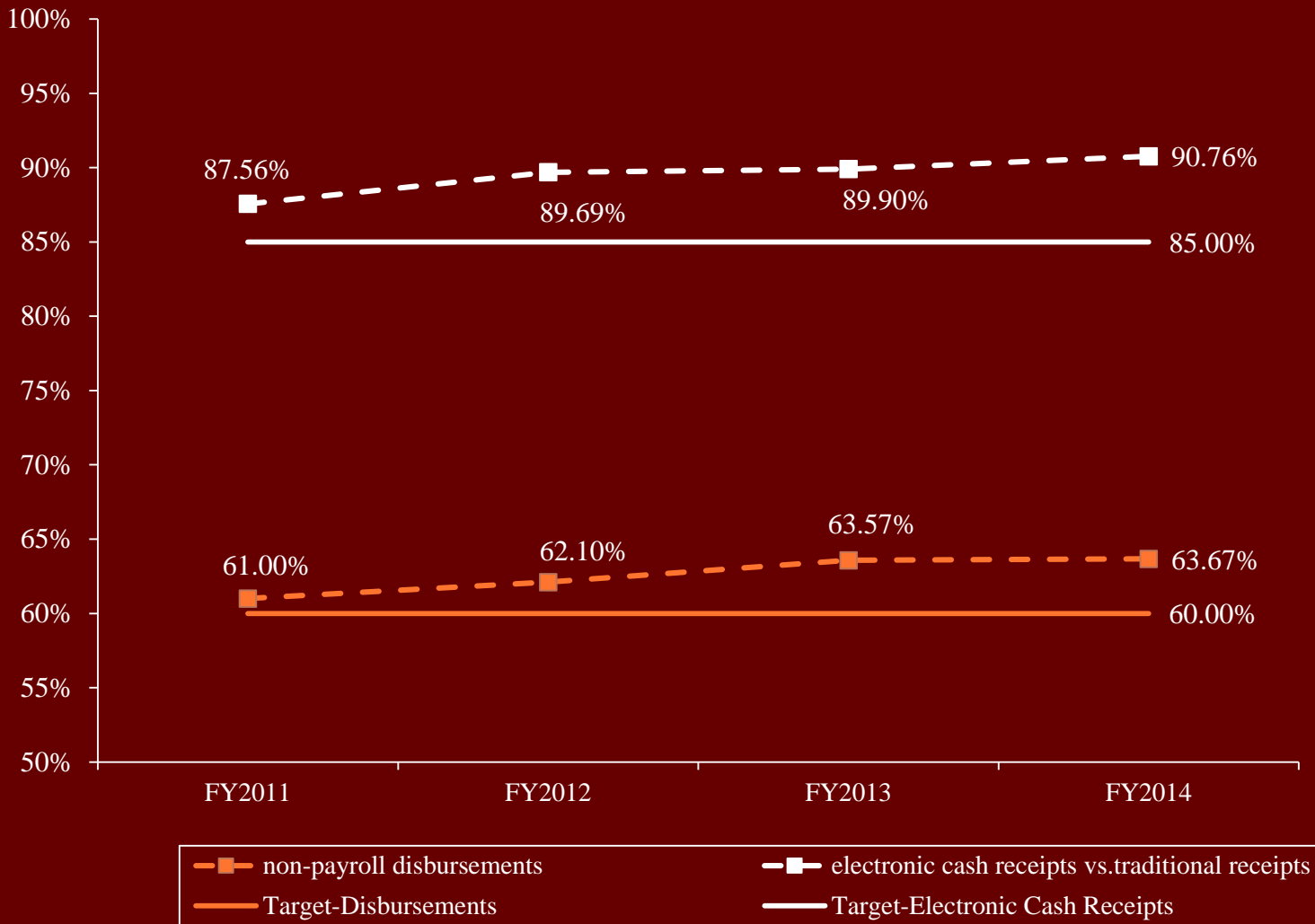
Classroom Utilization Rate



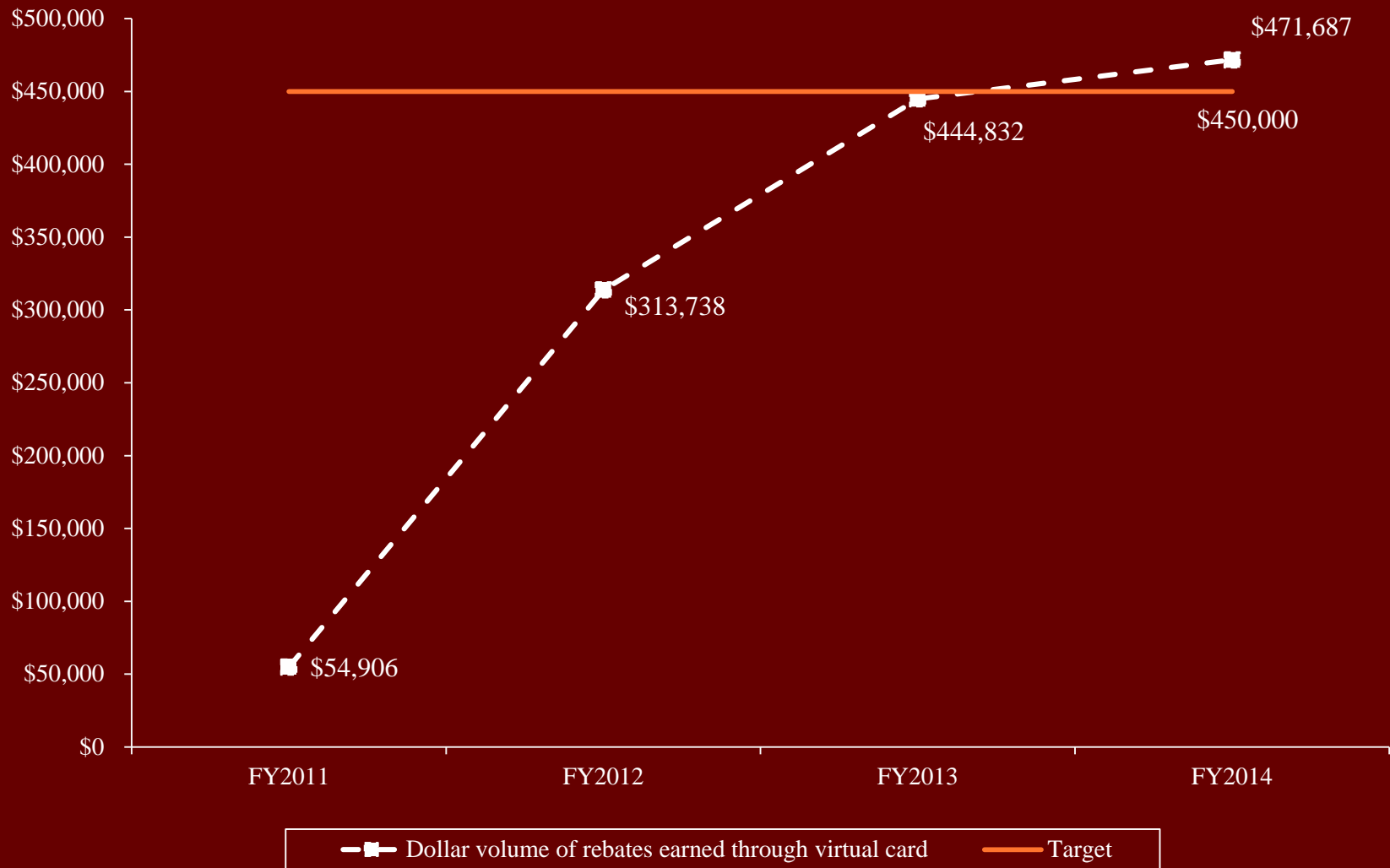
Classroom Laboratory Utilization Rate



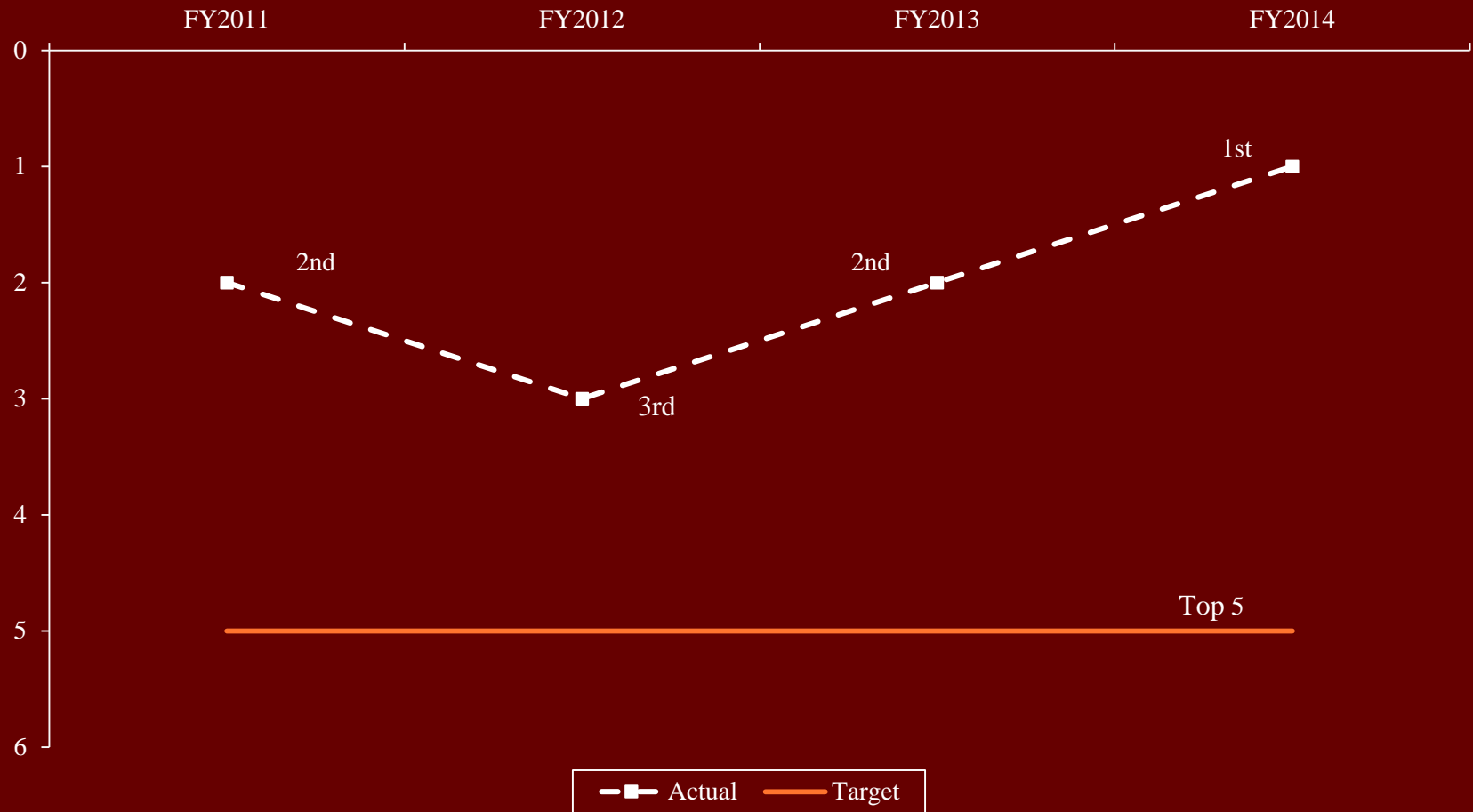
E-Commerce Transactions



Dollar Volume of Rebates



Administrative Cost Efficiency as compared to Peer Institutions



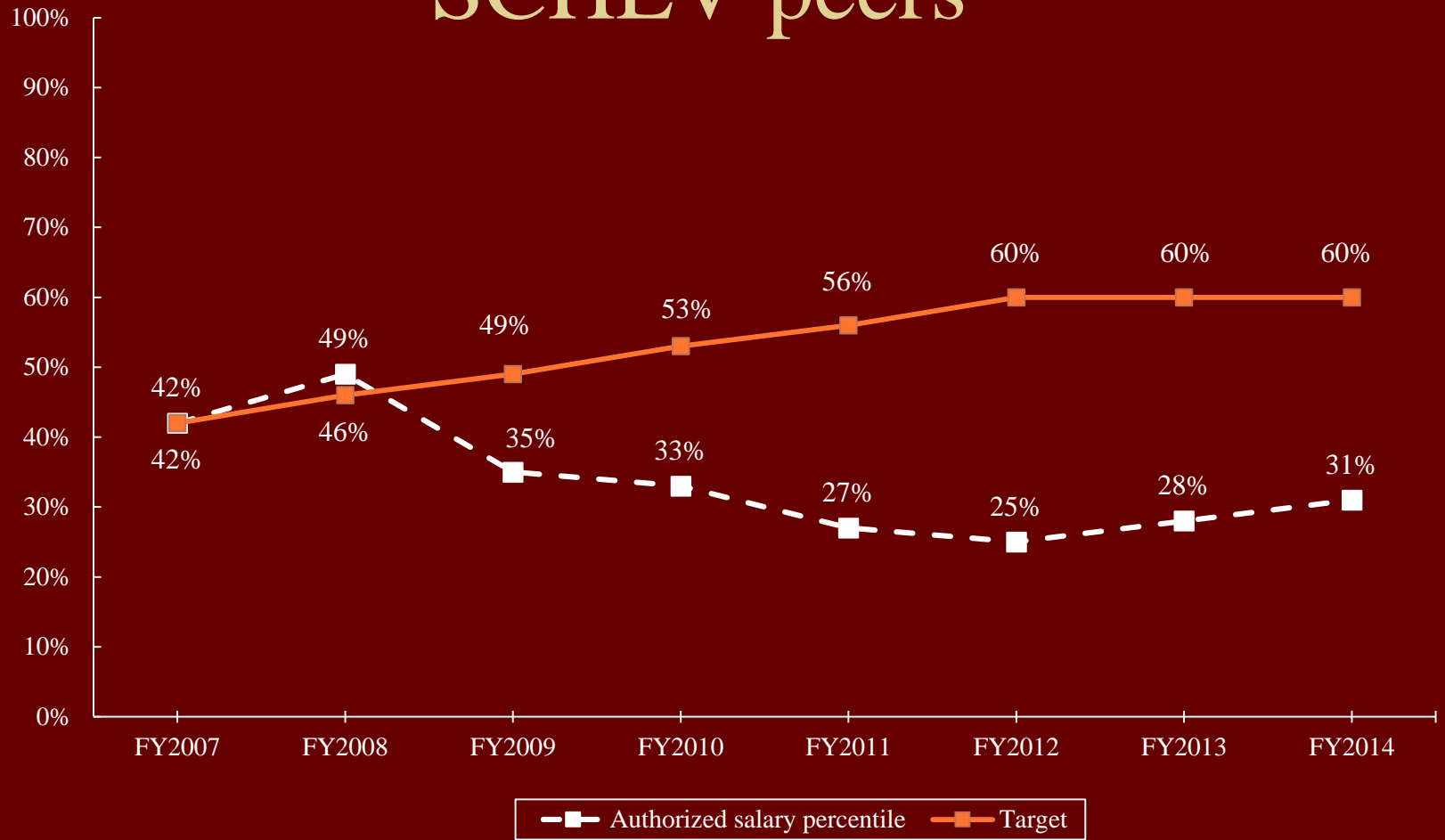
Other Indicators for Campus Infrastructure

- Police Department Average Response Time
- Compliance with Best Practices of Virginia Crime Commission

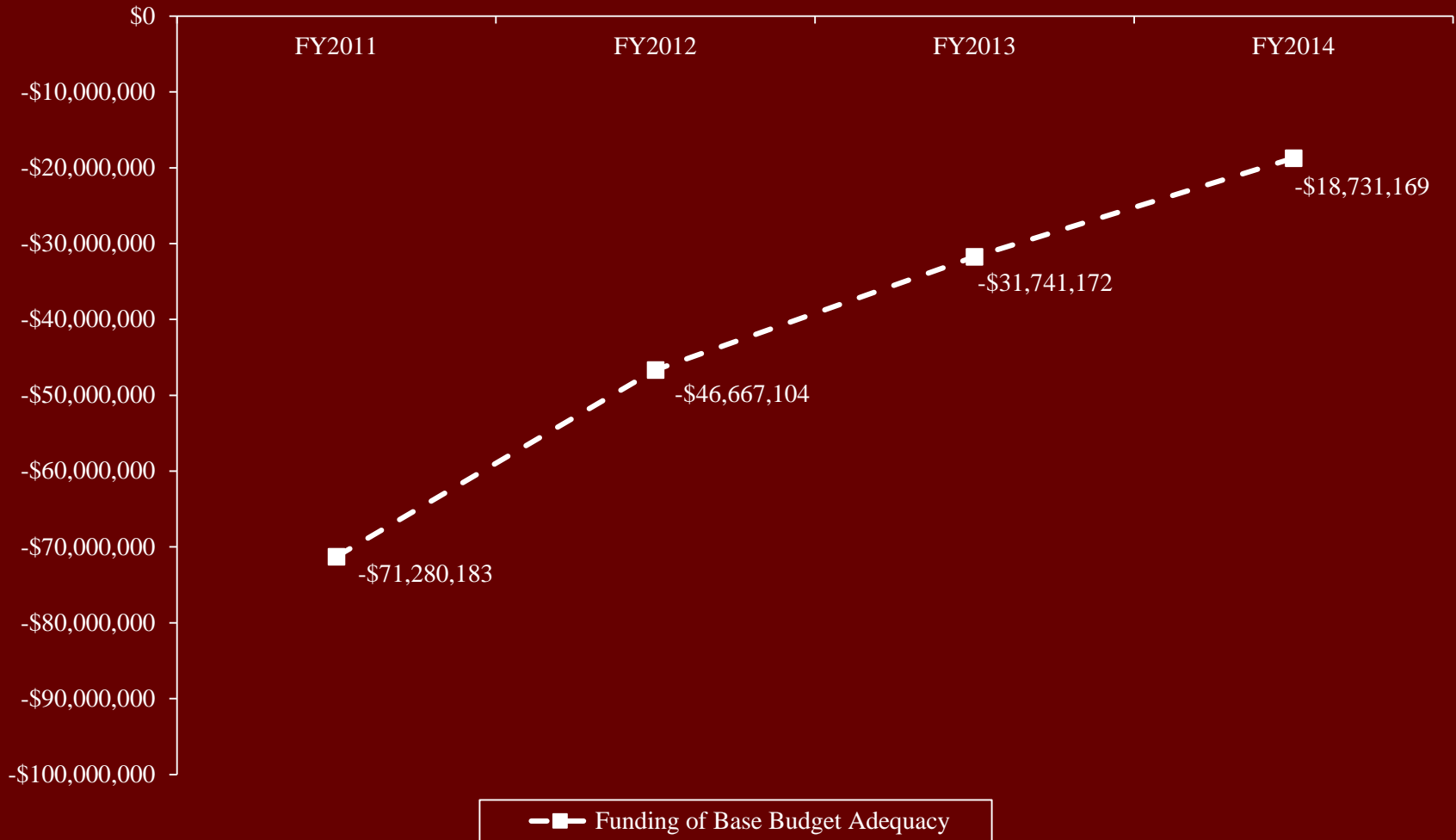
Indicators for Resource Development

- Progress of Faculty Salaries
- Funding of Base Budget Adequacy

Progress of authorized faculty salaries towards 60th percentile of SCHEV peers



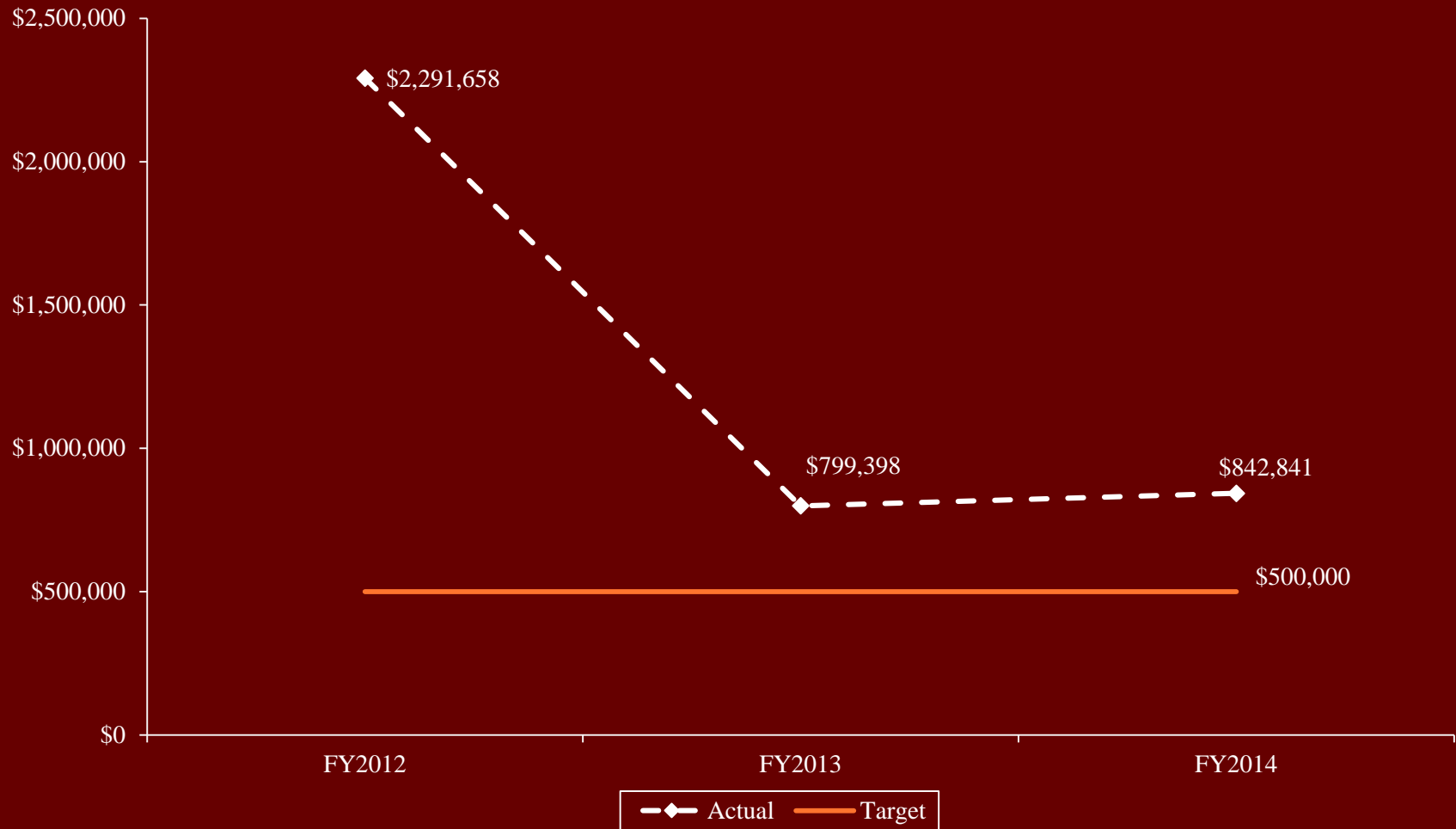
Funding of Base Budget Adequacy



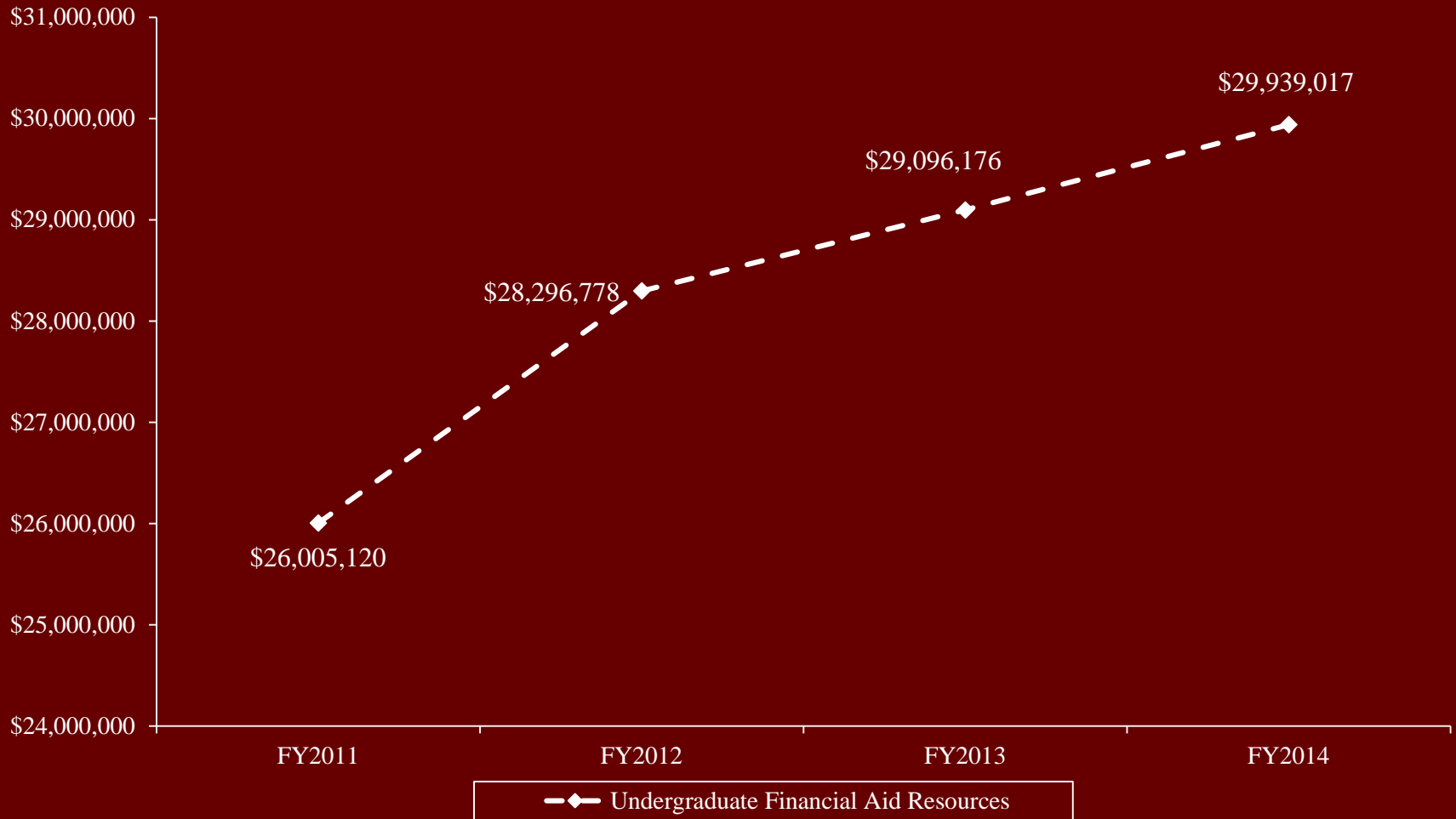
Indicators for Resource Development

- Undergraduate Financial Aid Resources
- Maintenance Reserve Support
- University debt ratio
- Central funding of research computing

Increase in Undergraduate Financial Aid Resources

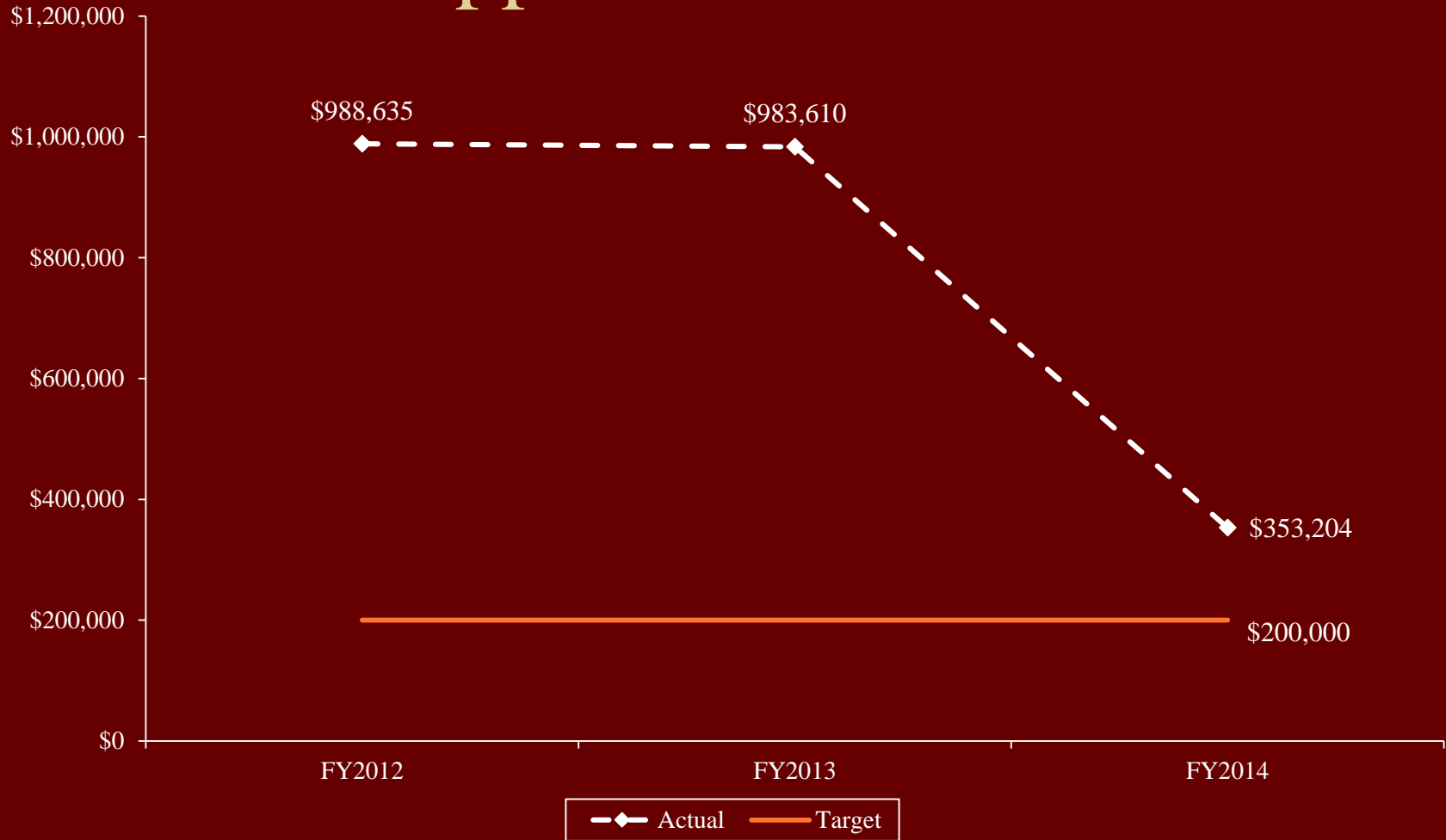


Undergraduate Financial Aid Resources

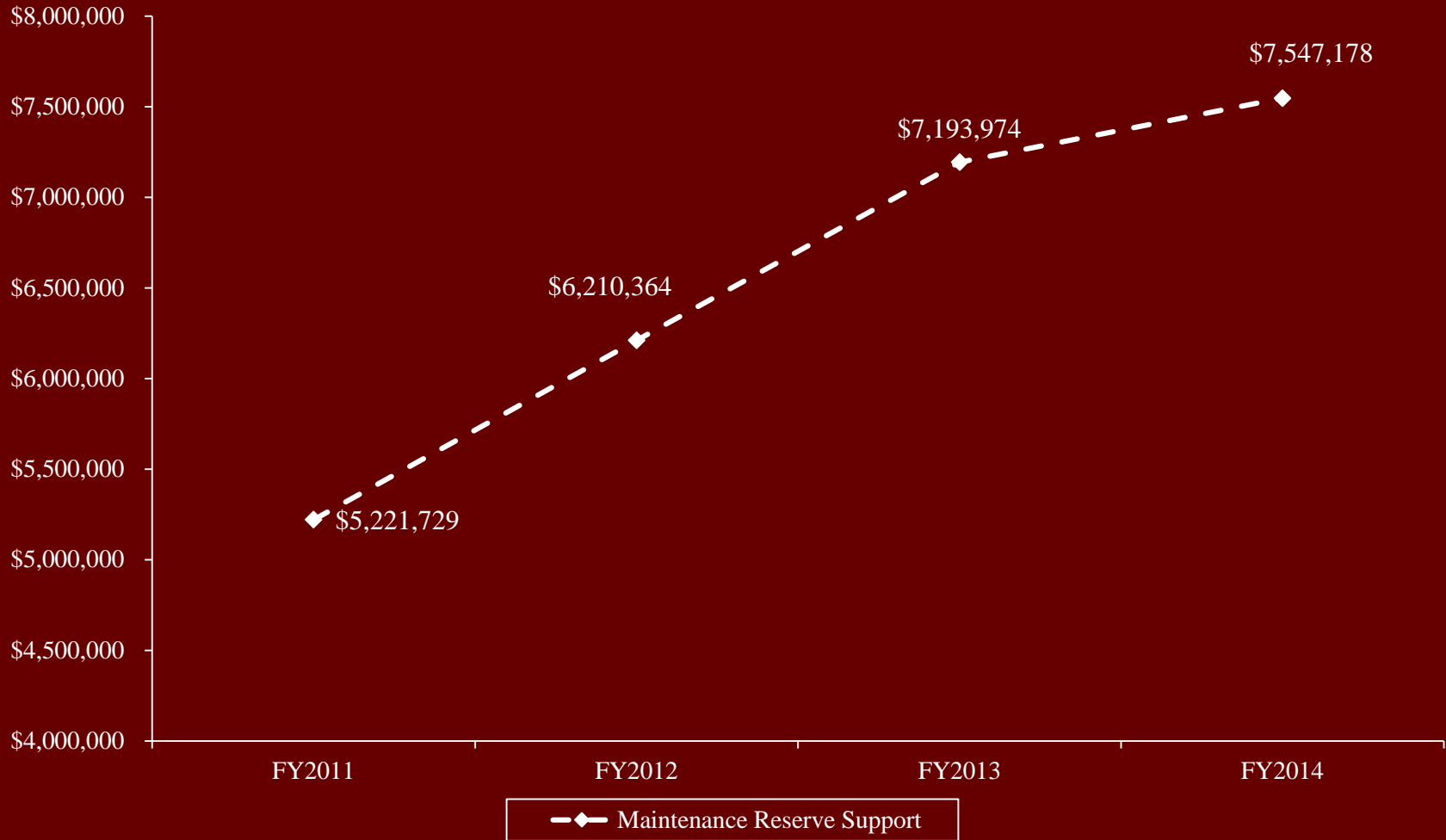


Incremental Maintenance Reserve

Support: Auxiliaries



Maintenance Reserve Support: Auxiliaries



University Debt Rating



Aaa	AAA
Aa1	AA+
Aa2	AA
Aa3	AA-
A1	A+
A2	A
A3	A-
Baa1	BBB+
Baa2	BBB
Baa3	BBB-
MOODY'S	S&P

2011

Aaa	AAA
Aa1	AA+
Aa2	AA
Aa3	AA-
A1	A+
A2	A
A3	A-
Baa1	BBB+
Baa2	BBB
Baa3	BBB-
MOODY'S	S&P

2012

Aaa	AAA
Aa1	AA +
Aa2	AA
Aa3	AA-
A1	A+
A2	A
A3	A-
Baa1	BBB+
Baa2	BBB
Baa3	BBB-
MOODY'S	S&P

2013

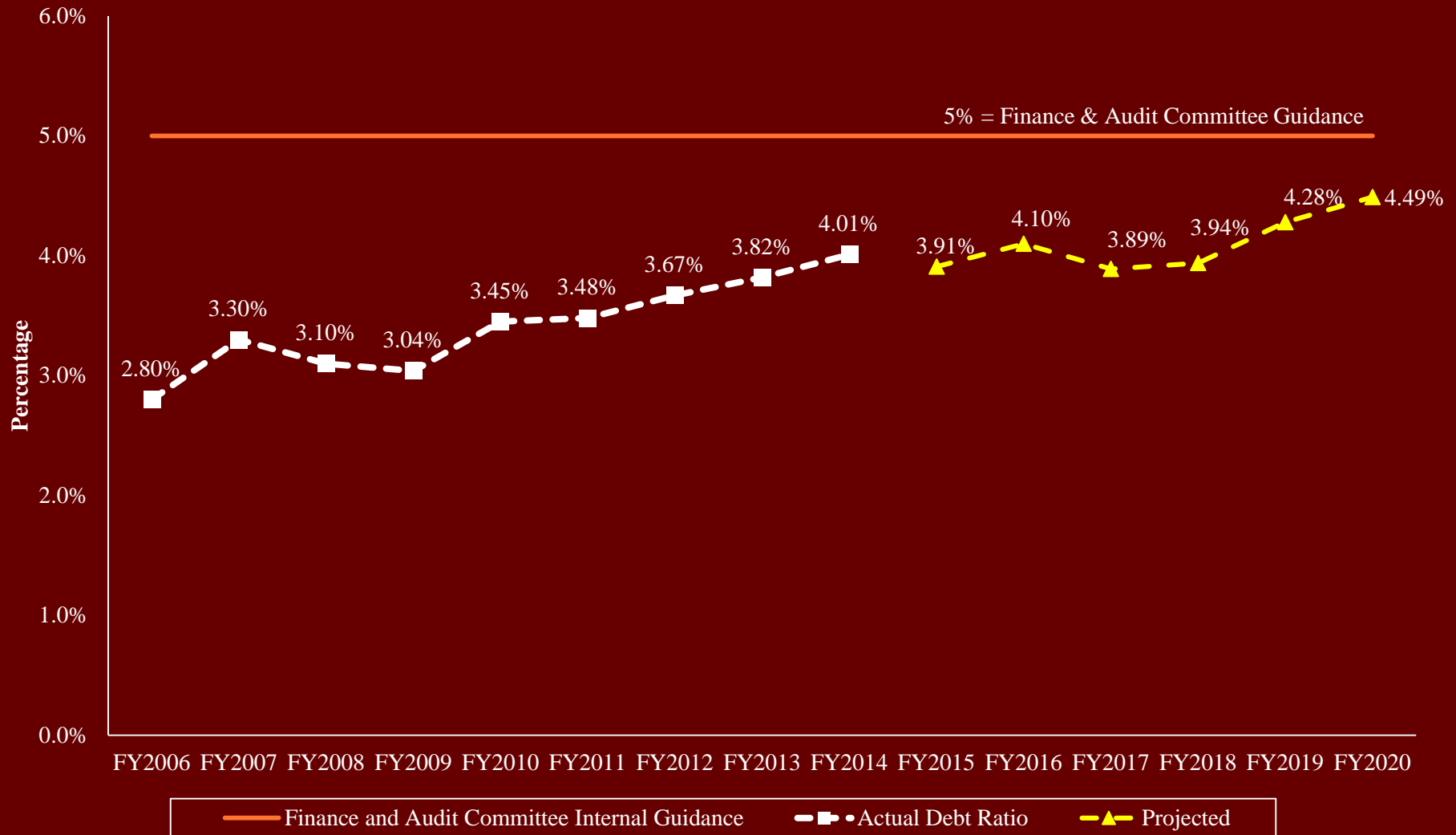
Aaa	AAA
Aa1	AA +
Aa2	AA
Aa3	AA-
A1	A+
A2	A
A3	A-
Baa1	BBB+
Baa2	BBB
Baa3	BBB-
MOODY'S	S&P

2014

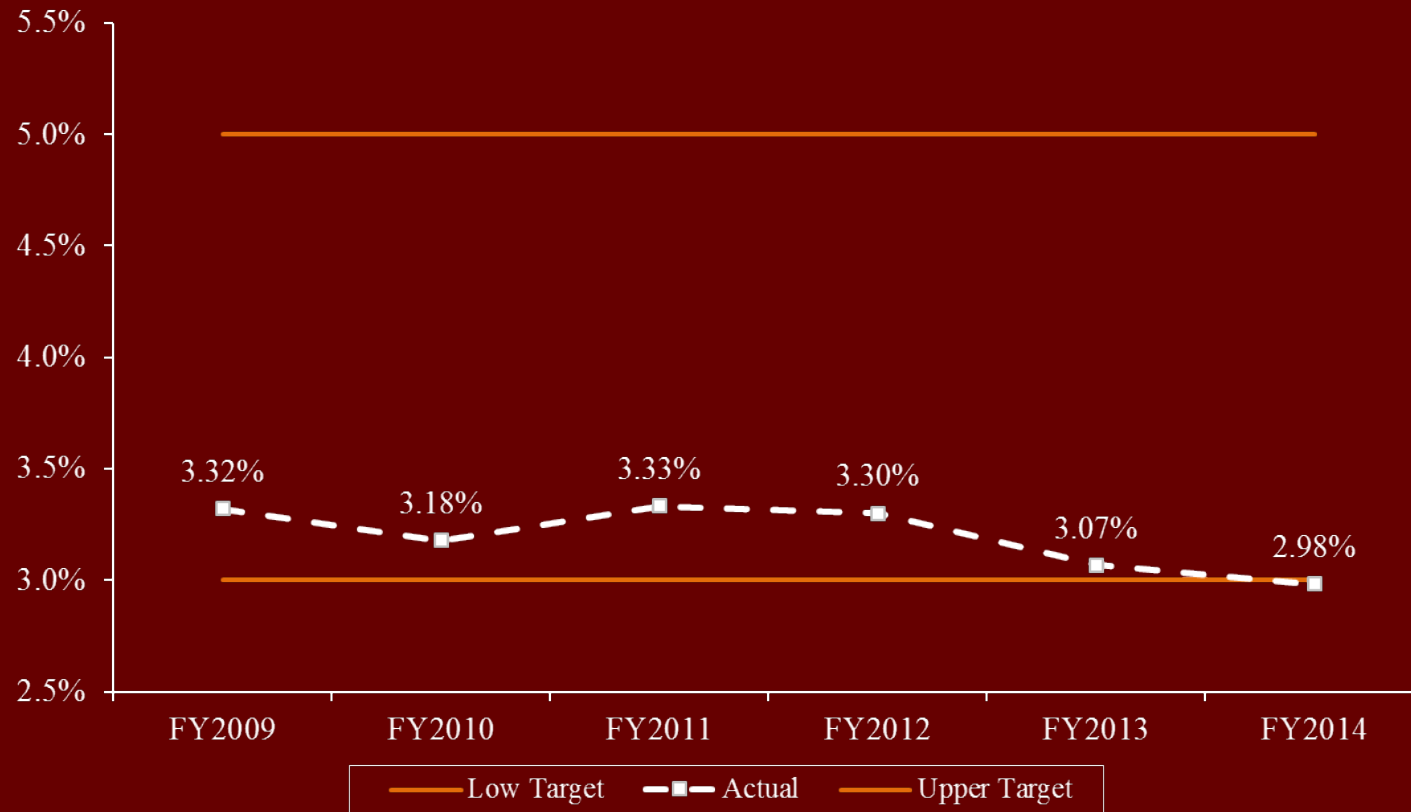
 VT's Rating

 Restructuring requirement

University Debt Ratio



Central Funding of Research Computing



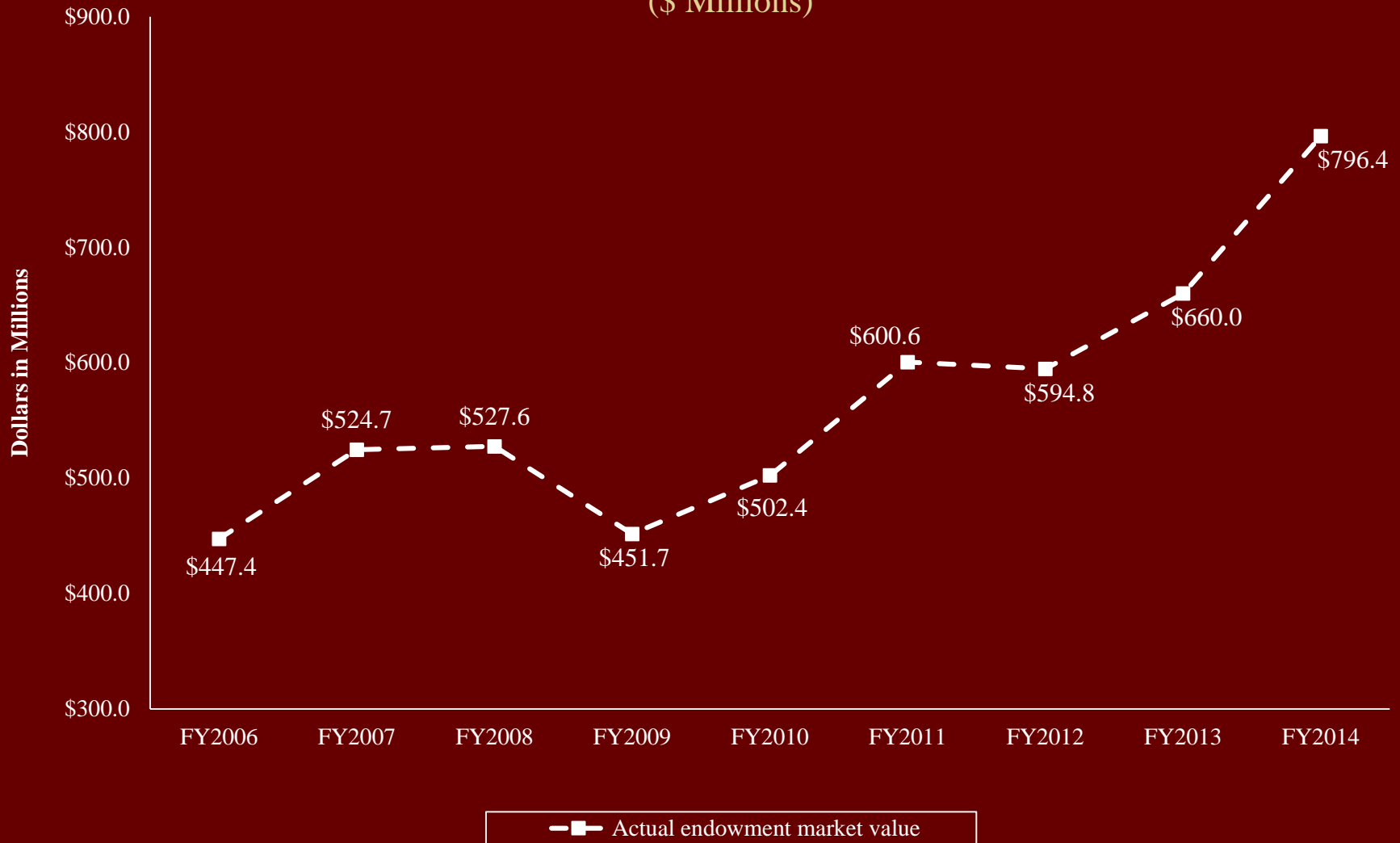
Actual FY14 dollar amount = \$8,545,254 (\$2,736,389 Budget Office allocation and \$5,808,865 additional IT support)

Measures for Effective Resource Development

- Endowment Market Value
- VT Foundation Assets
- Annual Fundraising total (cash flow) at face value

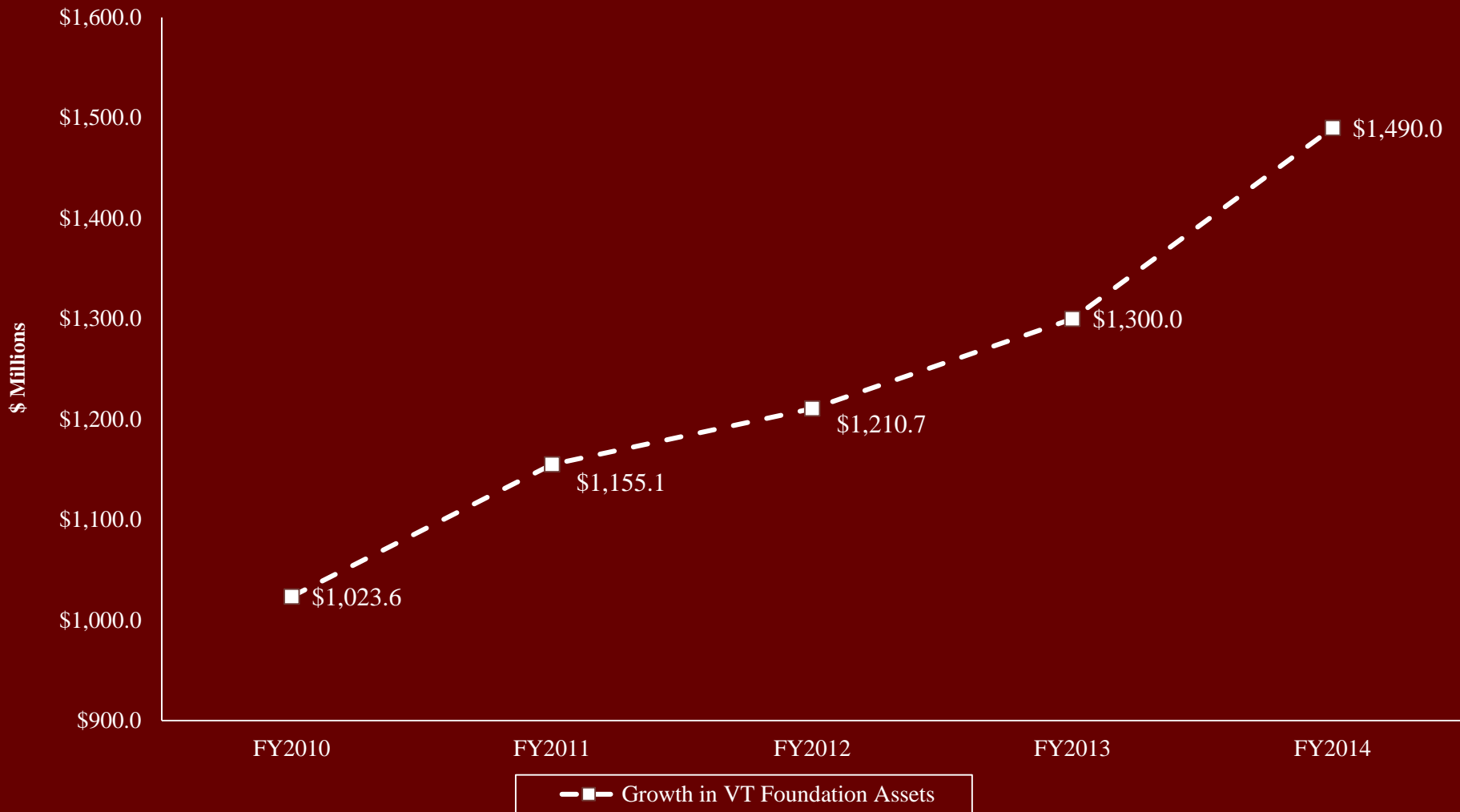
Endowment Market Value

(\$ Millions)

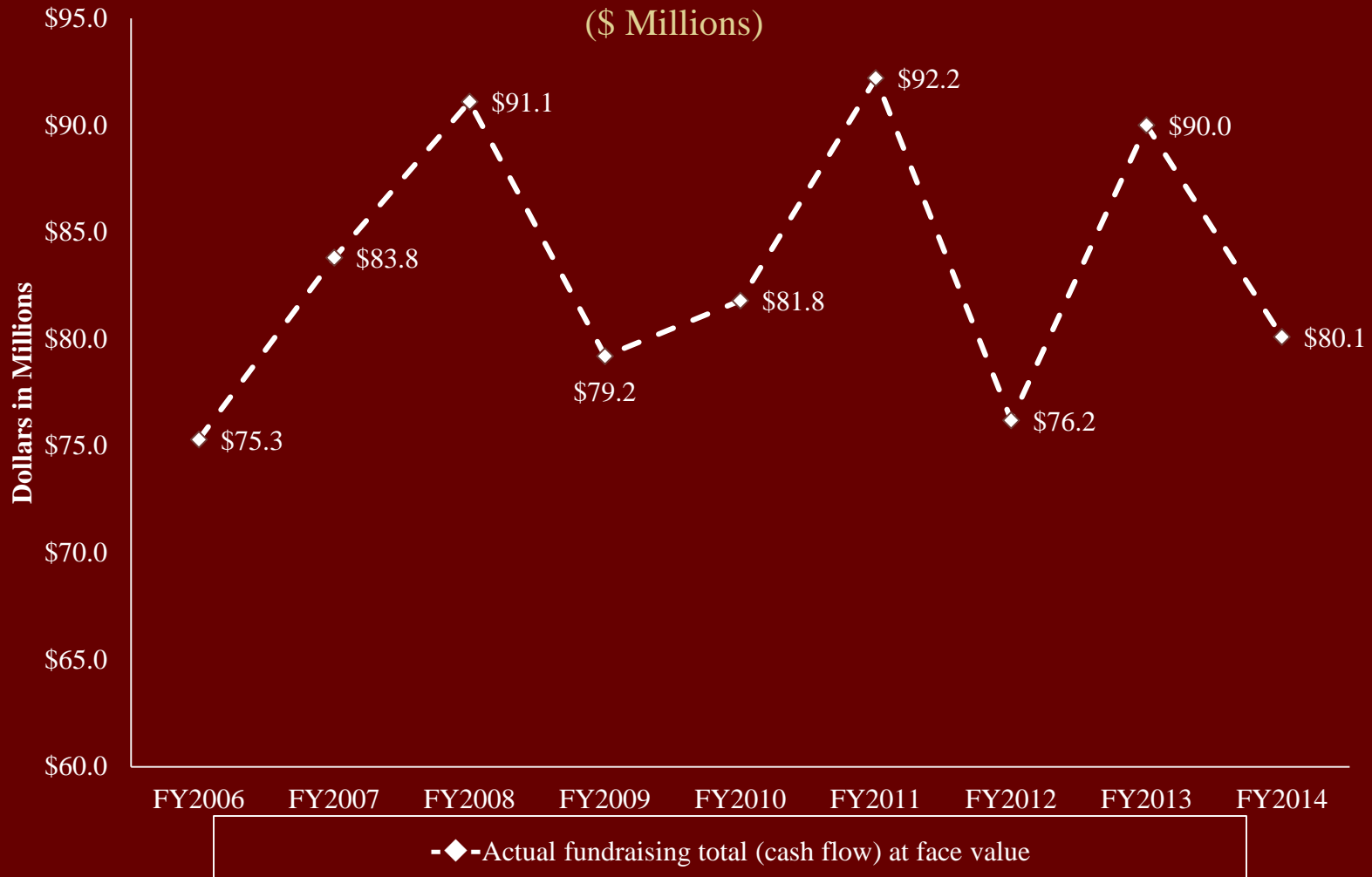


VT Foundation Assets

(\$ Millions)



Annual Fund Raising (cash flow) at Face Value



Questions?



Update on JLARC Study on Higher Education Cost Efficiency

M. Dwight Shelton, Jr.

Vice President for Finance and CFO

November 9, 2014

JLARC Study: Overview

The 2012 General Assembly directed the Joint Legislative Audit and Review Commission (JLARC) to:

- conduct a study on **cost efficiency** of the Virginia public higher education institutions
- identify opportunities to **reduce the cost of public higher education in Virginia.**

JLARC Study: Overview

The resolution identified 14 areas to consider including:

- **academic factors:** teaching load and faculty productivity, impact of faculty research on tuition, incentives created by existing faculty compensation models, etc.
- **non-academic factors:** administrative staffing and costs, operation of enterprise activities, etc.
- Expected to be completed by November 10, 2014

JLARC Study: Reports

	Report	Issue Date
1.	Trends in Higher Education Funding, Enrollment, and Student Costs	June 10, 2013 (Issued)
2.	Review of Non-Academic Services and Costs	September 9, 2013 (Issued)
3.	Review of Academic Costs and Efficiency	December 9, 2013 (Issued)
4.	Review of Support Costs and Staffing	October 14, 2014 (Issued)
5.	Addressing the Cost of Public Higher Education in Virginia	November 10, 2014 (Scheduled)

Review of Support Costs and Staffing

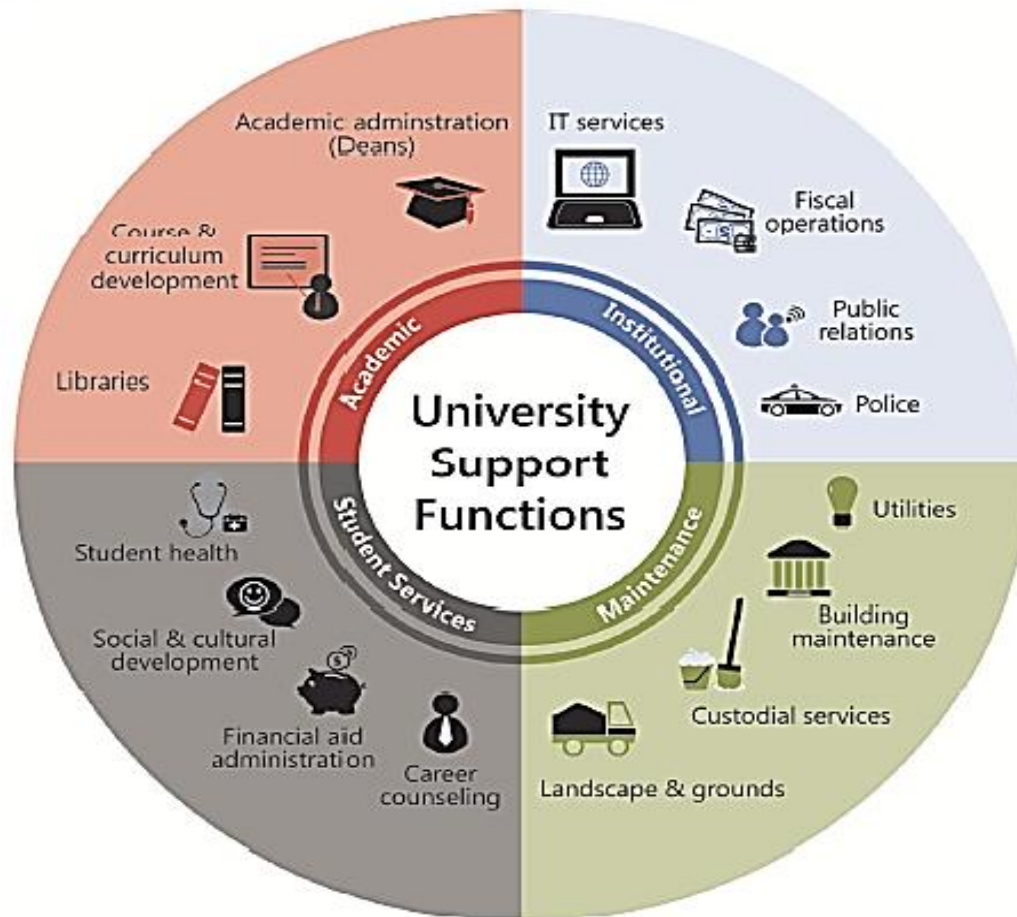
- **Scope of Study:**
 - Overview of Support Functions
 - Spending on Support Functions
 - Organizational Structure of Support Functions
 - Procurement Costs
 - Other Support Functions

Overview - Support Functions

- Four major types of support functions:
 - Academic Support – academic administration, such as course and curriculum development, and Libraries
 - Student Services – Admissions, Financial Aid, Counseling, and Health Care
 - Institutional Support – Information Technology, Finance and Fiscal Operations, Safety and Security, Development, etc.
 - Facilities Operations and Maintenance
- Funded primarily through tuition, fees, and state general funds

Overview - Support Functions

Higher education institutions perform a variety of functions to support faculty and students











*Support functions constitute **21 % of total spending** for Virginia higher education institutions in FY 2012*

57 % on core academic functions; and, 22 % on others such as auxiliary enterprises

Overview – Support Functions

Restructuring Act provides varied levels of autonomy from State for several support functions

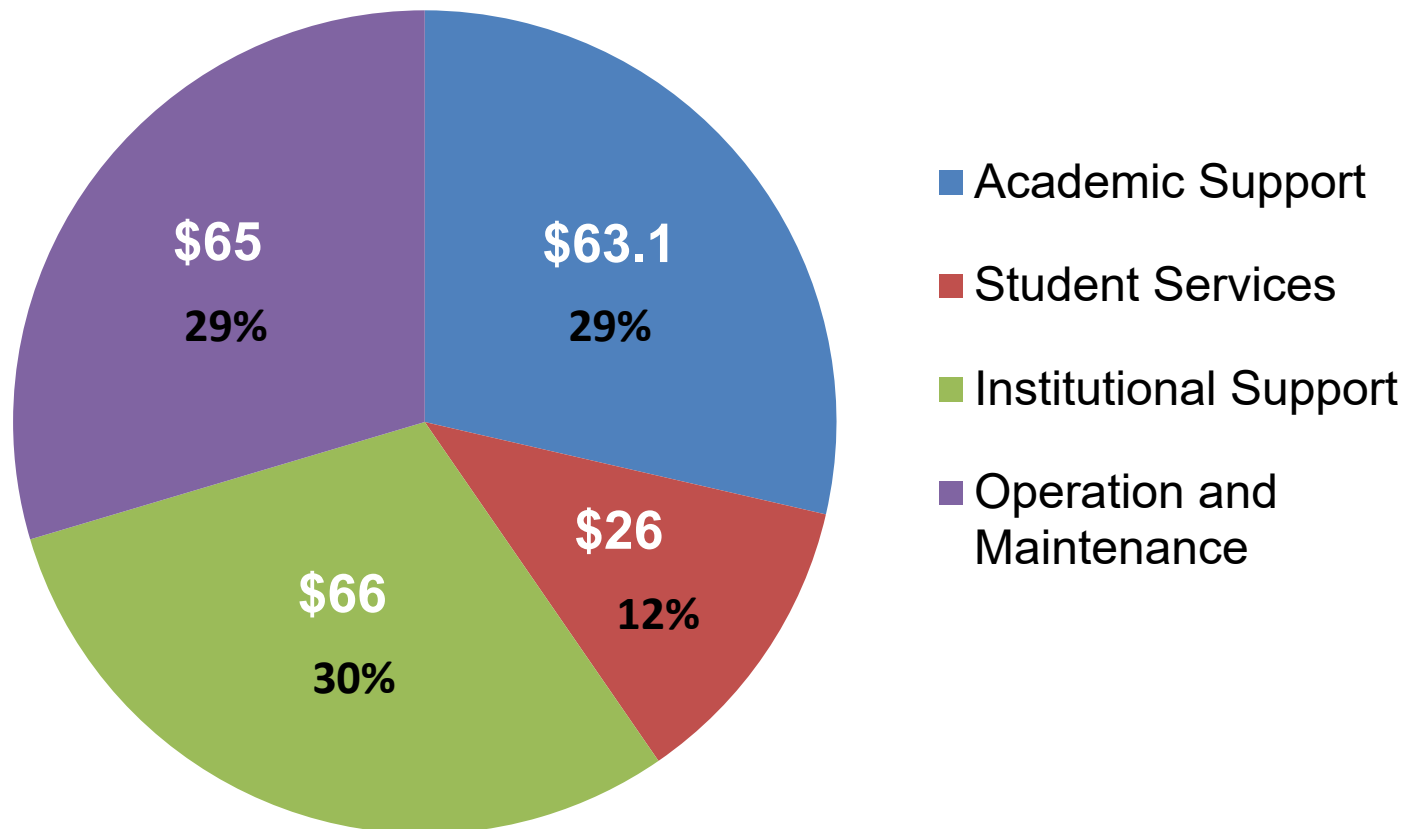
Virginia institutions have different levels of autonomy from the state

	Colleges & universities	Areas of added autonomy ^a	
Level I	Norfolk State & Virginia State	— —	
Level II	Christopher Newport ^b , George Mason, JMU, Longwood, ODU, Radford, Mary Washington, VMI	 Information technology	 Procurement
Level III	William & Mary UVA UVA-Wise VCU Virginia Tech ←	 Information technology  Capital outlay  Human resources	 Procurement  Leases  Finance

Support Costs at Virginia Tech

FY 2013

(Dollars in millions)



Spending on Support Functions

Highlights from the report:

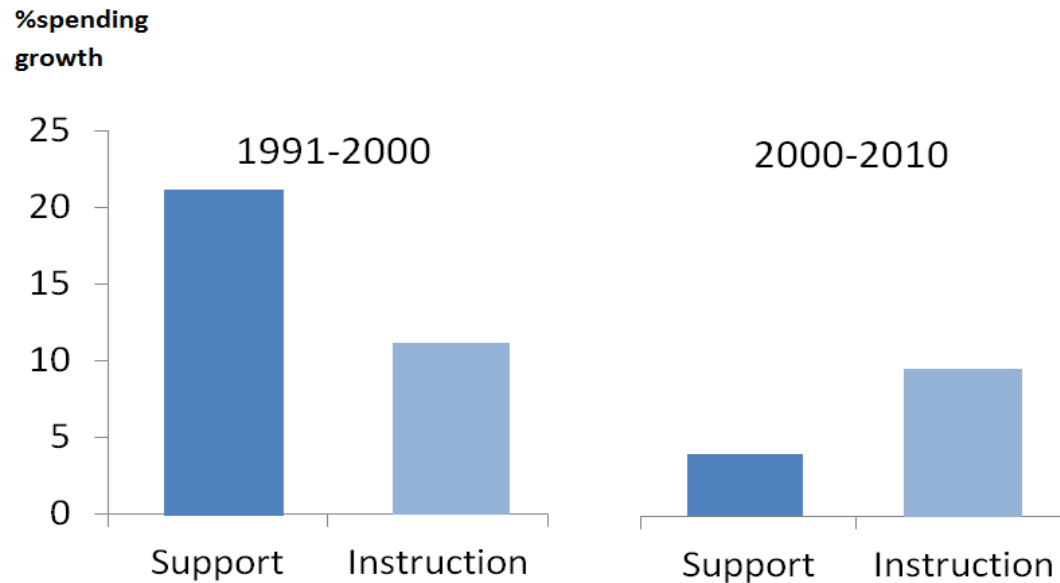
- Virginia institutions spent \$1.2 billion on support functions in FY 2012, this accounts for 21 percent of total spending across all functions
- Spending on support functions increased by 28 percent over the 20 year period from 1991- 2010, when adjusted for enrollment and inflation
 - This increase accounts for 17 percent of growth in overall higher education spending
 - Rate of increase has been declining

Highlights from the report (continued):

- 11 of Virginia's 15 public institutions spend less on total support functions than similar institutions nationwide
- 10 of Virginia's 15 public institutions spend more on academic support than similar institutions nationwide
- 11 of Virginia's 15 public institutions employed more support staff per full-time equivalent student than the median of their Carnegie group;
 - Four institutions with fewer support staff were ODU, VCU, GMU, and VT

Spending on Support Functions

Support Spending Grew Slightly More Than Instruction, but Growth Has Slowed

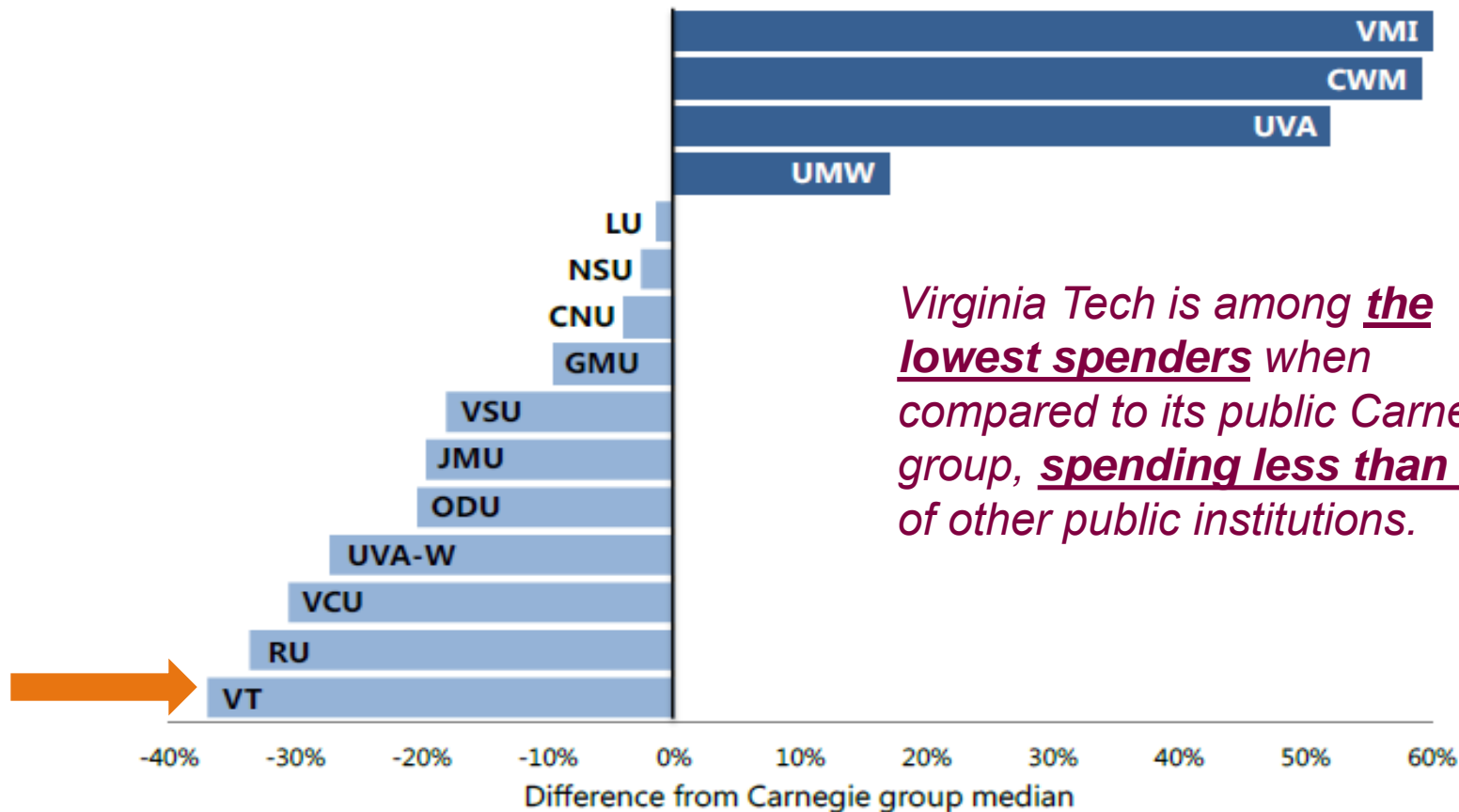


Increases in spending are inflation- and enrollment-adjusted

Overall, increase in Support spending accounted for 17 percent of spending growth across all functions over the 20 year period from 1991 – 2010 .

Spending on Support Functions: Comparison of Spending per FTE Student to Similar Institutions

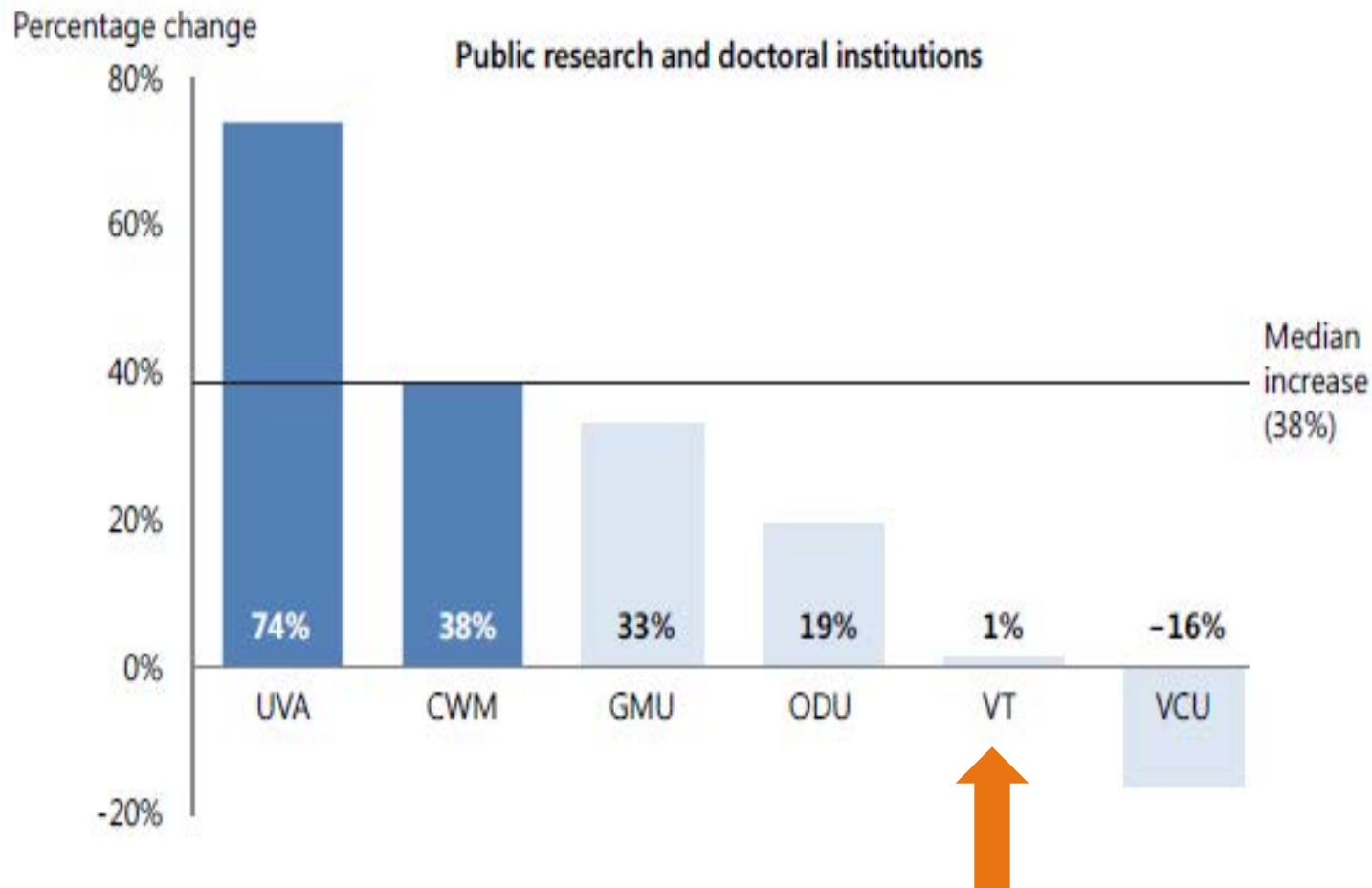
Mary Washington, William and Mary, UVA, and VMI spend more on support functions than their public Carnegie group median (FY 2012)



Virginia Tech is among the lowest spenders when compared to its public Carnegie group, spending less than 75% of other public institutions.

Spending on Support Functions: Rate of Support Cost Growth/Decline

Increase/Decrease in Support Spending compared to similar public institutions over the past 20 years (FY 1991 – 2010), accounting for inflation and enrollment

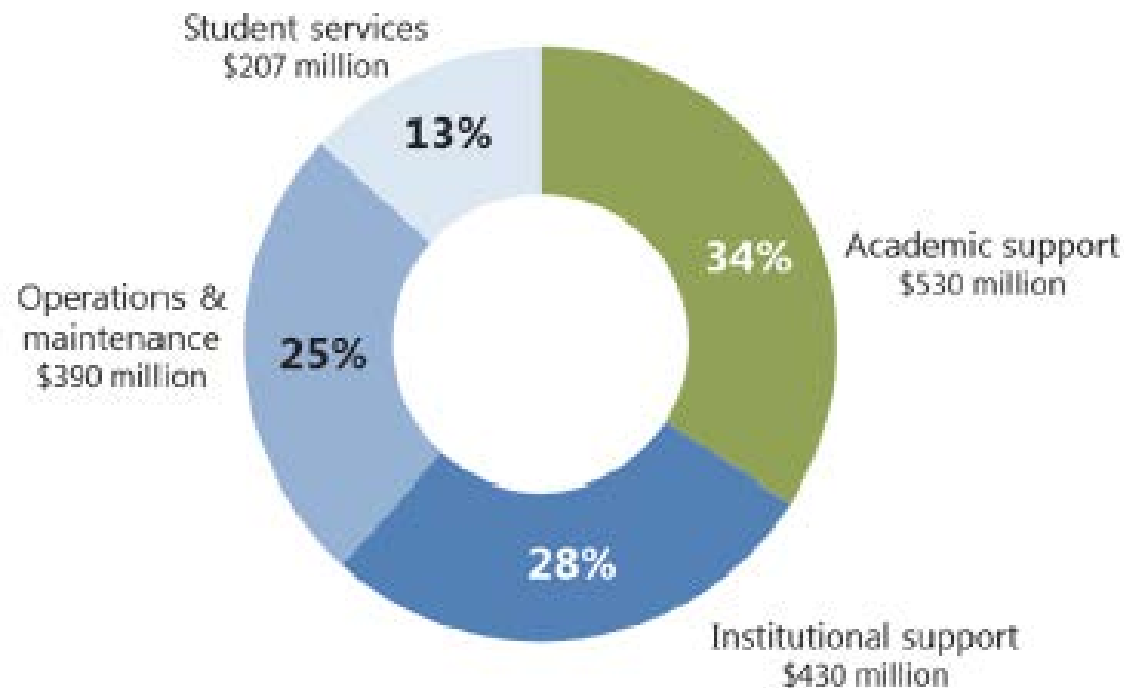


Spending on Support Functions: Finding

- Nine institutions increased support spending at a faster rate than similar public institutions over the past 20 years, accounting for inflation and enrollment growth
 - Between 2000 to 2010, three of Virginia institutions (ODU, VCU, and Virginia Tech) actually experienced decreases in support spending relative to enrollment

Spending on Support Functions: Distribution of Expenditures

Academic support accounts for the largest portion of spending on support functions (FY 2013)



Source: JLARC staff analysis of spending data from Virginia's 15 public four-year institutions.

Spending on Support Functions

Support spending per full-time equivalent (FTE) student at Virginia institutions (FY 2013)

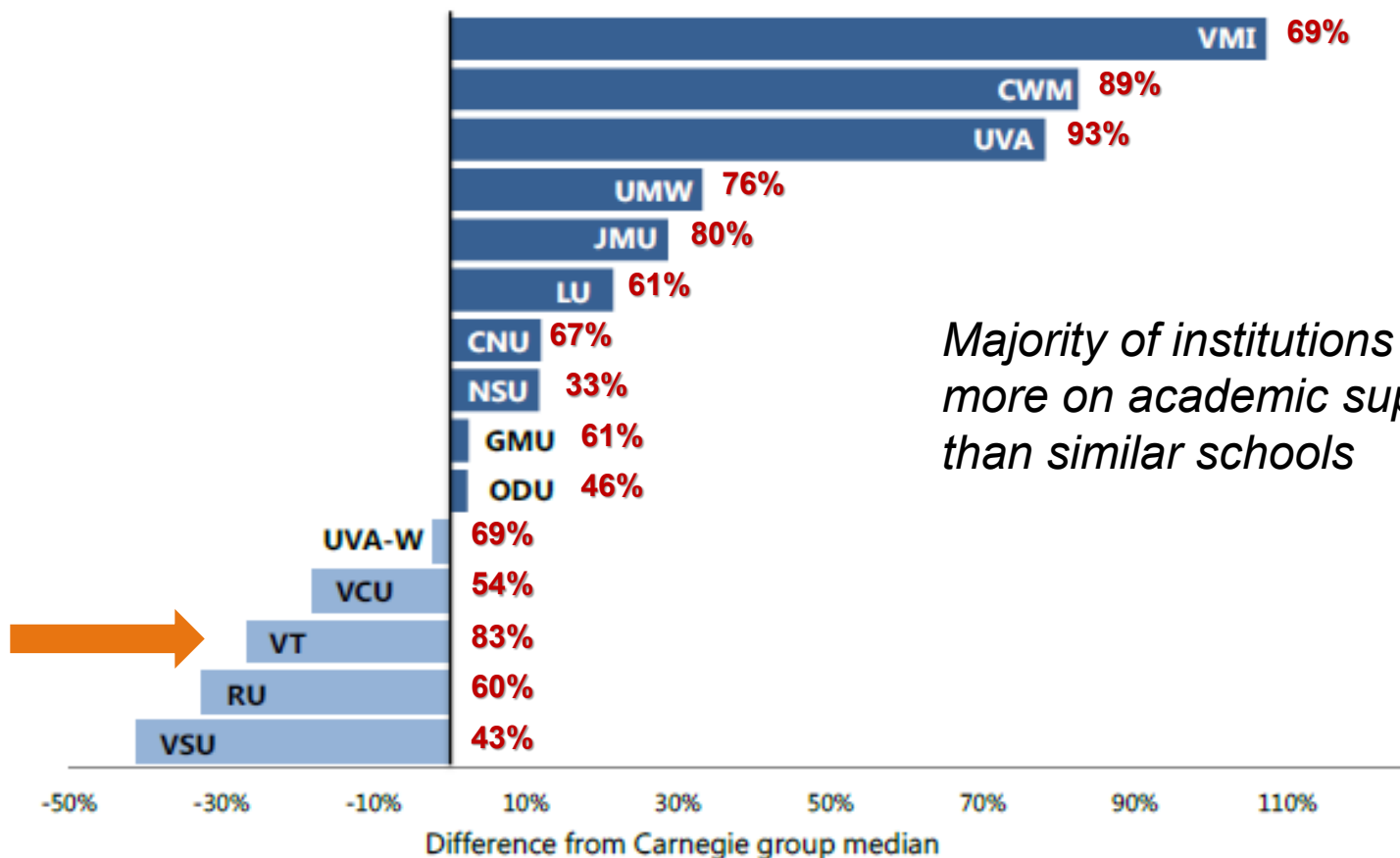
Institution	Total support	Spending per FTE student			
		Institutional support	Academic support	Student services	Operations & maintenance
UVA	\$17,055	\$3,552	\$6,325	\$2,207	\$4,971
VMI	12,383	3,935	3,493	1,843	3,112
CWM	10,922	3,276	3,523	1,574	2,549
VCU	9,015	2,452	3,595	838	2,130
UMW	7,495	2,468	2,047	1,366	1,614
VT	7,059	2,117	2,019	833	2,090
JMU	6,447	1,813	1,967	978	1,689
CNU	6,407	2,039	1,615	1,409	1,345
LU	6,395	2,234	1,955	912	1,294
GMU	6,183	1,792	2,276	1,013	1,101
UVAW	5,992	1,947	1,945	822	1,277
NSU	5,597	1,969	1,555	721	1,352
ODU	5,387	1,585	2,164	621	1,017
RU	5,088	1,716	1,159	835	1,378
VSU	4,747	1,933	912	808	1,094
Virginia median	6,407	2,039	2,019	912	1,373



Spending on Support Functions: Spending on Academic support

Ten Virginia institutions spend more on academic support than their Carnegie group median (FY 2012)

Graduation rate¹



Majority of institutions spend more on academic support than similar schools

Spending on Support Functions: Distribution of Expenditures

- Majority of Virginia institutions spend less on institutional support, student services, and operations and maintenance than similar institutions nationwide
- Eight institutions, including Virginia Tech, spend less on institutional support than other similar institutions nationwide
- Total institutional support spending decreased 1% from 2008 - 2013

Spending on Support Functions: Distribution of Expenditures

- 12 Virginia schools spend less on student services than similar schools nationwide
 - CWM, UVA, VMI spend more
- 10 Virginia schools spend less on facilities operations and maintenance than similar schools
 - CWM, UVA, VMI, UMW, and UVA-W spend more

Spending on Support Functions: Staffing Costs

Support staff relative to similar institutions nationwide. VT is among the lowest.

Support staff per 100 full-time equivalent (FTE) students at Virginia institutions (2013)

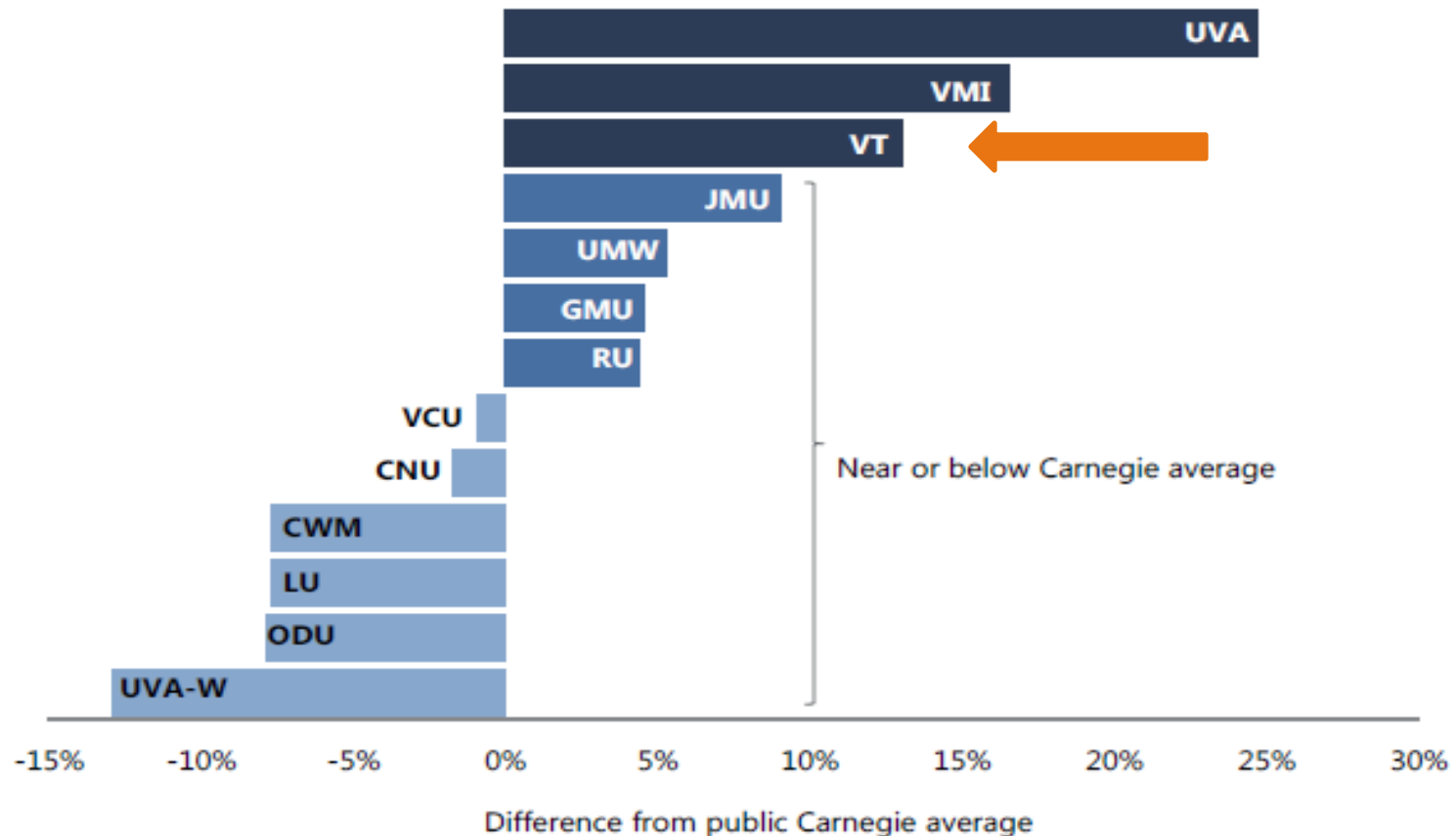
Institution	Total support	Staff per 100 FTE students			
		Institutional support	Academic support	Student services	Operations & maintenance
UVA	13.4	3.6	4.9	0.7	4.1
VMI	12.7	3.1	2.9	1.5	3.8
CWM	8.8	3.3	2.0	1.1	2.4
VCU	8.0	2.8	3.5	0.8	0.8
UVA-W	7.8	2.8	2.2	1.3	1.4
CNU	7.7	2.7	1.5	1.6	1.9
NSU	7.7	3.4	1.6	1.1	1.6
UMW	7.4	3.1	1.5	1.3	1.6
LU	6.8	3.0	1.4	1.2	1.2
JMU	6.8	2.0	1.4	1.1	2.4
ODU	6.7	2.0	2.6	1.1	1.0
VT	6.5	3.0	1.6	0.7	1.2
RU	5.4	2.3	1.0	0.8	1.3
VSU	5.3	2.5	1.2	1.3	0.3
GMU	5.3	1.8	1.8	0.9	0.8
Virginia median	7.4	2.8	1.6	1.1	1.4

Spending on Support Functions: Support Staff Finding

- Salaries of support staff tend to be about the same or less than those at similar public institutions, on average
- Some institutions pay salaries that are considerably higher than at other similar public schools

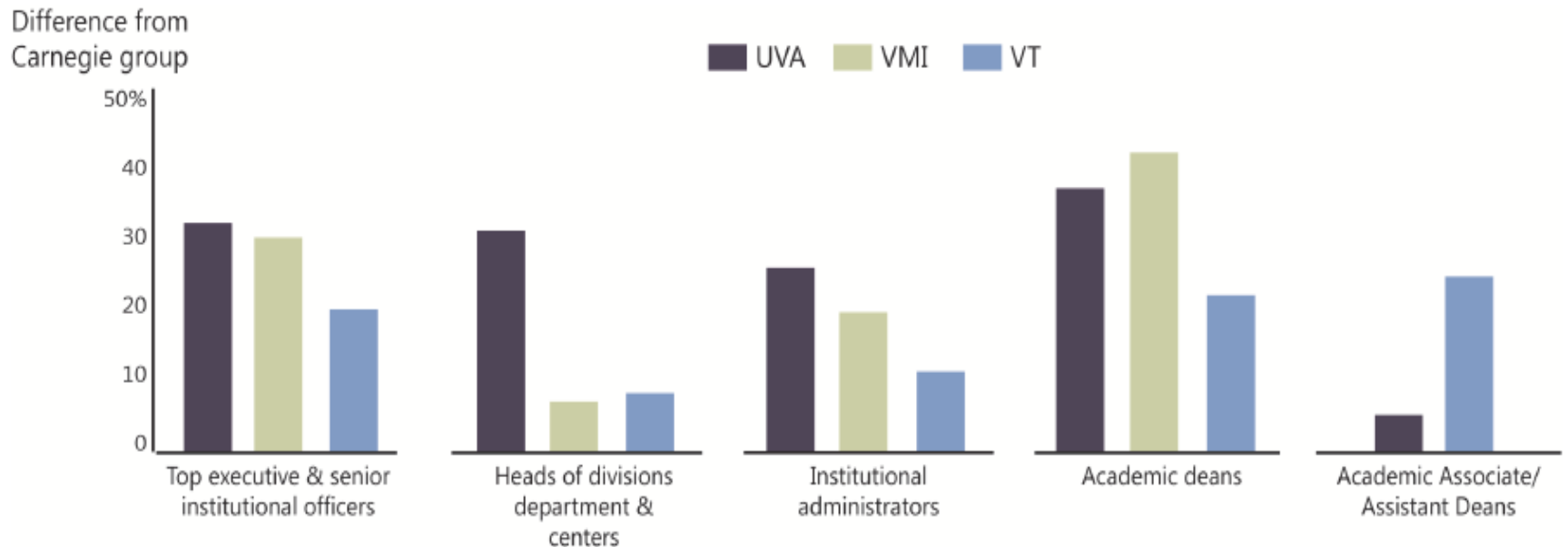
Spending on Support Functions: Administrator Salaries

Most Virginia institutions paid their top administrators salaries comparable to or below what was paid by similar public institutions nationwide (2012-13)



Spending on Support Functions: Administrator Salaries

Average base salaries of top administrator positions at UVA, VMI, and Virginia Tech tend to be higher than public Carnegie average salaries (2012-13)



Source: CUPA-HR 2012-2013 Survey of Administrators in Higher Education.

Note: Excludes athletics and research professionals. VMI did not report employing any academic associate/assistant deans.

Spending on Support Functions: Staffing Costs

Virginia Tech Response:

- Virginia Tech believes that the salary comparison does not accurately present the university's benchmark. **The report compares Virginia Tech salaries to other doctoral institutions and not with other “very high research institutions”**. VT competes with other very high research institutions in its recruitment and retention efforts of faculty, including administrators.
- During the period of study, VT employed a number of senior administrators with 20 to 30 years of experience, whose salaries can reasonably be expected to be on the higher range



Organizational Structure – Support Functions

Highlights from the report:

- Supervisors at Virginia's higher education institutions have narrow spans of control
 - More than half of supervisors at Virginia institutions supervise three or fewer employees; 24 percent supervise only one
- An excess of supervisory positions can adversely impact the efficiency and effectiveness of functions and result in higher than necessary personnel costs
- Efforts to widen span of control could result in savings in the range of 0.5 to 1 percent of total operating expenditures

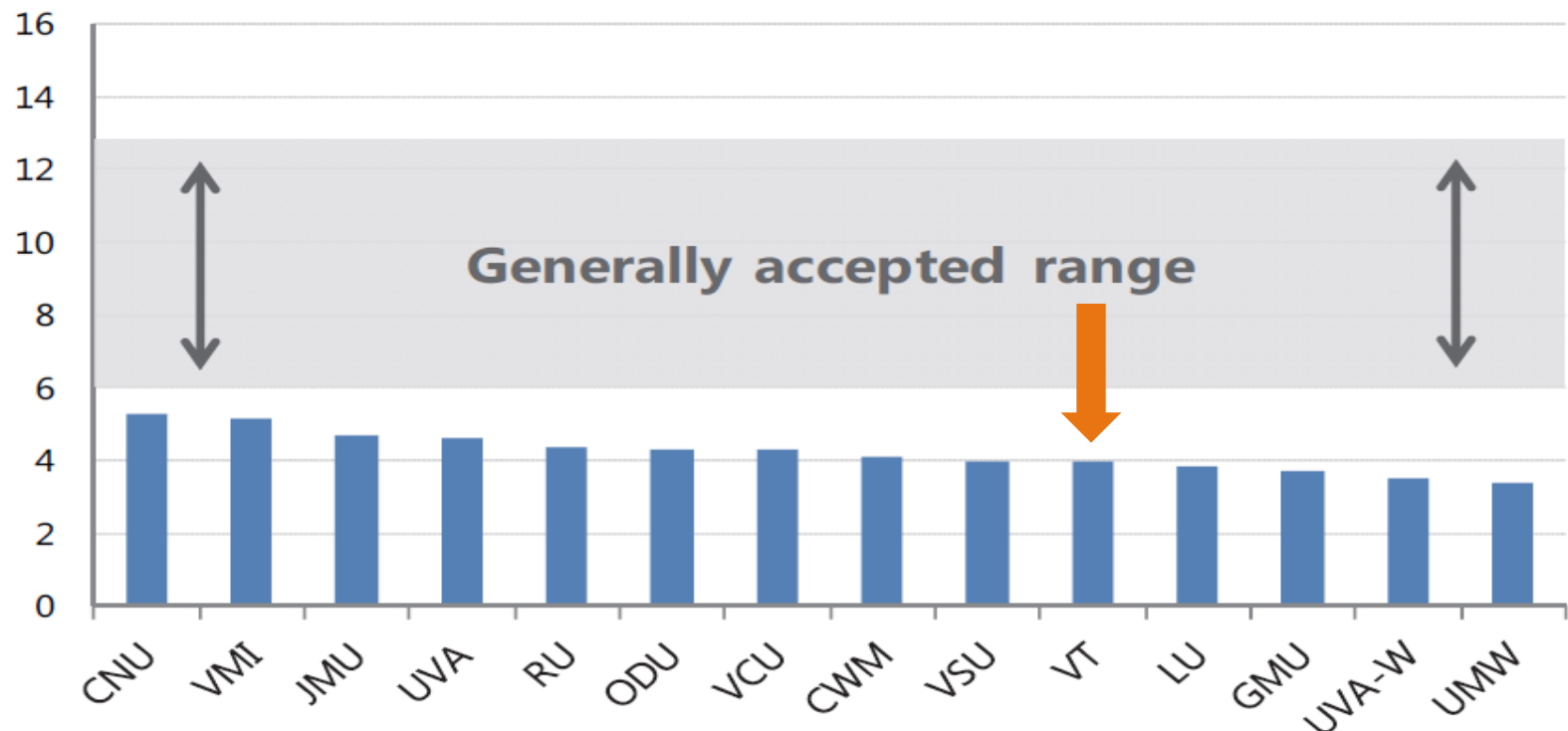
Efficiency Opportunities

- Likely opportunities to Increase Automation and Reduce Staffing
 - Identify work activities that could be automated to increase efficiency
 - Few institutions have automated student information systems and time, leave & attendance systems
 - Identify areas where staff can be reduced
 - All schools but GMU, ODU, VCU, and VT have more staff per 100 FTE students than similar schools nationwide

Organizational Structure

Spans of control at Virginia institutions are lower than generally accepted range adopted by certain higher education institutions

Average span



Source: JLARC staff analysis of institutional human resources records as of March 1, 2013, or the most recent date available.

Organizational Structure: Recommendation (1)

- Boards of Visitors should direct staff :
 - to perform a comprehensive review of their organizational structure, including spans of control
 - to perform a review of staff activities and workload
 - to identify opportunities to streamline their organizational structure
 - to implement the recommendations of the review to streamline their organizational structures, where possible

Organizational Structure: Recommendations (2 & 3)

- Boards of Visitors should require periodic reports on average and median spans of control and the number of supervisors with six or fewer direct reports.
- Boards of Visitors should direct staff to revise human resource policies to eliminate unnecessary supervisory positions by developing standards for broader spans of control.

Organizational Structure

Virginia Tech Response:

VT already operates in a very lean environment as evidenced by the low support costs and low staffing reported for the university

- A mere transition from supervisory to non-supervisory roles without a reduction in workforce or compensation cannot result in savings as stated in the report
- A large number of supervisors in the support functions are “working” supervisors with functional responsibilities
 - This creates an excellent pathway for succession planning, retention, and internal progression opportunities

Procurement Costs

Highlights from the report:

- Institutions use cooperative procurement to obtain better pricing, however, buying power is fragmented
- Cooperative contracts used by Virginia institutions such as VASCUPP (Virginia Association of State College and University Purchasing Professionals) may not maximize cost savings because buying power is not aggregated across schools
 - Lack of collaboration among institutions during contract negotiation process

Highlights from the report (continued):

- Use of institution-wide contracts facilitates aggregation of purchases resulting in negotiation of volume pricing on contracts
 - Many institutions do not enforce the use of institution-wide contracts; greater use of such contracts could impact SWaM (small, women-owned, and minority) spending
 - Off-contract purchases may result in higher expenditures
- Greater use of strategic sourcing could reduce procurement costs

Highlights from the report (continued):

- Institutions often use VASCUPP contracts to purchase same goods as other state agencies
 - Institutions can purchase certain products for considerably less from a VASCUPP contract due to higher education discounts
- Department of General Services (DGS) & Virginia Information Technologies Agency (VITA) negotiate contracts for state agency purchases based on needs across agencies
- State agency buying power is lower than if DGS & VITA included institutions' needs in negotiations

Highlights from the report (continued):

- Greater collaboration among institutions under a higher education cooperative
- Greater collaboration between institutions and DGS/VITA
- Combination of the two

Procurement Costs: Recommendation (4 & 5)

- The General Assembly may wish to consider:
 - Including language and funding in the Appropriation Act for hiring a consultant to estimate savings opportunities from a higher education procurement cooperative, greater collaboration between the Department of General Services/Virginia Information Technologies Agency and institutions, or combination of the two
 - Amending the Code of Virginia, based on all the findings of the above consultant review, to direct all Virginia institutions to participate in joint procurement

Procurement Costs: Recommendation (6 & 7)

- The Boards of Visitors should:
 - Direct institution staff to set and enforce policies to maximize standardization of purchases of commonly procured goods, including requirements to use institution-wide contracts
 - Consider directing institution staff to provide an annual report on all institutional purchases, including small purchases, that are exceptions to the institutional policies for standardizing purchases

Procurement Costs

Virginia Tech Response:

- VT already exercises standardization of commonly procured goods for many areas that lend themselves to such procurement
- At VT, a large component of procurement is for research supplies and equipment, which are specialized by nature and dispersed among suppliers
 - A restrictive procurement approach could have an adverse impact on our research environment
- VT is cognizant of the impact that a standardized procurement approach may have on the local economic environment

Other Support Functions

Highlights from the report:

- Other Support functions covered in the study include Information Technology and Facilities Management
- Most Virginia institutions use strategies to manage their IT systems and purchases efficiently
 - Some institutions could further centralize systems and standardize purchases
- Co-located and virtual servers minimize space, utility, repair, and security costs
 - Most institutions use these strategies
 - GMU, UVA, and VT do not require most servers to be co-located or “virtualized”

Highlights from the report (continued):

- Larger institutions could further standardize IT hardware and software to reduce procurement and maintenance costs
- Virginia institutions outsource a number of support functions either fully or partially



Questions?

Virginia Tech's Response to the Shifting Changes within the NCAA Governance Structure



Introduction to the New NCAA Governance Structure

*Virginia Tech Board of Visitors
November 9, 2014*

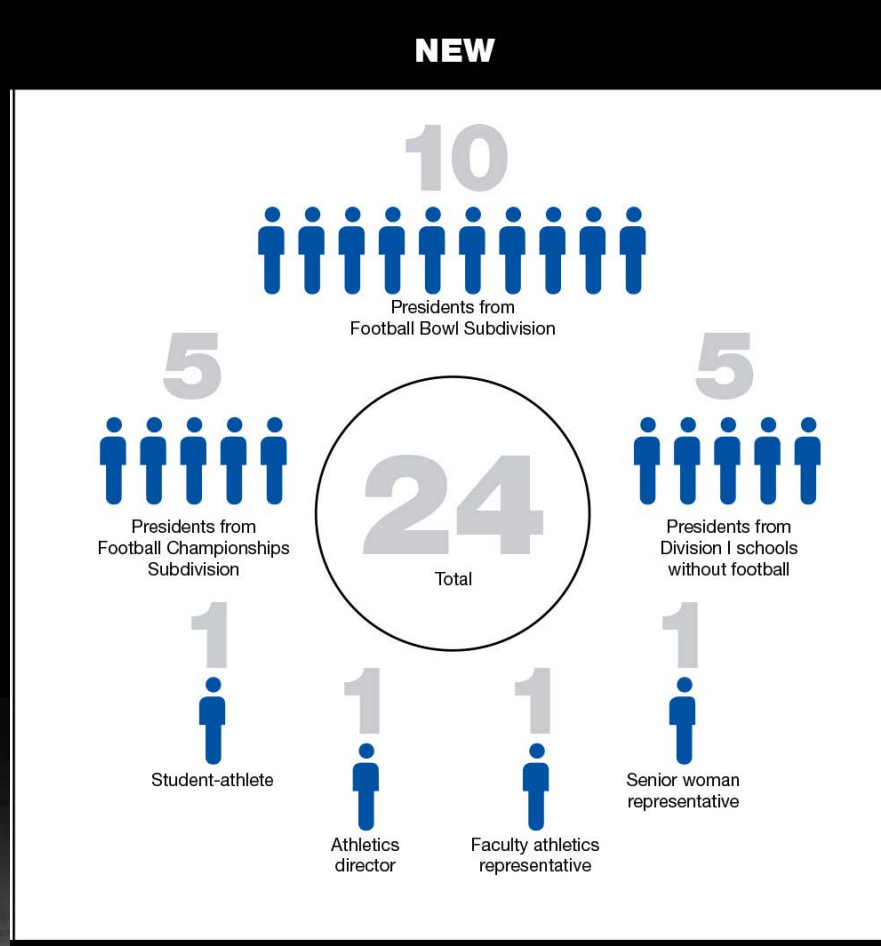
The New NCAA Governance Structure

KEY CHANGES

- Sharpen the focus of the NCAA Board of Directors to strategic leadership and long-range planning.
- Empower the NCAA council to study and resolve operational and legislative issues.
- Increase student-athlete access to the governance process, including direct voting privileges.
- Emphasize the role of athletics directors to manage Division I operations in a manner that furthers the values and principles of intercollegiate athletics and the NCAA.
- Authorize the 65 institutions at the forefront of public attention to provide leadership on matters that directly address student-athlete well-being.

NCAA Division I Board of Directors

NEW COMPOSITION



NCAA Division I Council

NEW COMPOSITION

NEW



VOTING WEIGHT

The "Power Five" 37.5%

Other FBS 18.8%

FCS/Non-Football 37.5%

Student-Athletes 3.1%

Faculty Reps 3.1%

Autonomy

65 SCHOOLS IN FIVE CONFERENCES



Autonomy

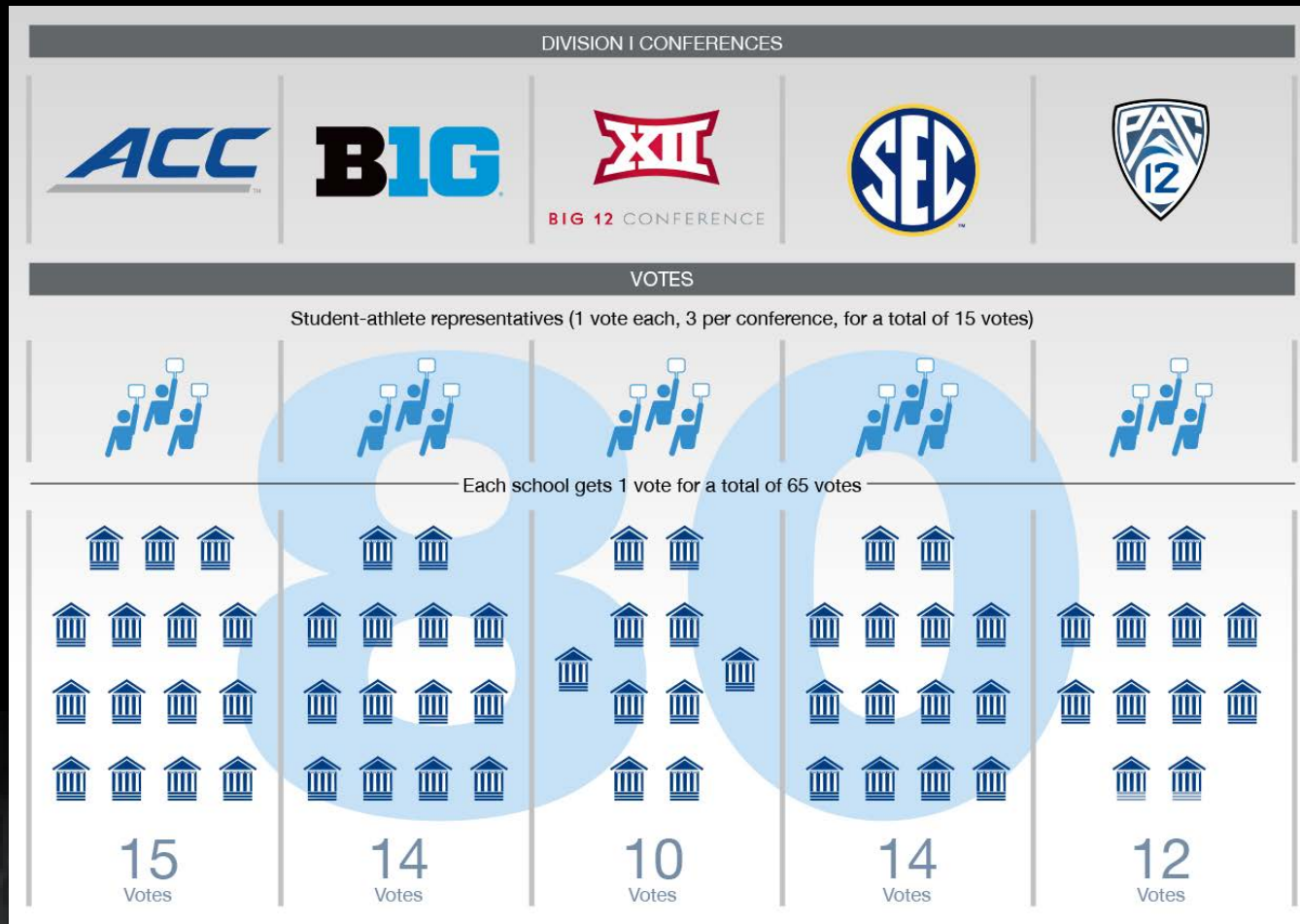
WHAT IS IT?

Autonomous legislation is designed to allow permissive use of resources to:

- **Advance the legitimate educational needs of student-athletes;**
- **Advance the legitimate athletics-related needs of student-athletes; and,**
- **Otherwise enhance student-athlete well-being.**

Autonomy

WHO CASTS THE VOTES?



Autonomy

HOW ARE CHANGES ADOPTED?

To get items approved,
they need ...



60%
48 of all 80 votes

AND



a simple majority
support from
3 of the 5 conferences.

OR



51%
41 of all 80 votes

AND



a simple majority
support from
4 of the 5 conferences.

Autonomy

WHAT AREAS ARE NOT ON THE TABLE?

- **Minimum Academic Standards**
- **Team Scholarship Limits**
- **Division I Membership Requirements**
- **Most Recruiting Provisions**

Autonomy

LIKELY FIRST AREAS TO BE ADDRESSED

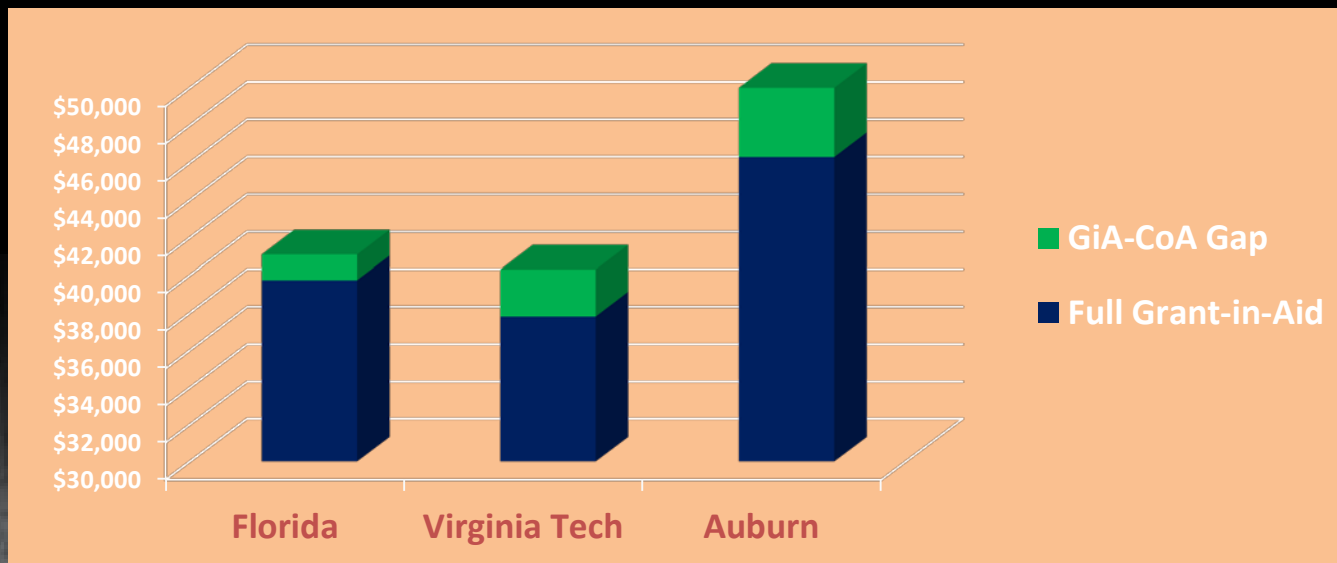
- **Increase the maximum scholarship amount.**
- **Modify rules related to the terms and conditions of awarding athletically-related financial aid.**
- **Expand the provision of insurance-related expenses.**
- **Redefine rules governing interaction with agents/advisors to promote career planning and better decision-making.**
- **Update rules and policies governing student-athlete time demands in order to permit a more appropriate balance between athletics, academics, and other activities.**
- **Expand the provision of expenses associated with the competitive experience incurred by student-athletes' family members.**

Autonomy

RE-EXAMINING FINANCIAL AID

Cost of Attendance (CoA) Model

- If adopted, would raise the maximum value of a full scholarship from Tuition/Fees/Room/Board/Books to Cost of Attendance
- New money would flow to student-athletes proportionally, based on scholarship level.
- Projected cost to Virginia Tech: \$800-900K (first-year maximum)



Pylons of Promise



VIRGINIA TECH ATHLETICS



STRONG TOGETHER

INTEGRITY ▪ SERVICE ▪ HONOR ▪ EXCELLENCE

Integrity

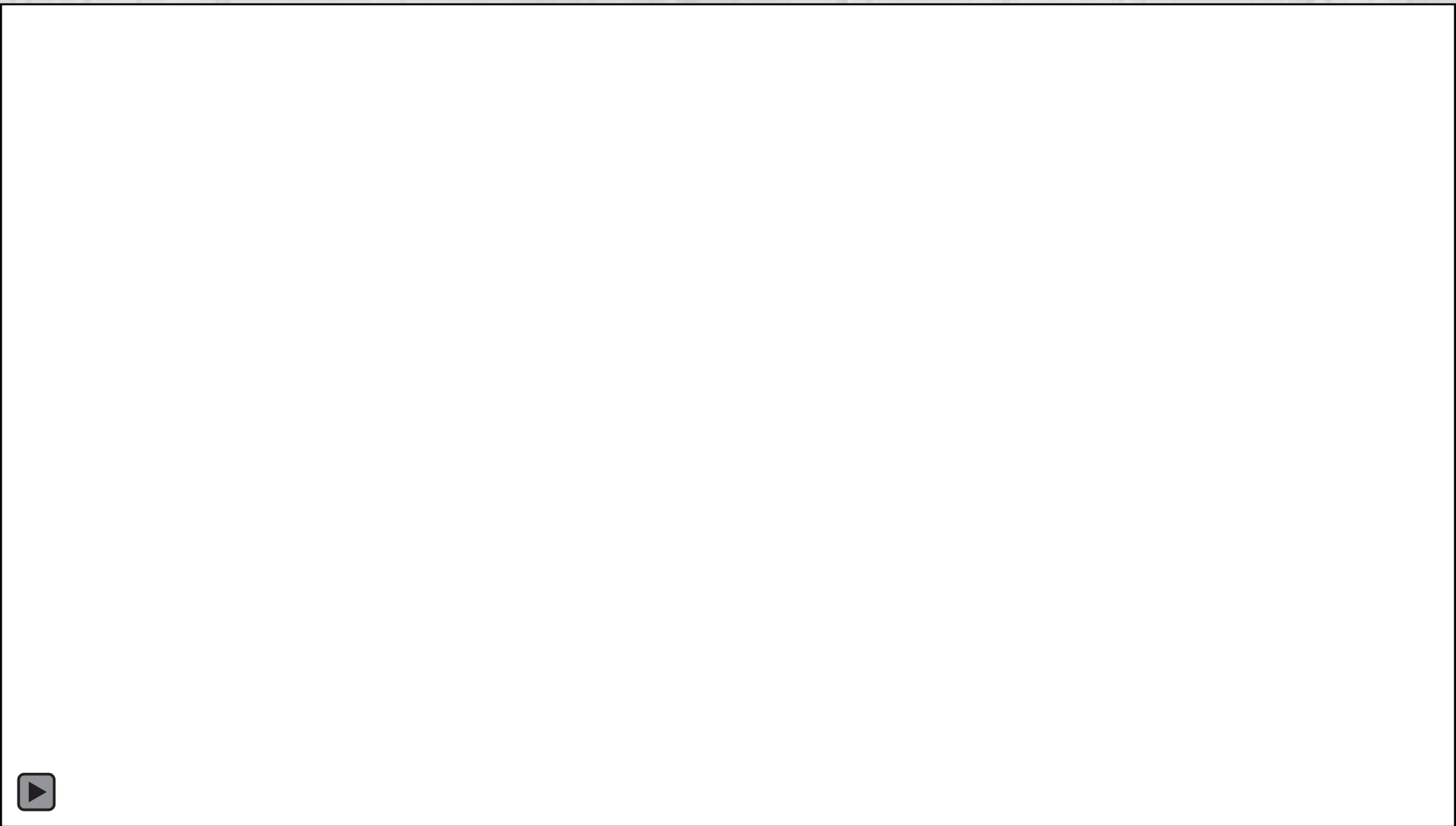
- Hokie Degree Guarantee
- Cost of Education
- Four-Year Scholarship



Service

Leadership Development





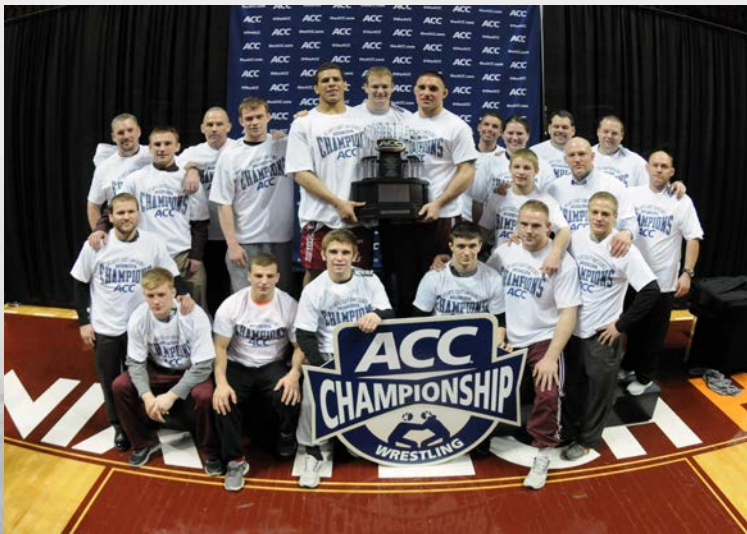
Honor

Diversity &
Inclusion



Excellence

- Academic Support
- Comprehensive Health, Safety, and Wellness
- Comprehensive Athletic Support



Strong Together

- A Collective Voice
- A Shared Responsibility



A nighttime photograph of a large stadium, likely the University of Washington's Husky Stadium, with fireworks exploding in the sky. The text "GO HOKIES" is overlaid in large, bold letters. The word "GO" is in a dark red color, and "HOKIES" is in a bright orange color. The stadium lights are on, and the crowd is visible in the stands. The fireworks are in various colors, including white, red, and blue.

**GO
HOKIES**



Global, Ethical Leaders Now...More than Ever

The Virginia Tech Corps of Cadets

One of the Nation's Premier Leader Development Programs



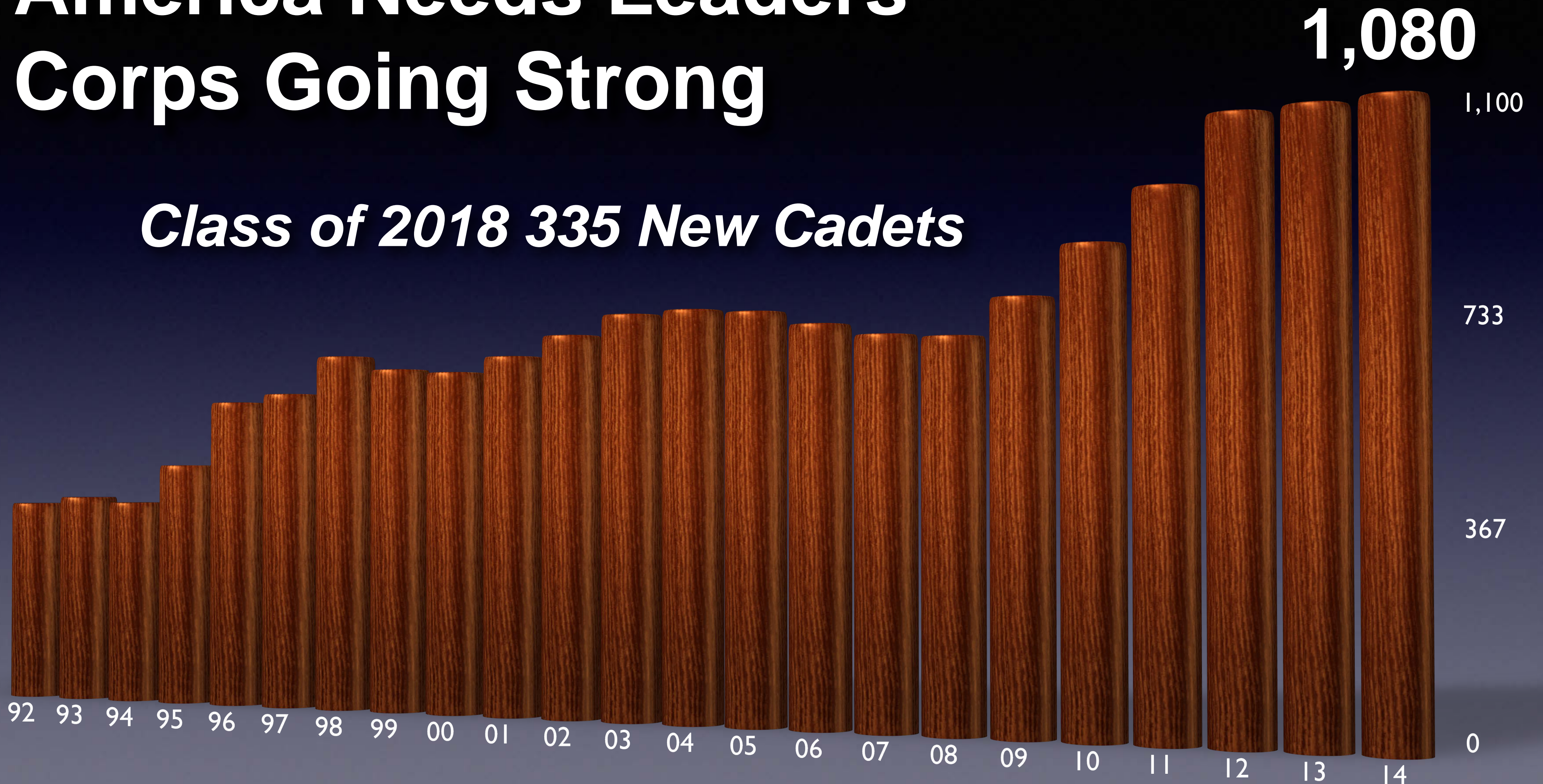
Target
Headquarters



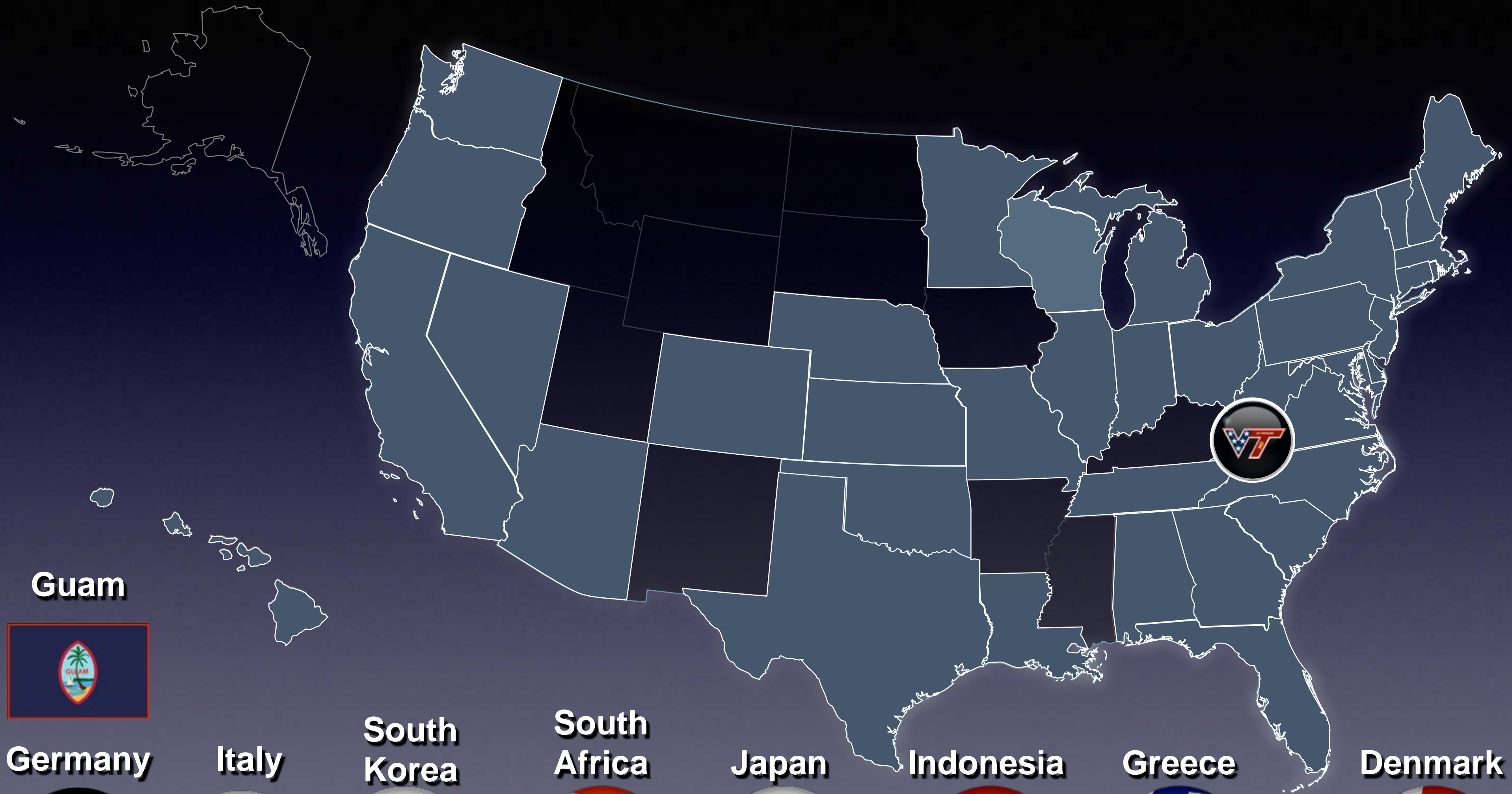
One of only two Senior Military Colleges within a world-class research university

America Needs Leaders Corps Going Strong

Class of 2018 335 New Cadets



United States



Guam



Germany



Italy



South Korea



South Africa



Japan



Indonesia



Greece

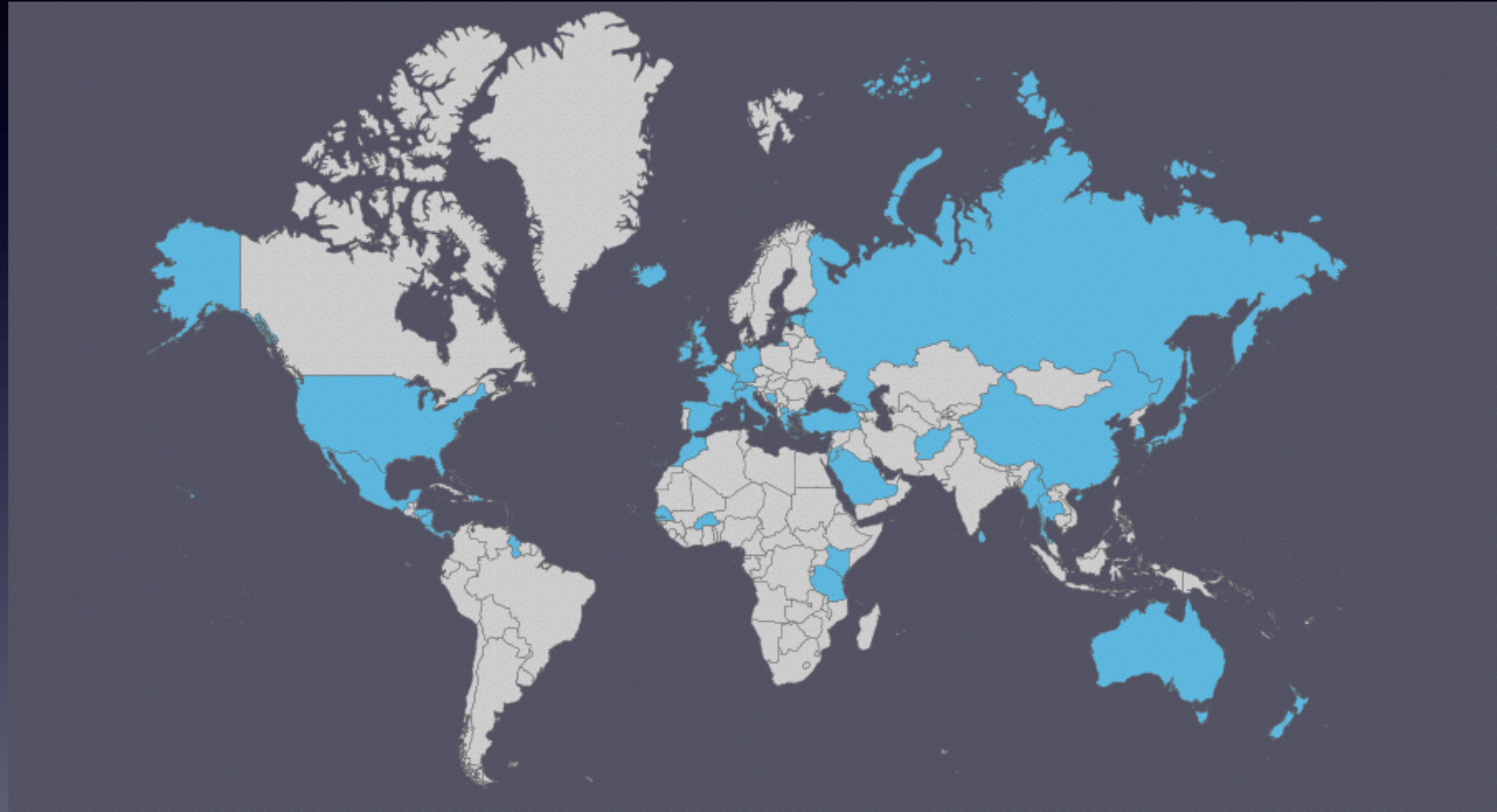


Denmark



Global Reach of Cadet Experience!

Afghanistan
Australia
Bosnia & Herzegovina
Burkina Faso
China
Costa Rica
Cyprus
Dominican Republic
Estonia
France
Germany
Greece
Guyana
Honduras
Iceland
Ireland
Israel
Italy
Japan
Jordan

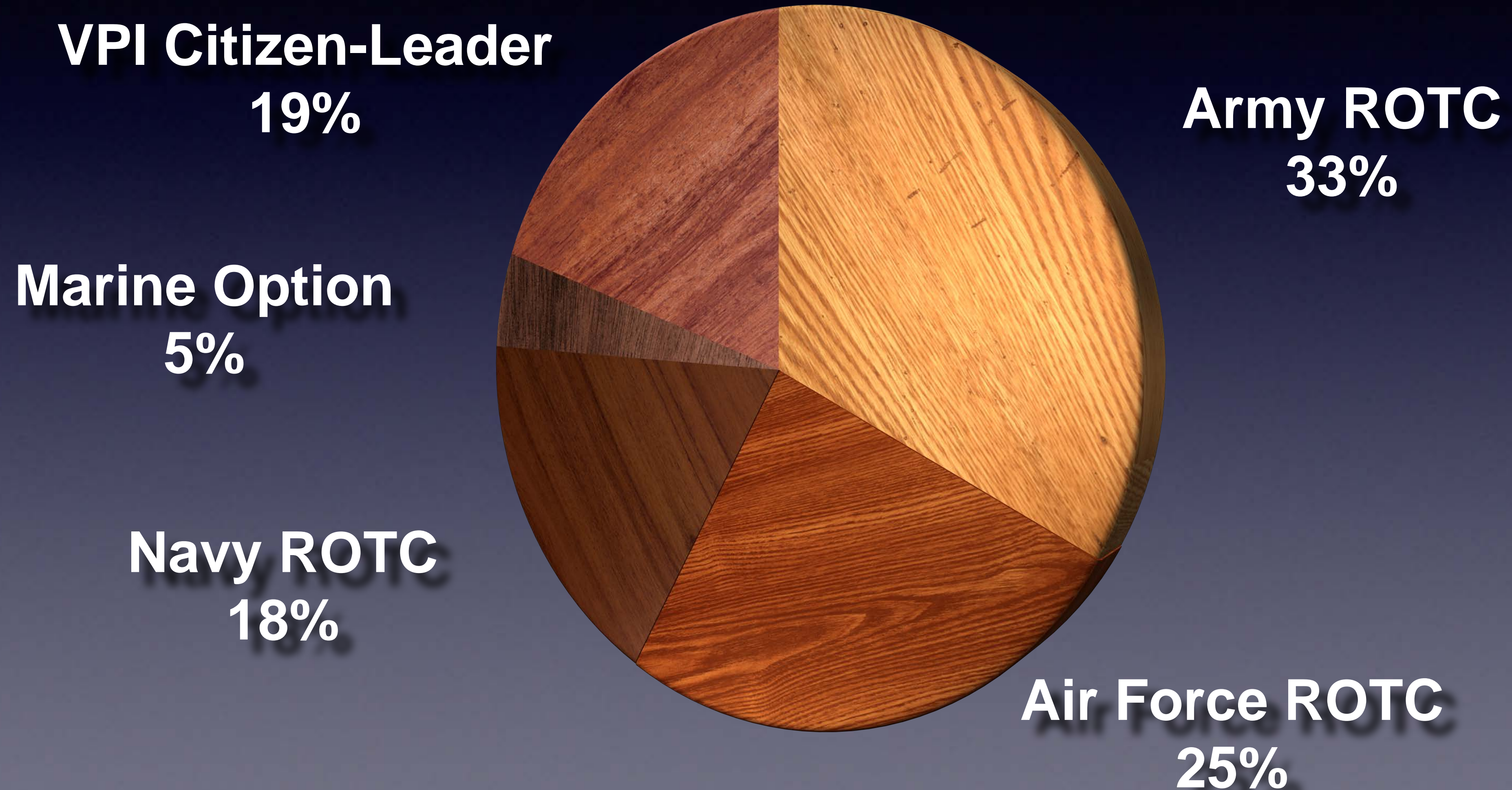


Kenya
Macedonia
Mexico
Morocco
Myanmar
New Zealand
Nicaragua
Panama
Russia
Saudi Arabia
Senegal
South Korea
Sri Lanka
Spain
Switzerland
Tanzania
Thailand
Turkey
United Kingdom

39 Countries **5 out of 6 Continents**

Military and Citizen-Leaders

As of September 2014



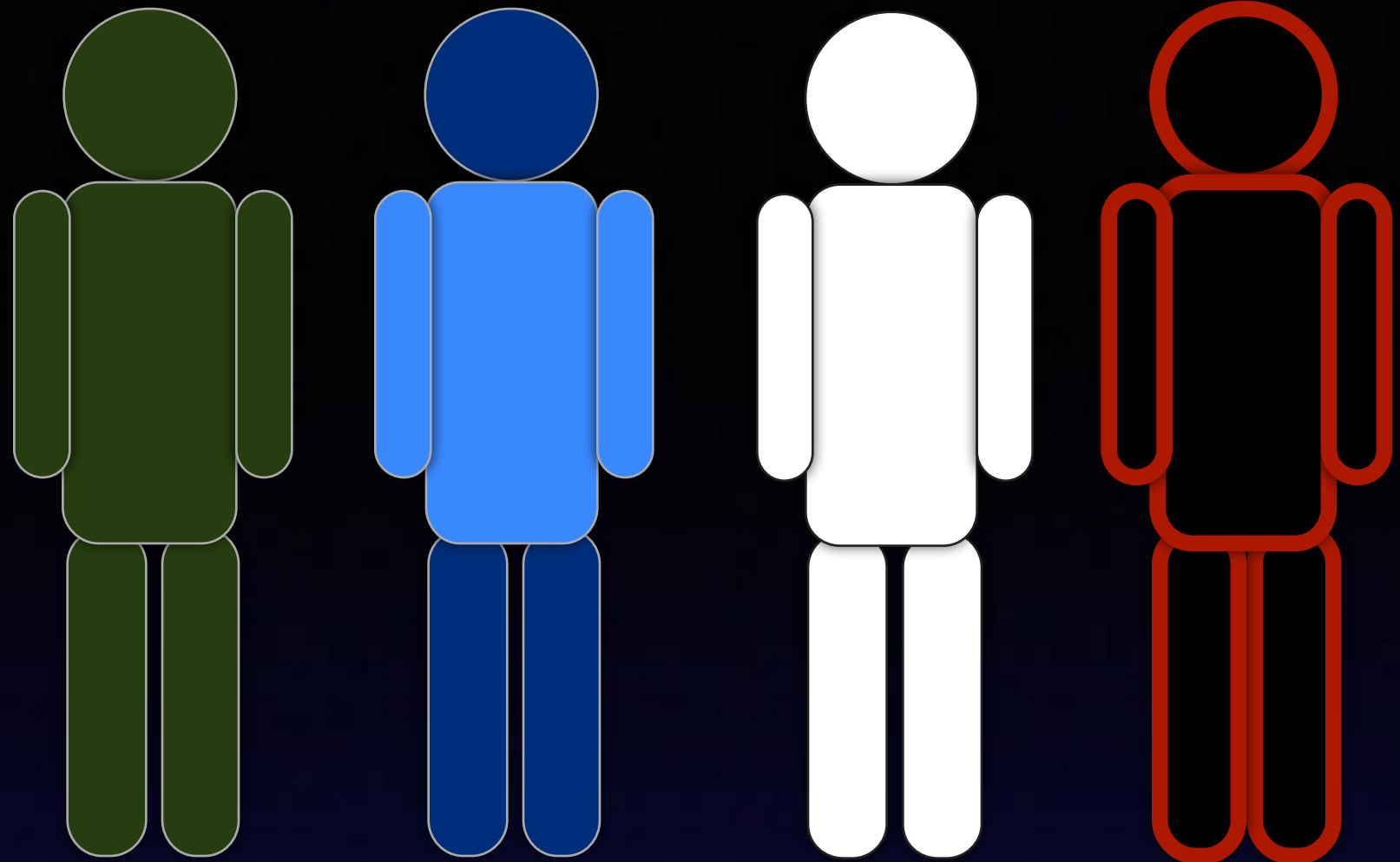
Two Track Options

Military
Leader
Track

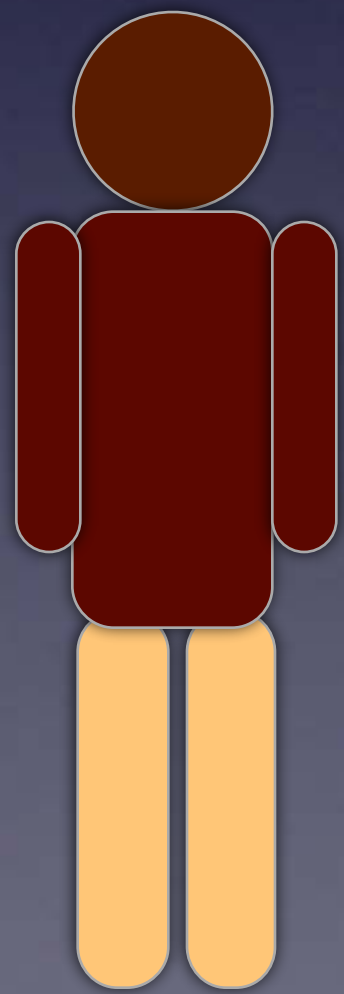


VTCC

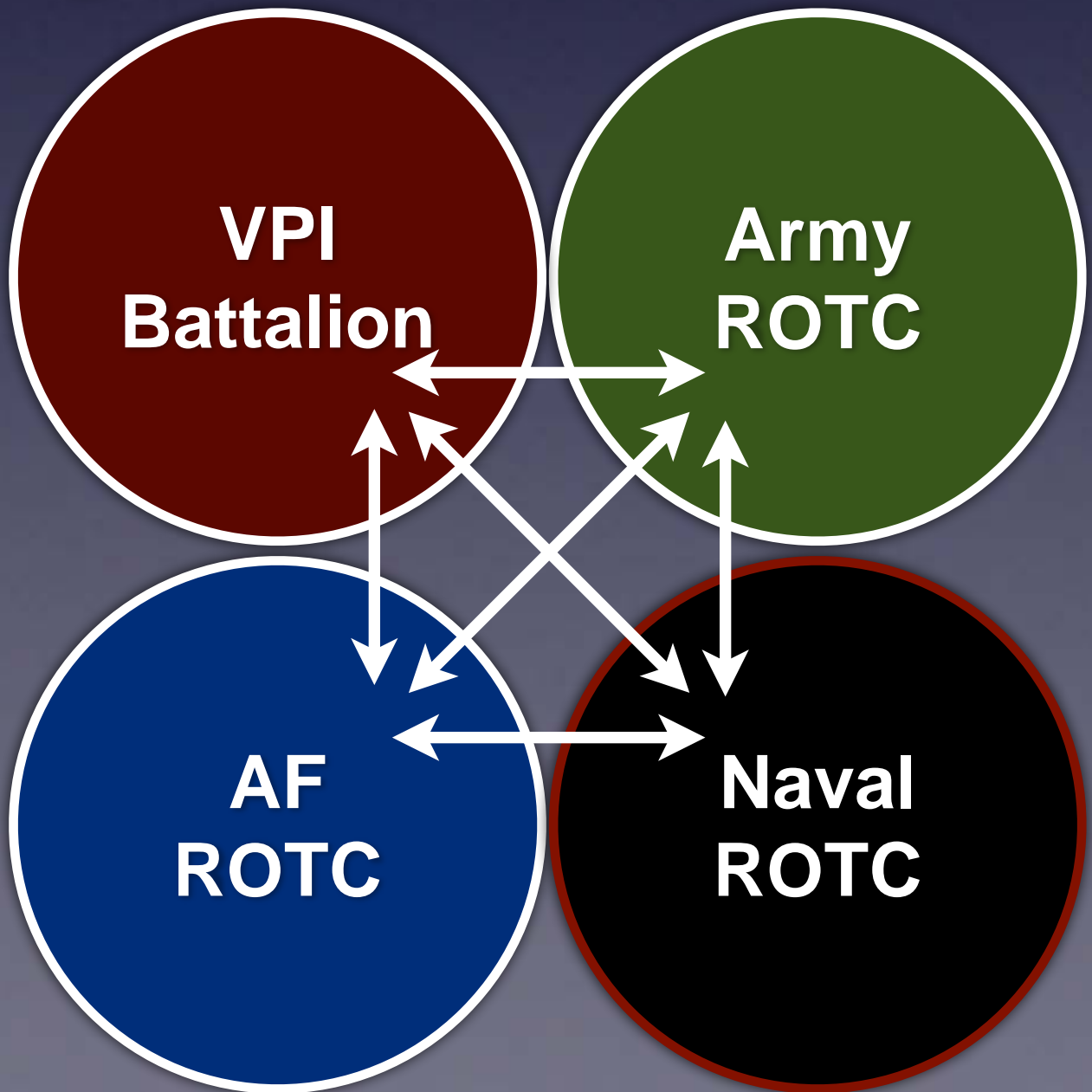
Citizen
Leader
Track



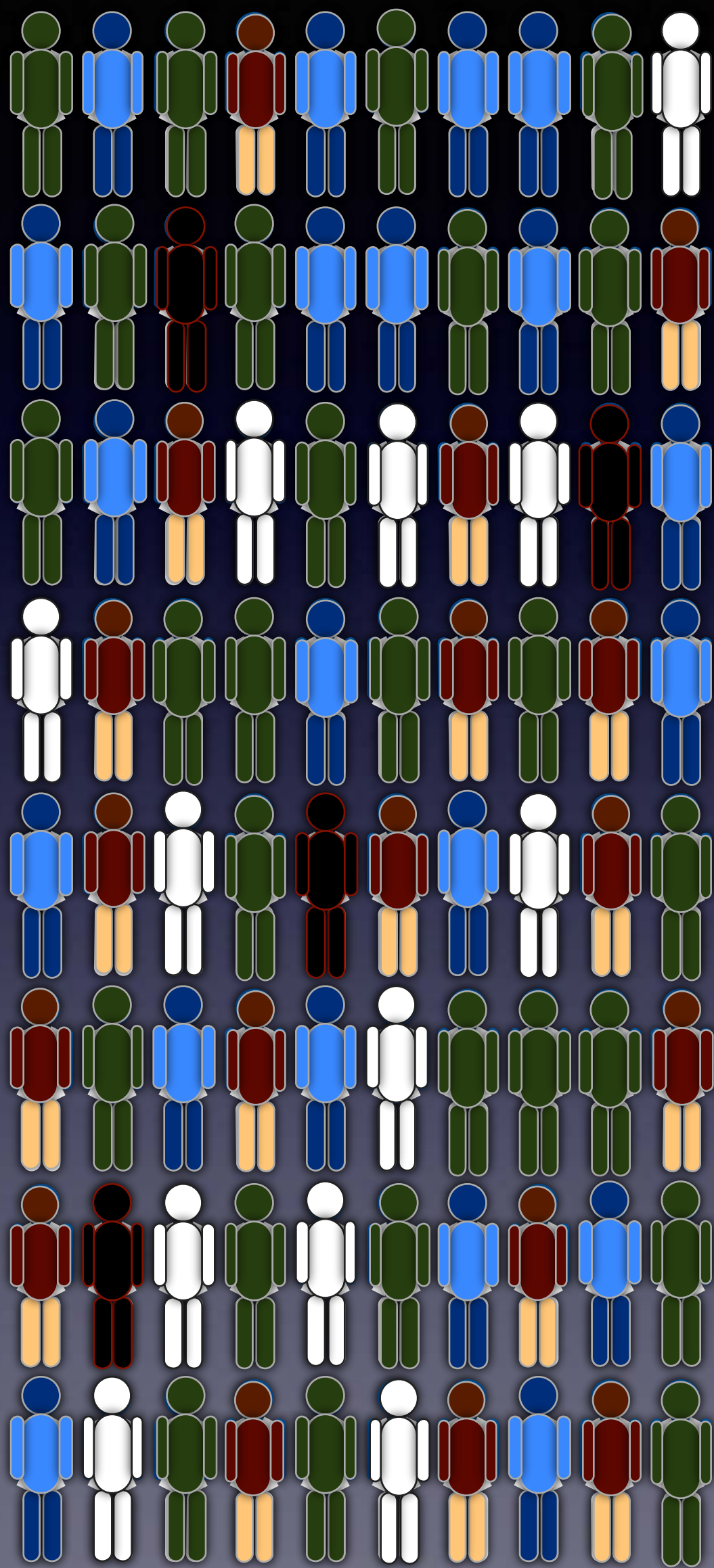
Army AF Navy/Marine
ROTC Programs



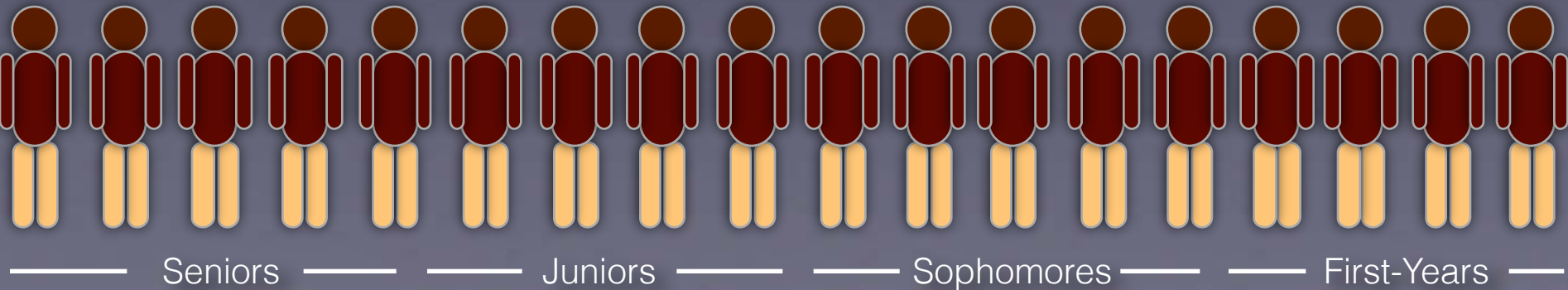
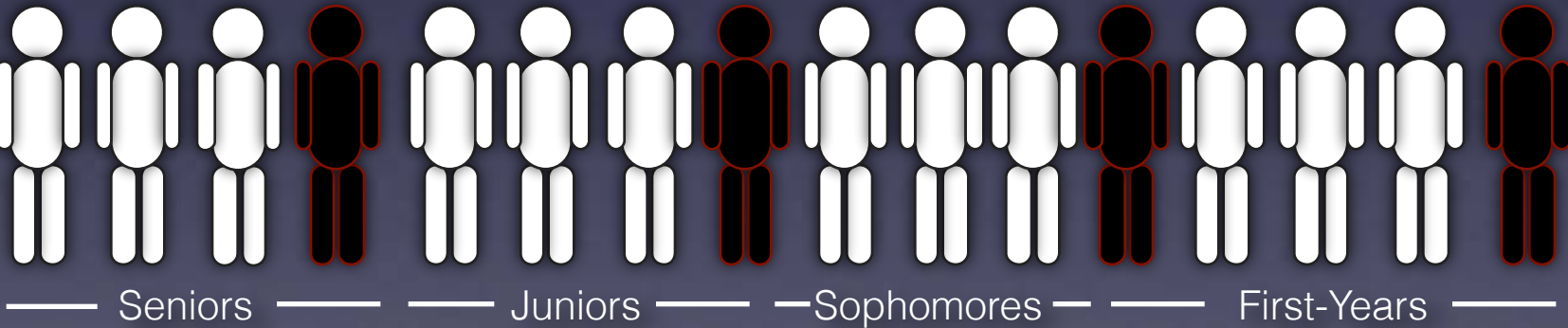
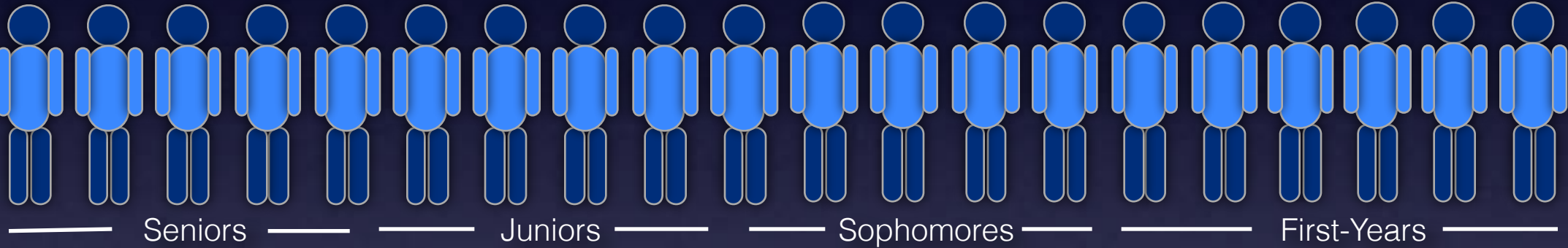
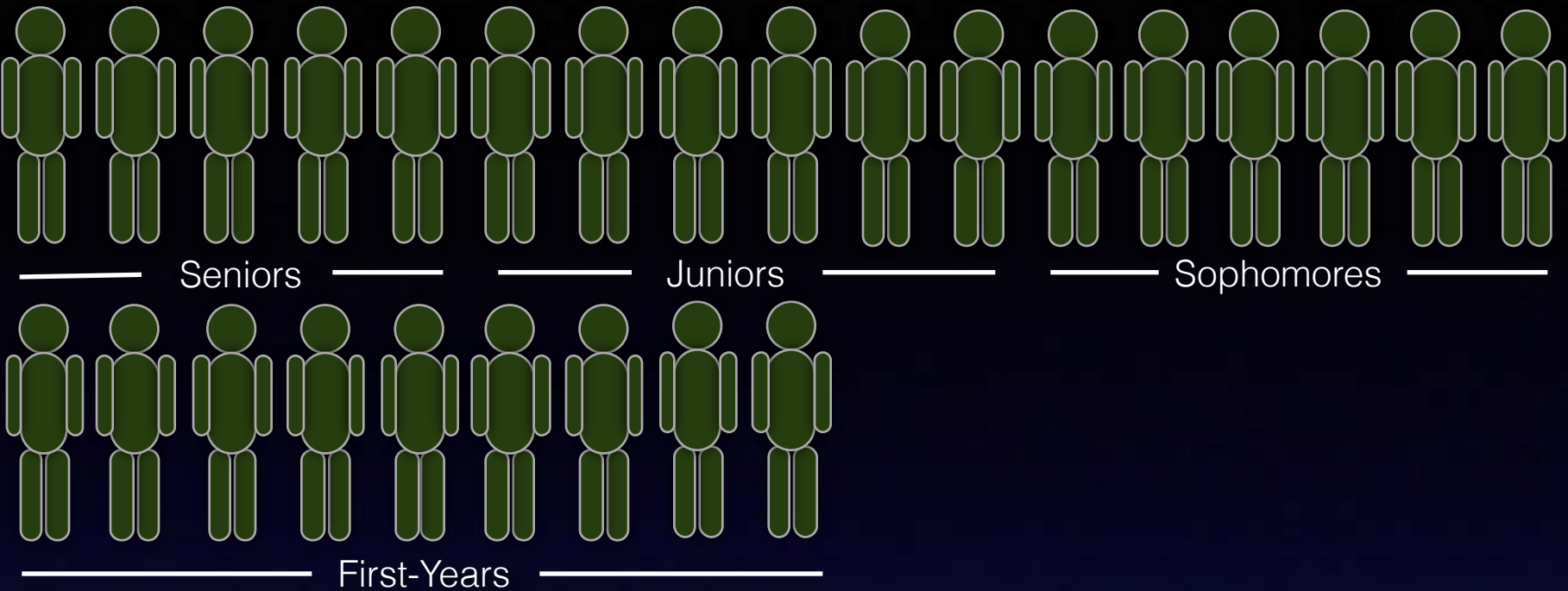
VPI



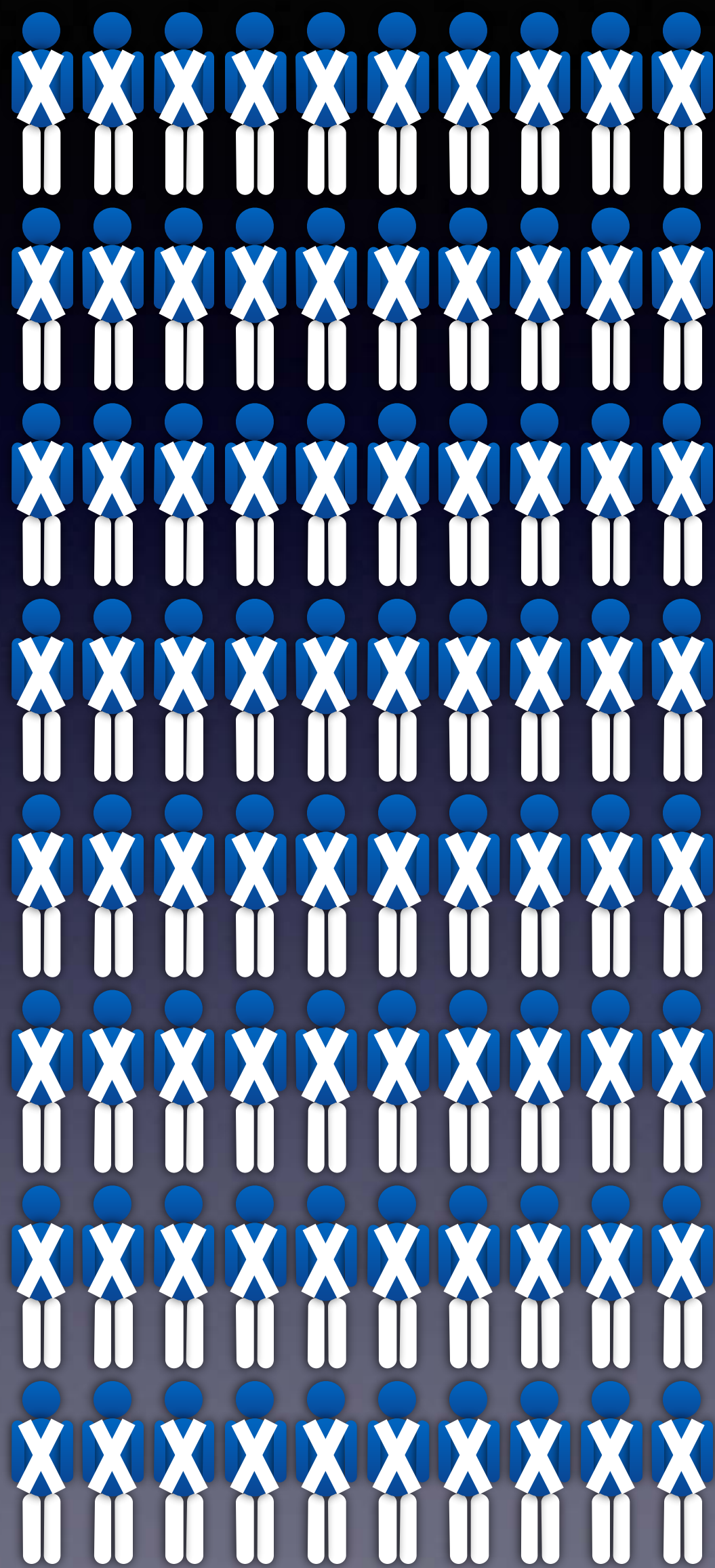
Corps Company



Tuesday Classes

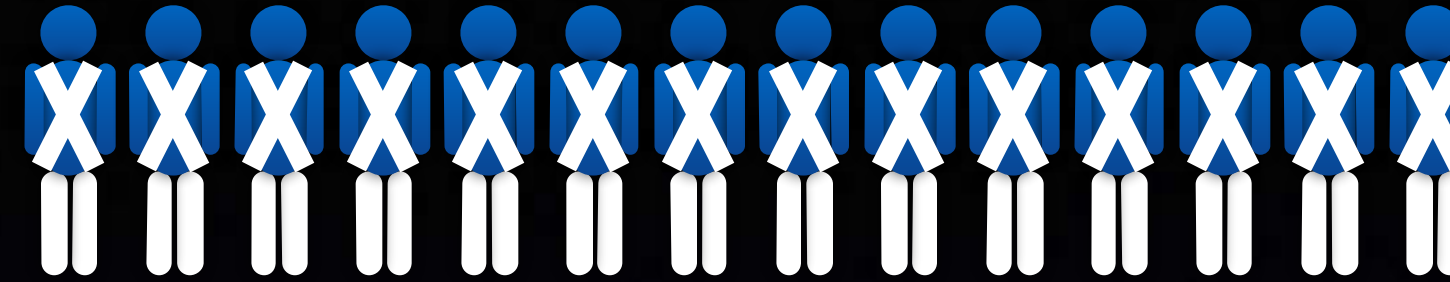


Corps Company

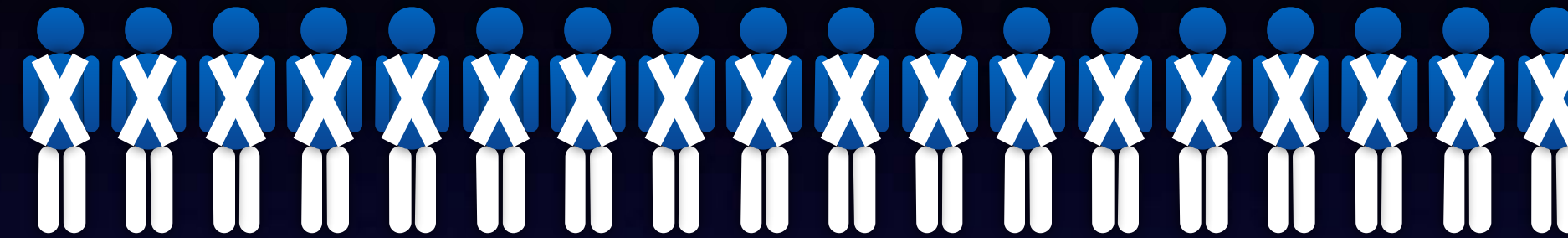


Thursday Corps Lab

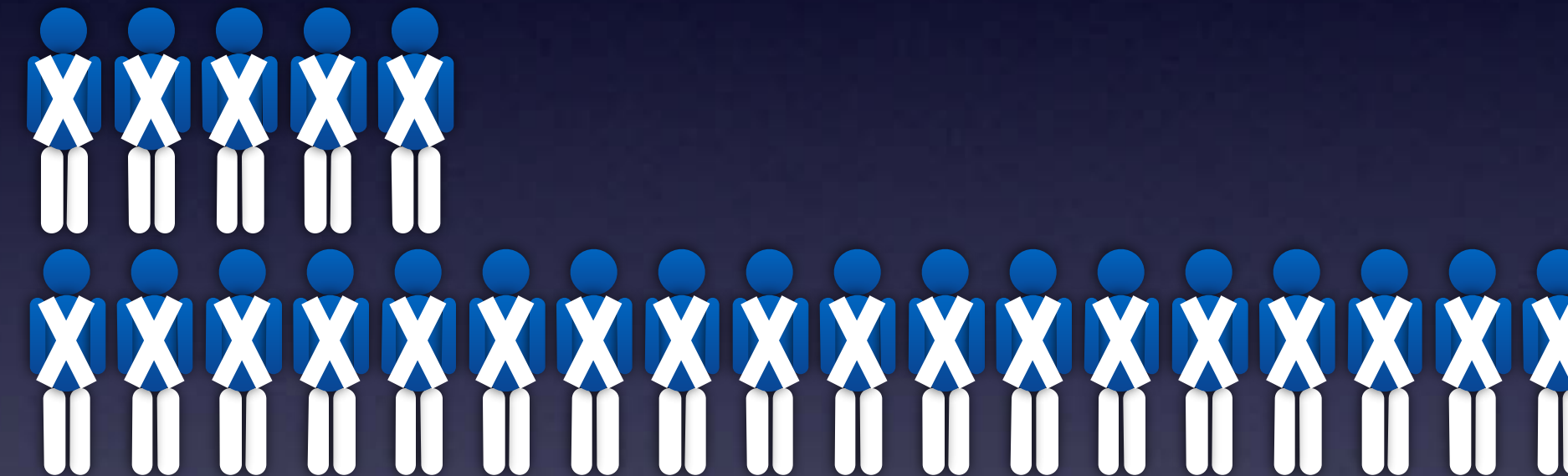
Seniors



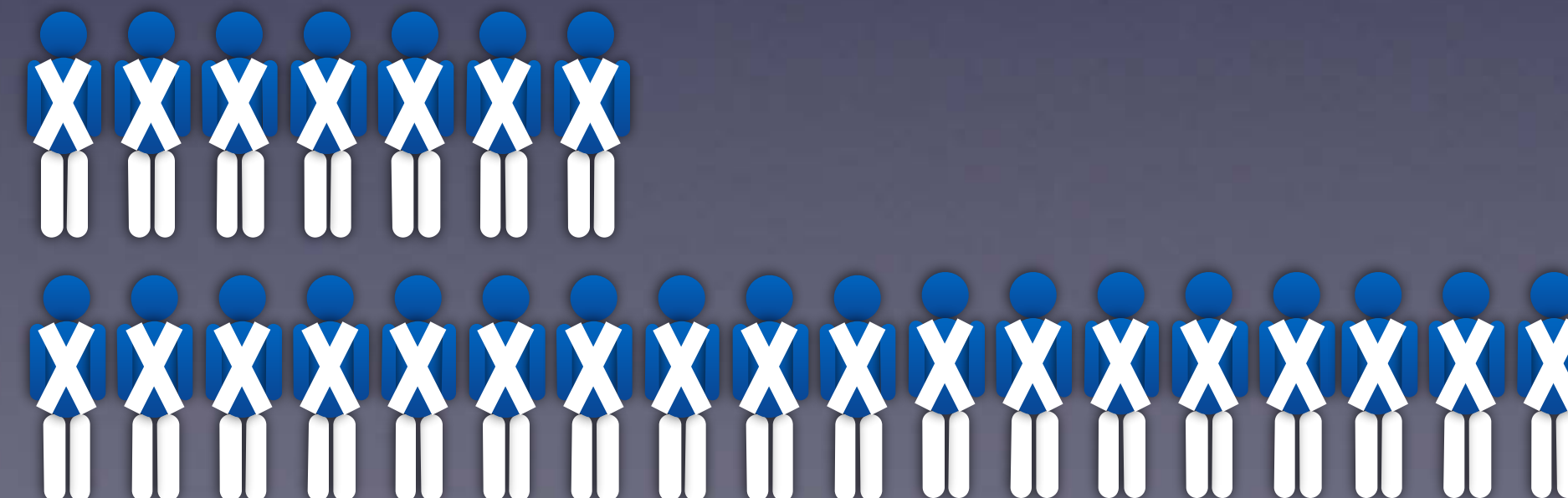
Juniors



Sophomores



First-Year



Vision



Global, Ethical Leaders: Now...More than Ever

- **World-class leader development programs**

Deliberate Development

First-Year Corps Curriculum

Learning & Academic Success

Curiosity

Plan of Study / GPA Strategies
Getting Things Done ©
College Success Strategies

Scholar Training
Critical Thinking
Collegiate Writing

GPA Analysis
Project Success
DARS Training

Self Understanding

Self Understanding

Emotional Intelligence

Strengths Quest Meyers-Briggs

Honor, Integrity, & Ethics

Integrity

Honor Code & Ethics

Leadership

Courageous Leadership

Active Followership *How to Study Leadership*
Basic Leadership Theory
Styles of Leadership

Role of NCO/First-Line Supervisor
Mentor-Protege Relationships
Servant Leadership Leadership Case Studies

Interpersonal Skills

Civility

Mentorship Active Listening

Basic Social Media *Interview Techniques / Mock Interview*

Life / Career Development

Curiosity

Chi-Running © *Career Exploration*
Choosing a Major / Career

Resume & Job Fair Preparation
Dress for Success *Basic Nutrition & Healthy Lifestyle*

Ut Prosim

Ut Prosim

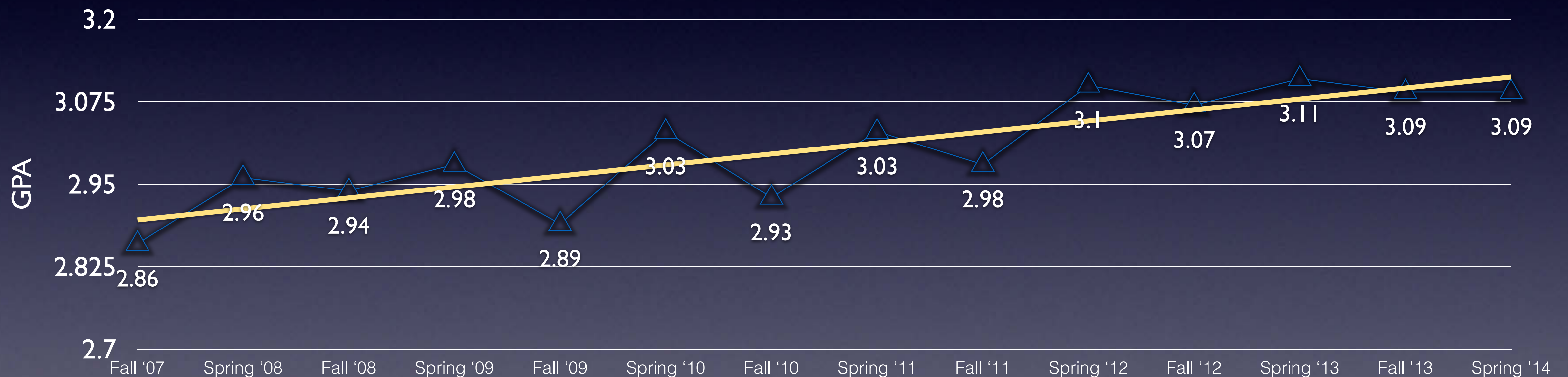
Unit Projects University Projects Community Projects

DSA Aspirations

Corps Curriculum

Citizen-Leader Curriculum

Increased Academic Excellence



Corps Average GPA

23 cadets with 4.0 628 Commandant's List!

Deliberate Development

Sophomore Corps Curriculum

Learning & Academic Success

Curiosity

Self Understanding

Self Understanding

Honor, Integrity, & Ethics

Integrity

Leadership

Courageous Leadership

Interpersonal Skills

Civility

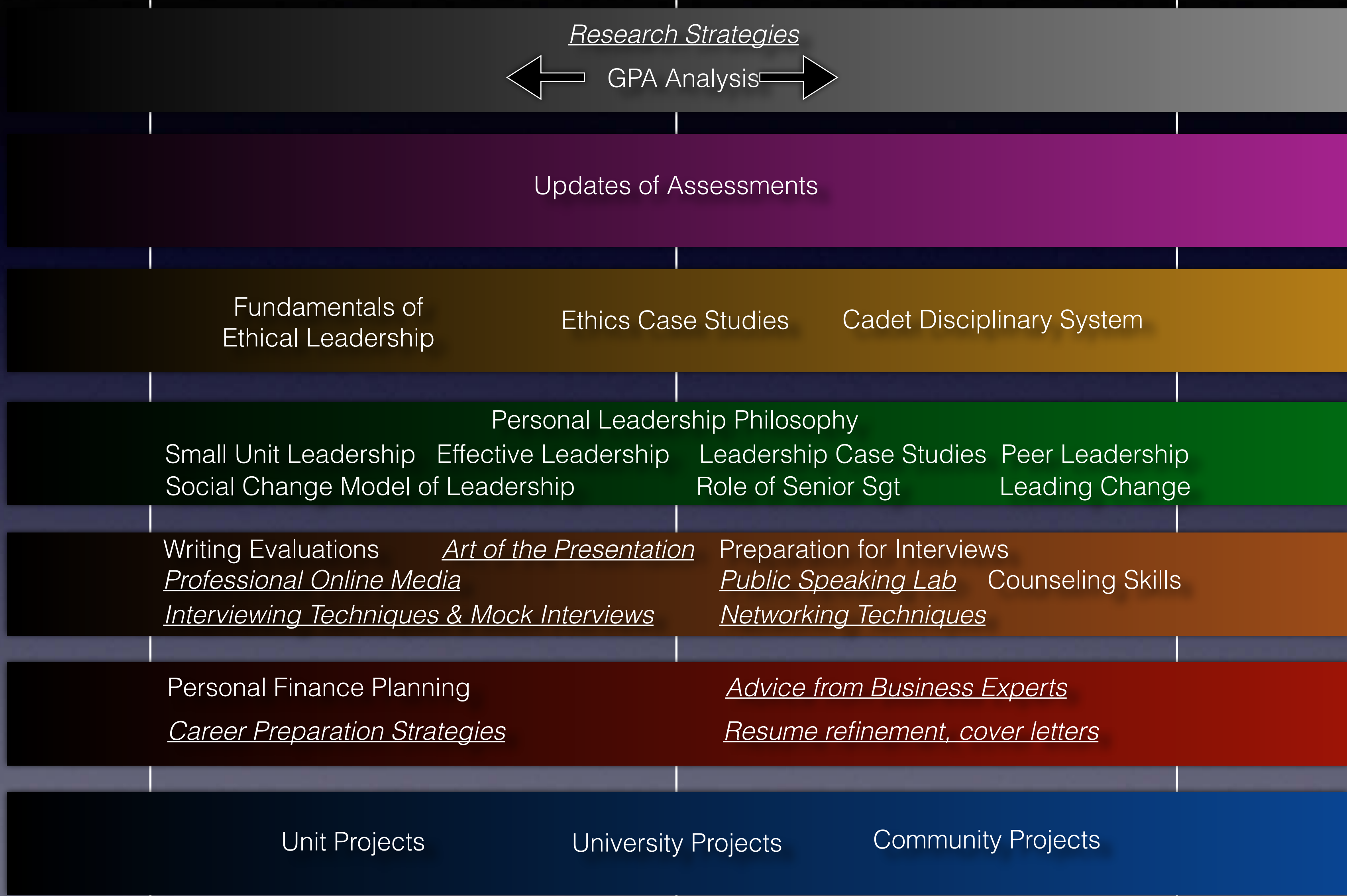
Life / Career Development

Curiosity

Ut Prosim

Ut Prosim

DSA Aspirations



Corps Curriculum

Citizen-Leader Curriculum

Deliberate Development

Junior Corps Curriculum

Learning &
Academic
Success

Curiosity

Self
Understanding

Self
Understanding

Honor, Integrity, &
Ethics

Integrity

Leadership

Courageous
Leadership

Interpersonal
Skills

Civility

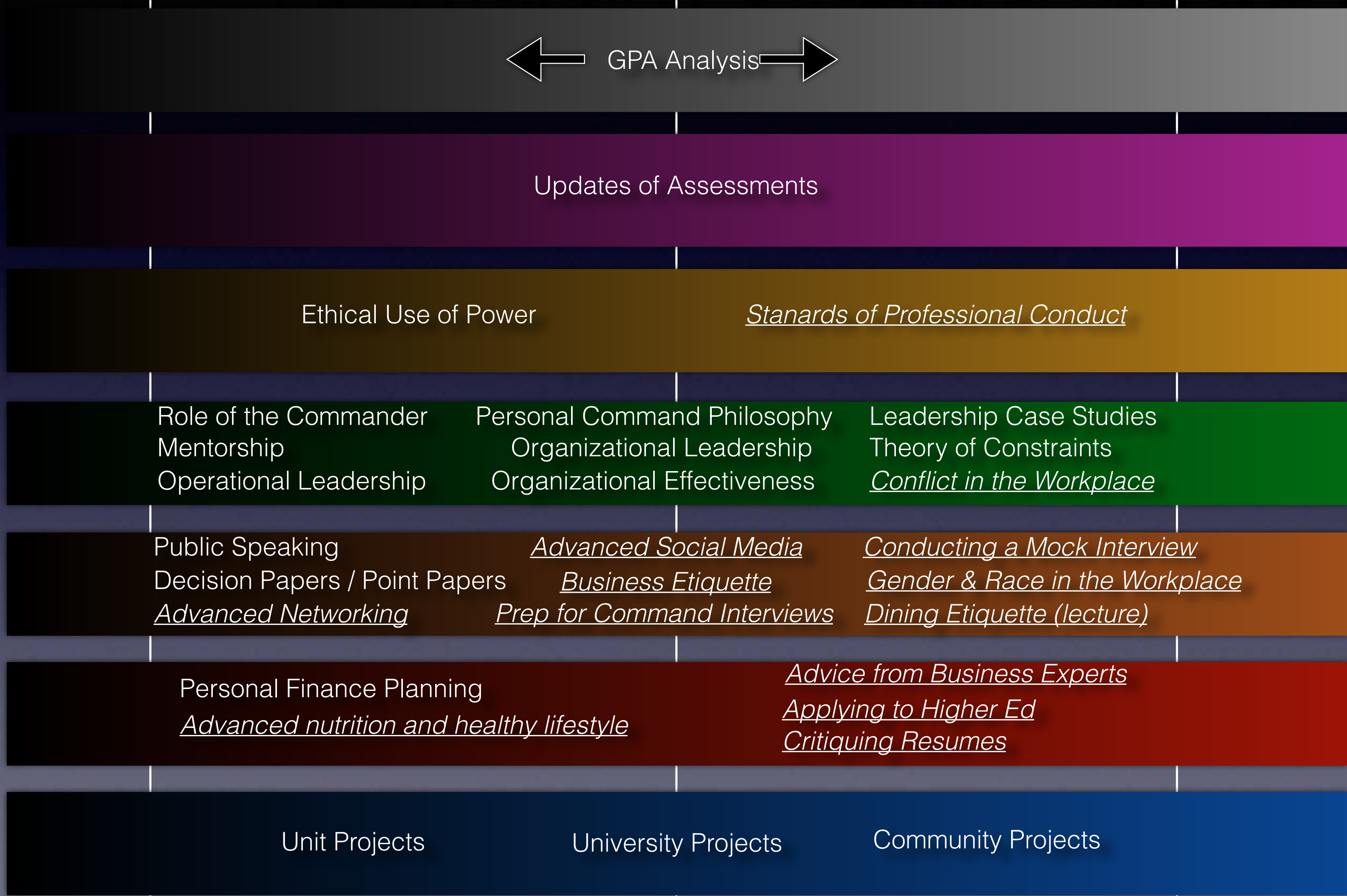
Life / Career
Development

Curiosity

Ut Prosim

Ut Prosim

DSA Aspirations



Corps
Curriculum

Citizen-Leader
Curriculum

Deliberate Development

Senior Corps Curriculum

Learning &
Academic
Success

Curiosity

Self
Understanding

Self
Understanding

Honor, Integrity, &
Ethics

Integrity

Leadership

Courageous
Leadership

Interpersonal
Skills

Civility

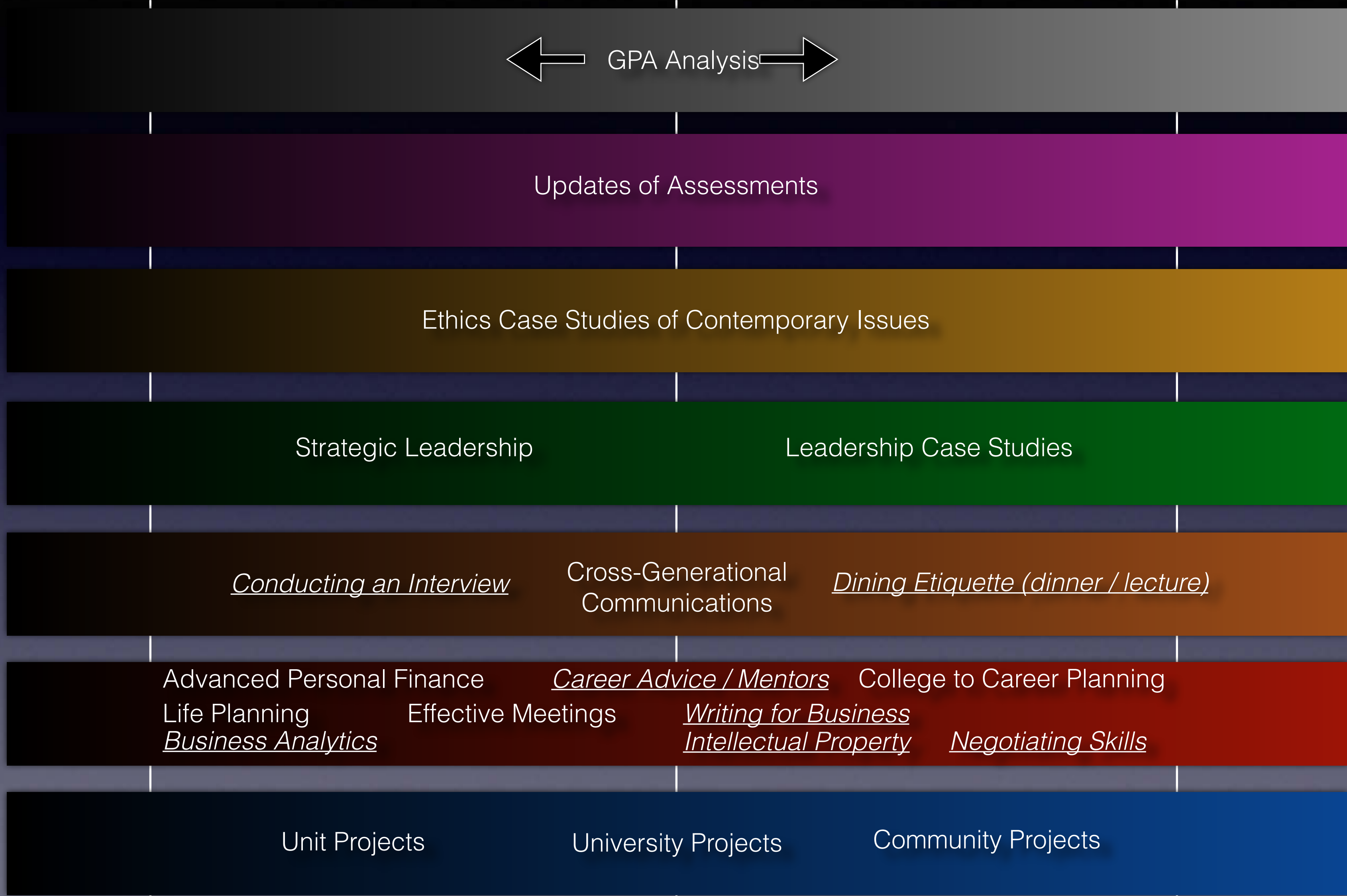
Life / Career
Development

Curiosity

Ut Prosim

Ut Prosim

DSA Aspirations



Corps
Curriculum

Citizen-Leader
Curriculum

Vision



Global, Ethical Leaders: Now...More than Ever

- **World-class leader development programs**
- **Maximize Military-Leader Track cadets receiving commissions**

Commissioning Rates

Multi-Service Programs

Virginia Tech	41%
58%	
Texas A&M	37%
119	
Four year high!	

Vision



Global, Ethical Leaders: Now...More than Ever

- **World-class leader development programs**
- **Maximize Military-Leader Track cadets receiving commissions**
- **Maximize Citizen-Leader Track cadets prepared for meaningful lives and careers**



**TEACHFOR
AMERICA**



The
WALT DISNEY
Company



Law
Enforcement



TARGET®
Professional Track



Commonwealth of Virginia



CGI
Federal



Graduate School



Law School



FBI



CIA



DIA



DLA

Rice Center Advisory Board





***Two-Thirds of the Graduating Citizen-Leader Track Cadets
Already Had Jobs or Graduate School in Hand***

Vision



Global, Ethical Leaders: Now...More than Ever

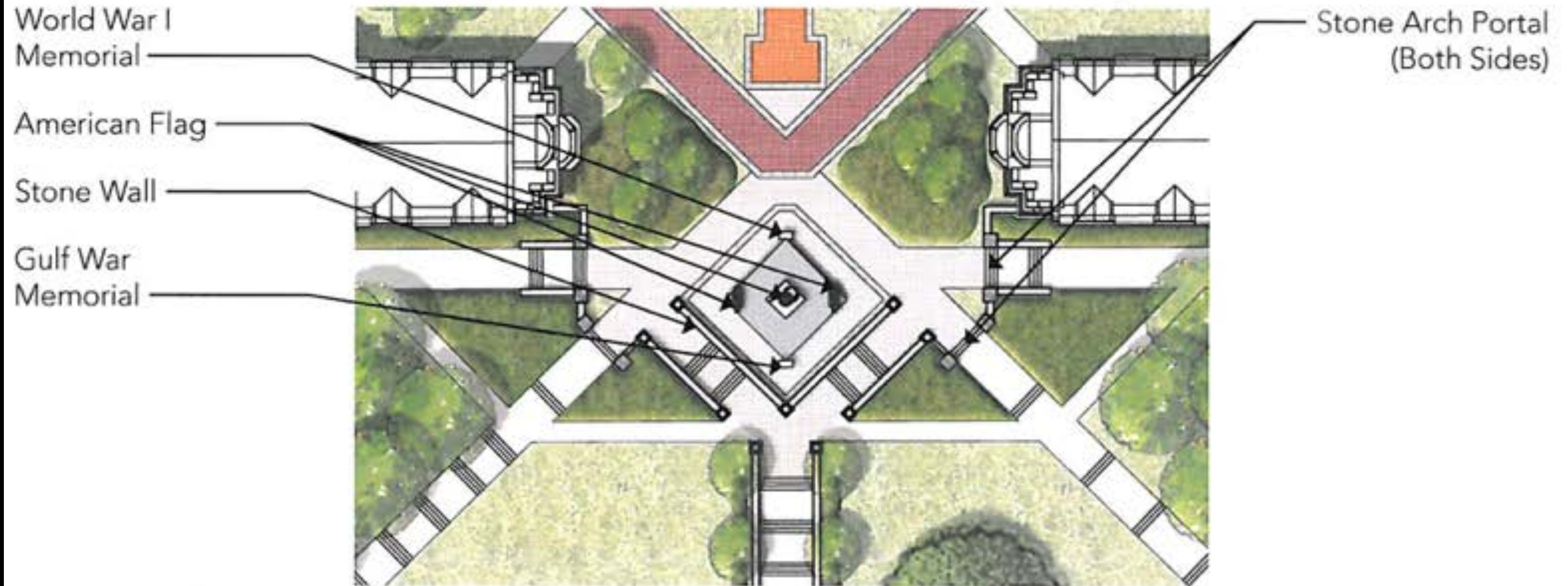
- **World-class leader development programs**
- **Maximize Military-Leader Track cadets receiving commissions**
- **Maximize Citizen-Leader Track cadets prepared for meaningful lives and careers**
- **Facilities that match the quality of our young men and women that reside and learn within them**

Upper Quad Update



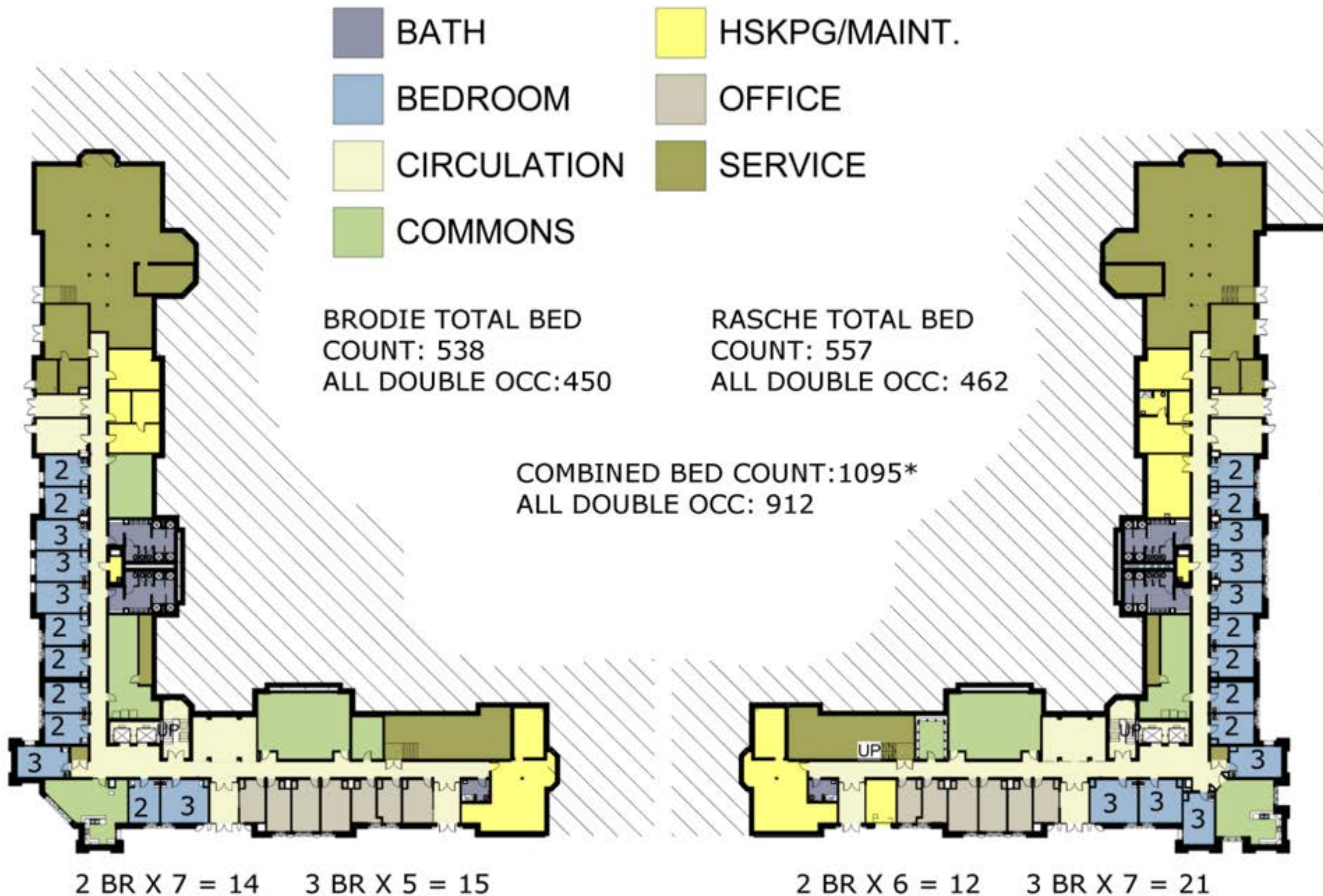
“The Rock” Preserved

Expanded Space for Memorials



The Rock ▲

The Rock ▼







*POTENTIAL 4 ADDITIONAL BEDS (SEE "SECOND-FOURTH FLOOR PLANS") = 1099

GROUND FLOOR PLANS

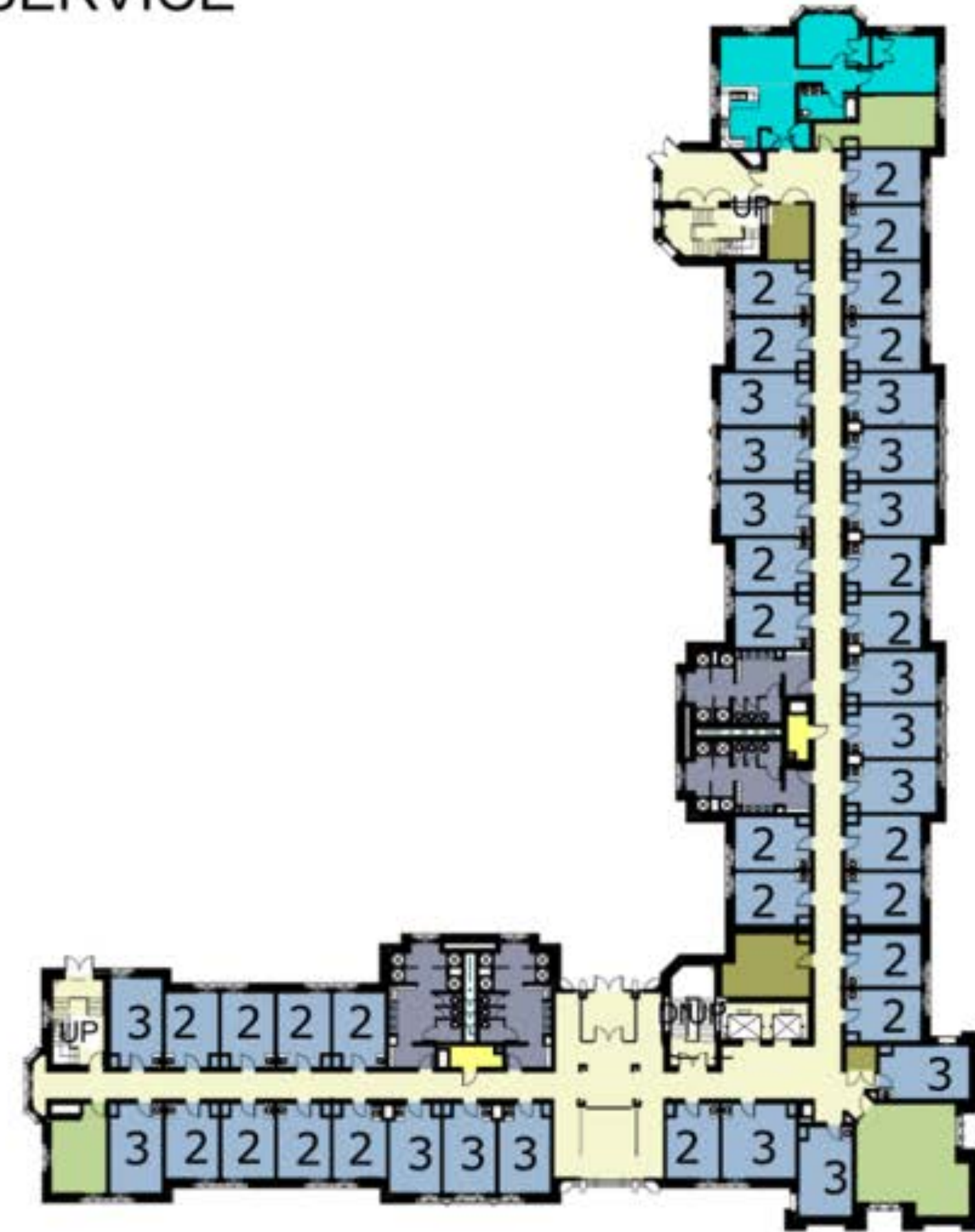
VIRGINIA TECH - UPPER QUAD RESIDENTIAL FACILITIES
Blacksburg, VA

09/09/13
1" = 50'-0" **CLARK • NEXSEN**
Architecture & Engineering

- | | |
|---|--|
|  APARTMENT |  COMMONS |
|  BATH |  HSKPG/MAINT. |
|  BEDROOM |  SERVICE |
|  CIRCULATION | |



2 BR X 25 = 50 3 BR X 16 = 48



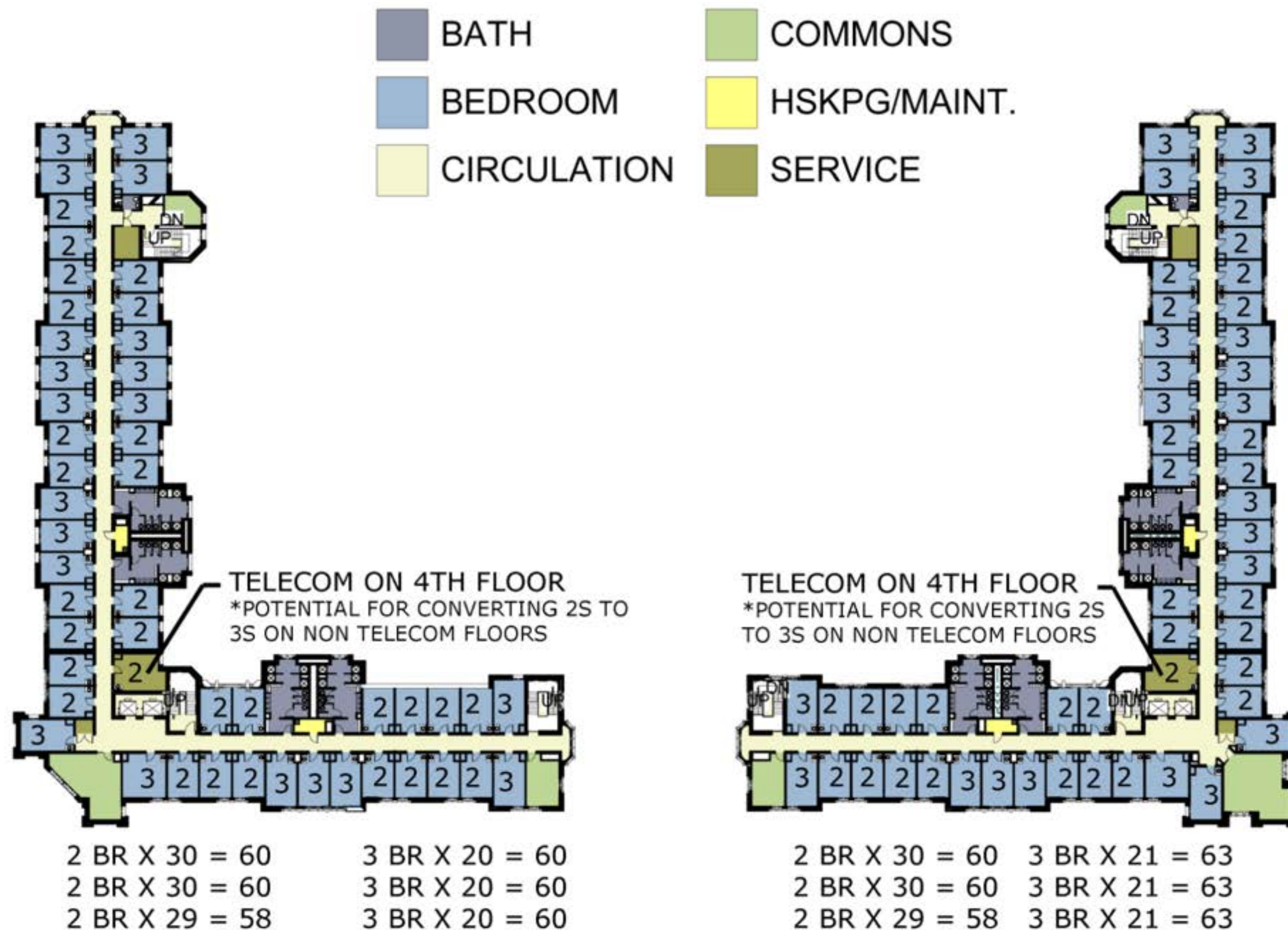
2 BR X 25 = 50 3 BR X 17 = 51

FIRST FLOOR PLANS

VIRGINIA TECH - UPPER QUAD RESIDENTIAL FACILITIES
Blacksburg, VA

09/09/13
1" = 50'-0"

CLARK • NEXSEN
Architecture & Engineering



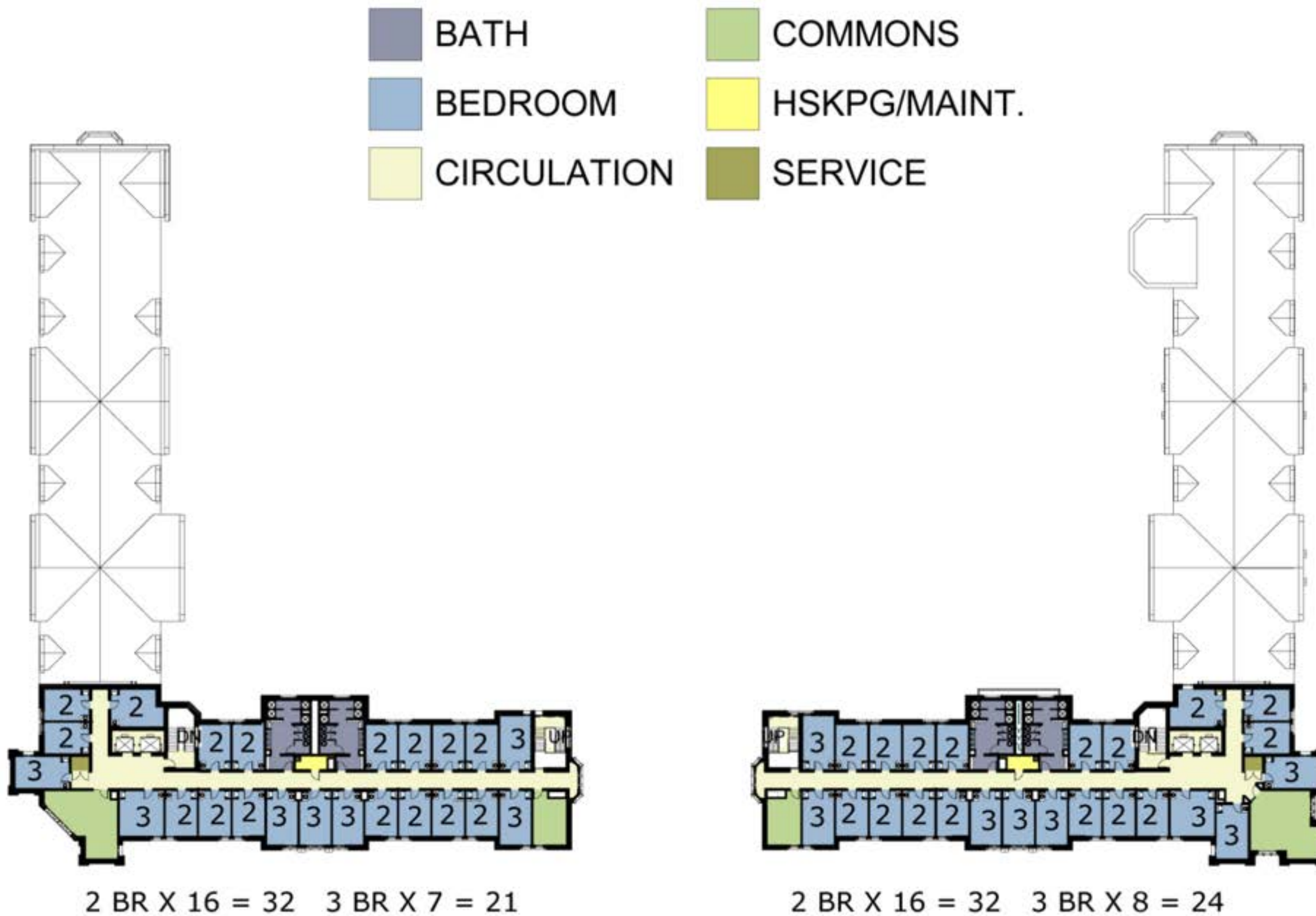
SECOND-FOURTH FLOOR PLANS

VIRGINIA TECH - UPPER QUAD RESIDENTIAL FACILITIES
Blacksburg, VA

09/09/13

1" = 50'-0"

CLARK • NEXSEN
Architecture & Engineering



ATTIC FLOOR PLANS

VIRGINIA TECH - UPPER QUAD RESIDENTIAL FACILITIES
Blacksburg, VA

09/09/13
1" = 50'-0"

CLARK • NEXSEN
Architecture & Engineering

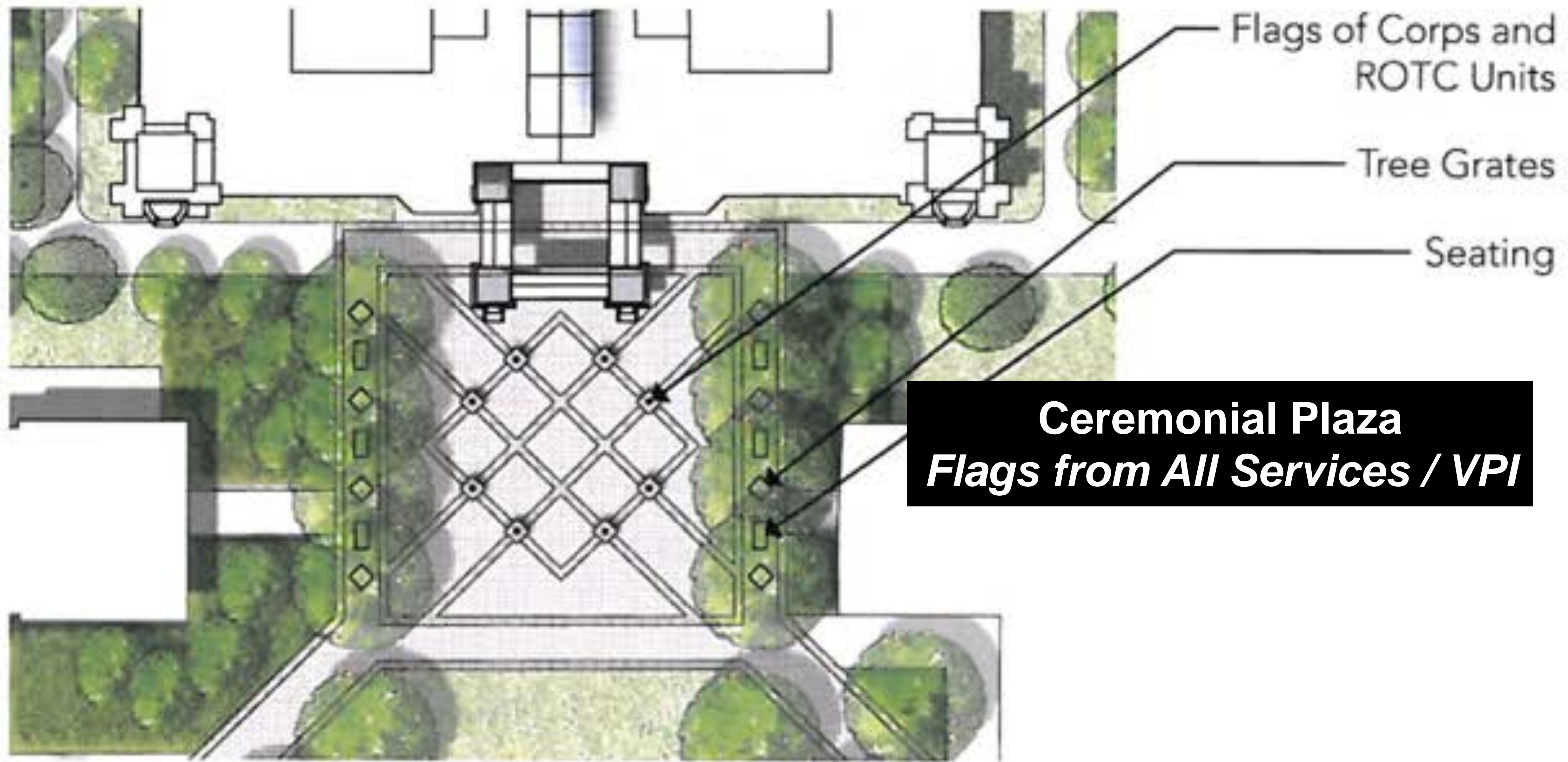
Flexible Room Layouts

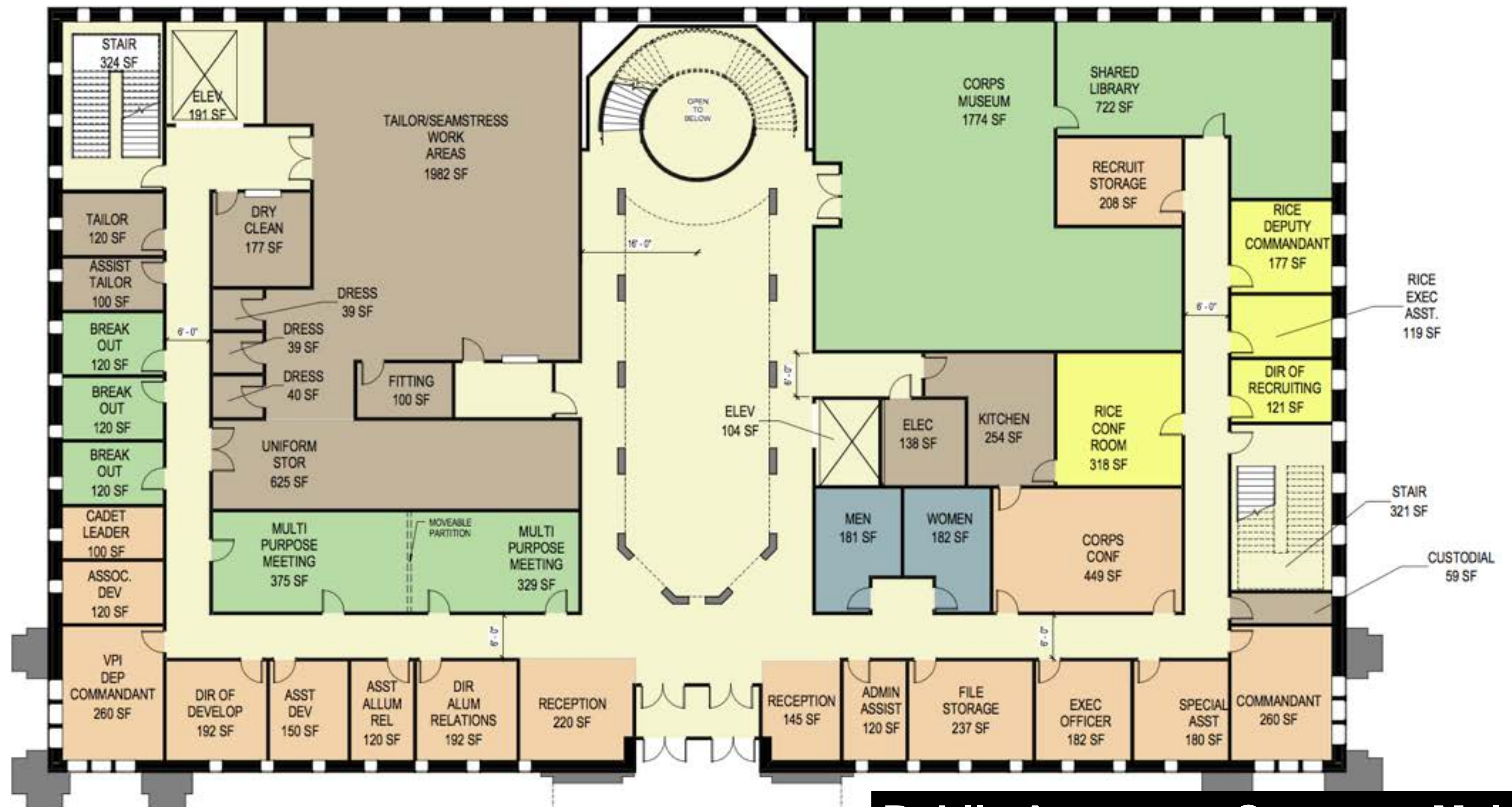
Additional Storage Space



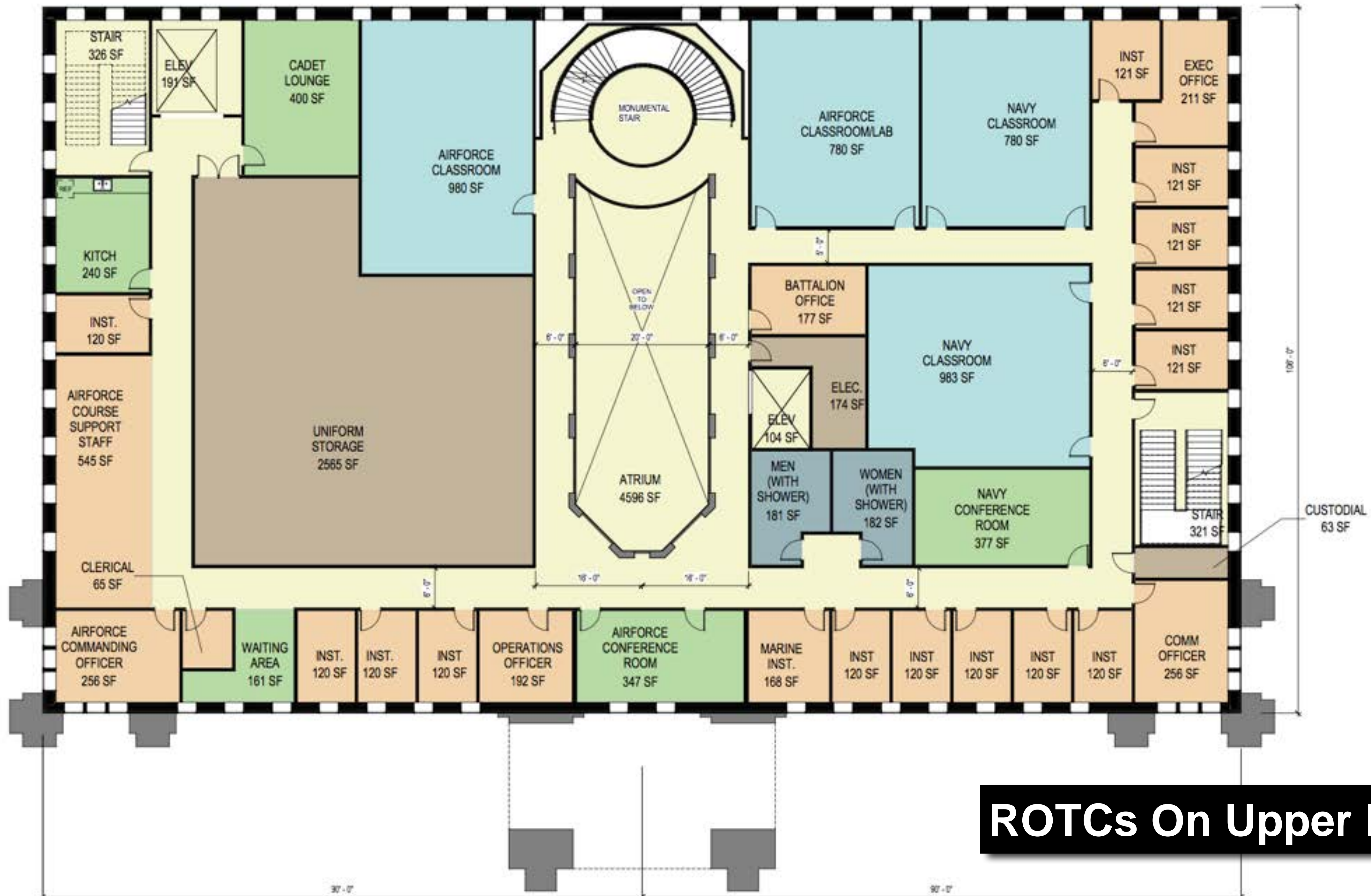


Corps Leadership & Military Science Bldg

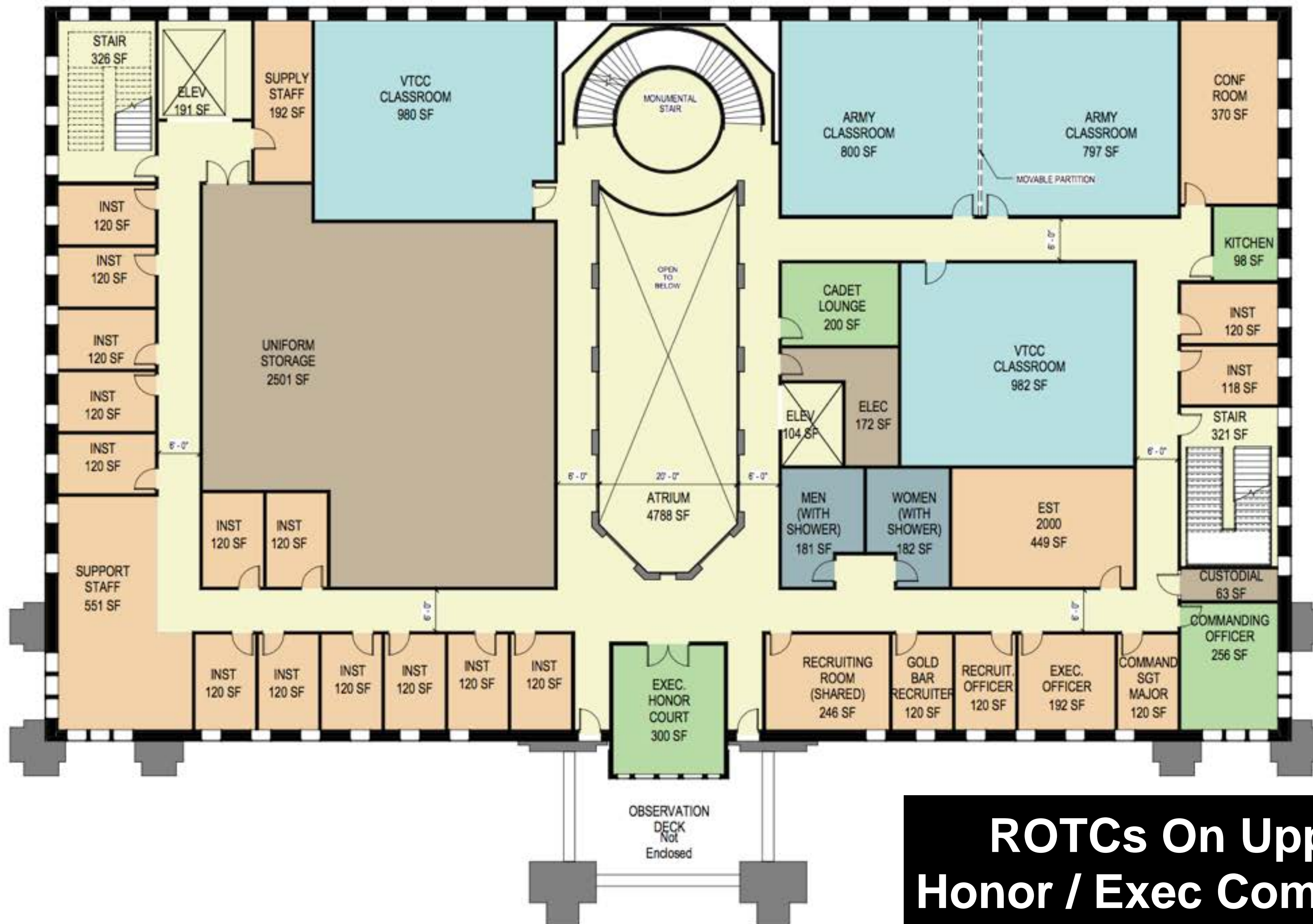




Public Access to Corps on Main Floor
Rice Center for Leader Development
Corps Museum **HT Practice Area**
Alumni / Development Offices
Tailor Shop

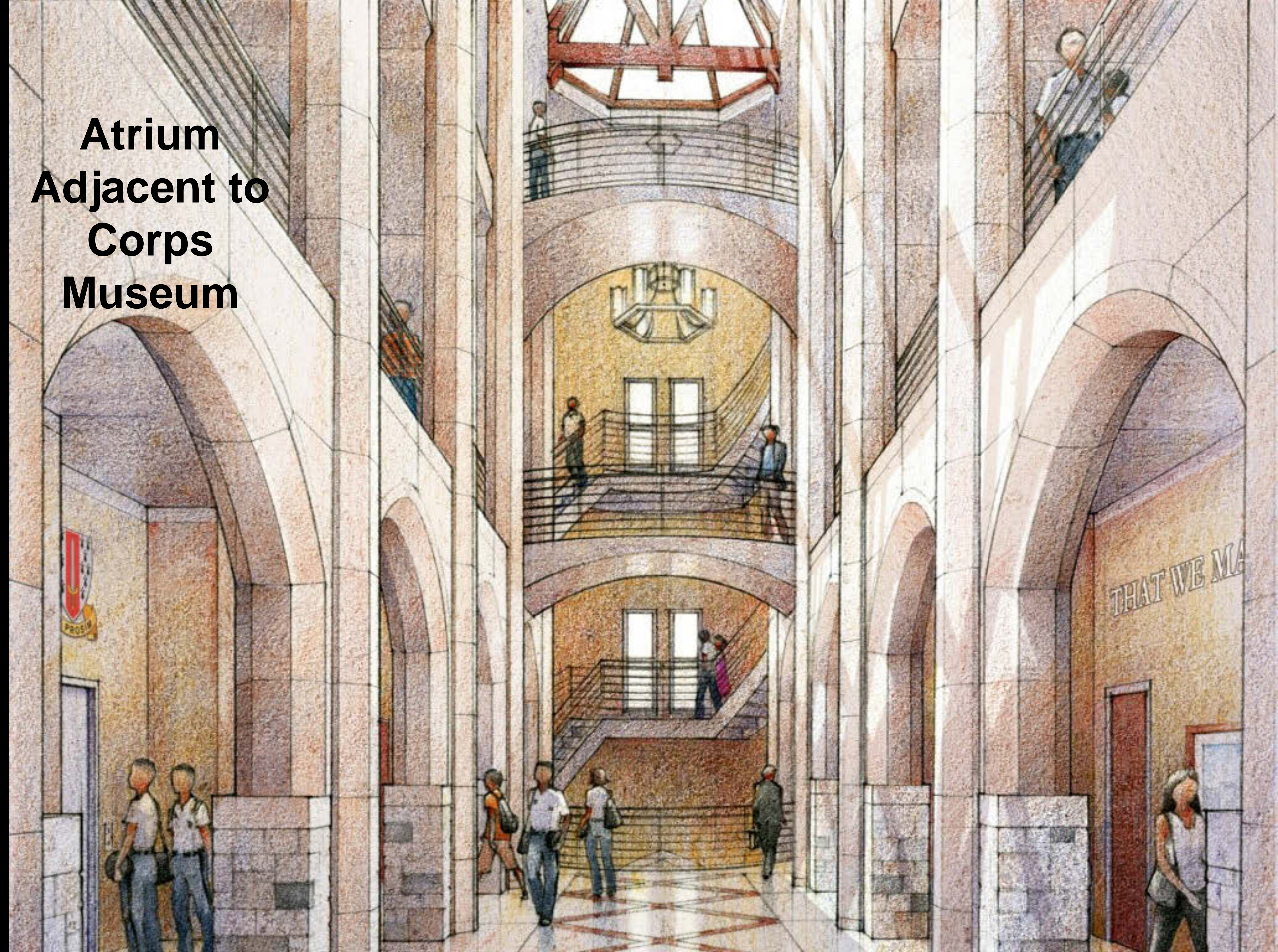


ROTCs On Upper Floors

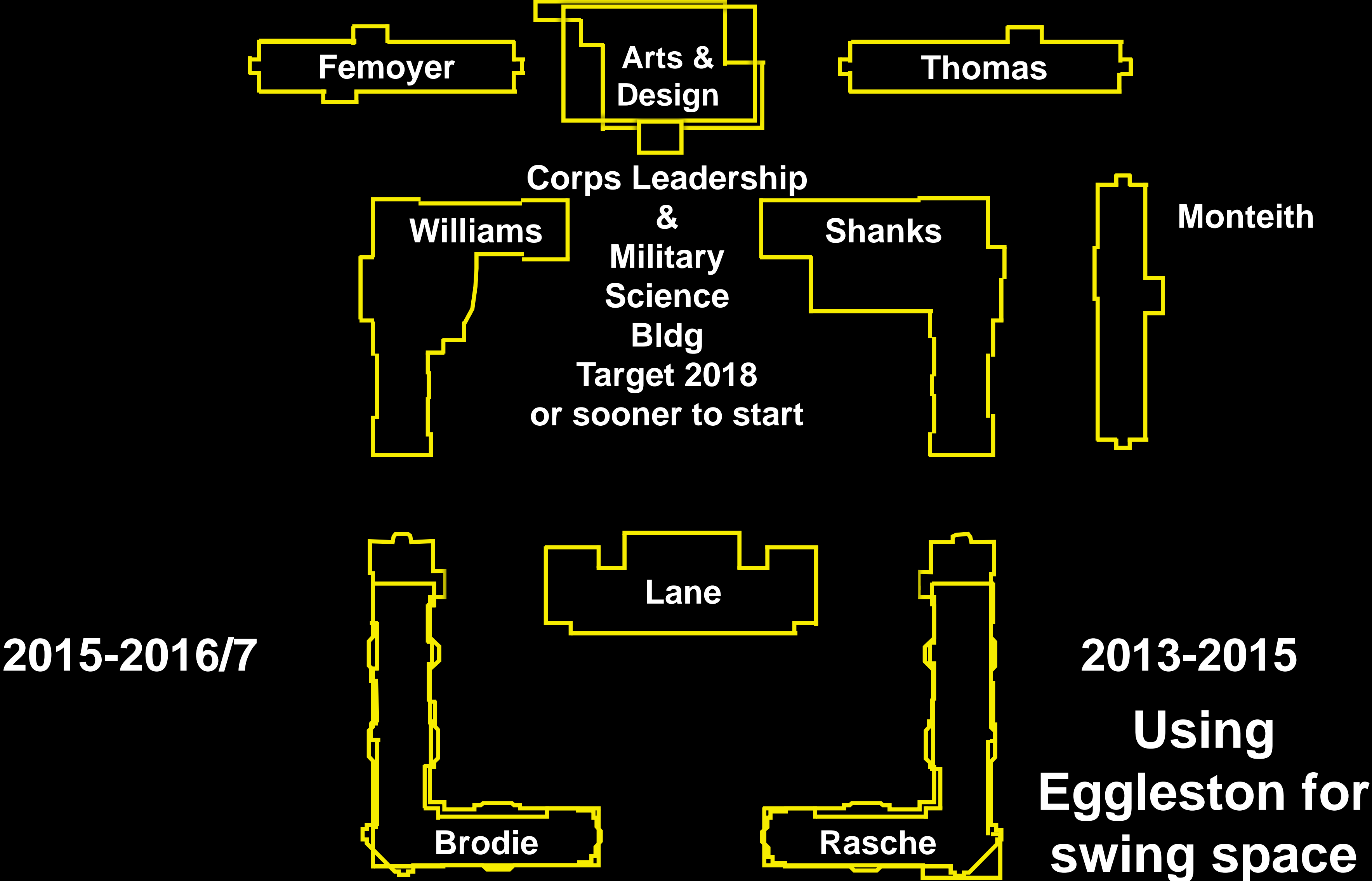


**ROTCs On Upper Floors
Honor / Exec Committee Room**

**Atrium
Adjacent to
Corps
Museum**



Timeline



Honor and Preserve the Past
Inspire Future Generations



Vision



Global, Ethical Leaders: Now...More than Ever

- **World-class leader development programs**
- **Maximize Military-Leader Track cadets receiving commissions**
- **Maximize Citizen-Leader Track cadets prepared for meaningful lives and careers**
- **Facilities that match the quality of our young men and women that reside and learn within them**
- **Continue to add value to our alumni for the rest of their lives**

Follow the Corps on Facebook!

facebook.com/cvtcc Click on “LIKE”



Commandant, Corps of Cadets, Virginia Tech

1,781 likes · 230 talking about this

✓ Liked



Public Figure

This site provides updates on the activities and programs of Virginia Tech's Corps of Cadets.

About



Photos



Likes



**To graduate leaders of exemplary character
who are instilled with the values and skills
essential for leadership success
in service to the nation.**

The Mission of the Virginia Tech Corps of Cadets

MINUTES

November 10, 2014

The Board of Visitors of Virginia Polytechnic Institute and State University met on Monday, November 10, 2014, at 1:20 p.m. in Torgersen Boardroom (Room 2100), Virginia Tech Campus, Blacksburg, Virginia.

Present

Mr. James L. Chapman, IV (Vice-Rector)
 Dr. Nancy V. Dye
 Mr. William D. Fairchild, III
 Mr. Cordel Faulk
 Mr. B. Keith Fulton
 Ms. Deborah Leigh Martin Petrine (Rector)
 Mr. Michael J. Quillen
 Rev. Wayne H. Robinson
 Dr. J. Thomas Ryan
 Mr. Mehul P. Sanghani
 Mr. Dennis H. Treacy
 Mr. Horacio A. Valeiras

Absent

Mr. John C. Lee, IV
 Mr. Steve Sturgis

Constituent Representatives:

Dr. Bernice L. Hausman, Faculty Representative
 Mr. Walter D. Cook III (Dan), Staff Representative
 Ms. S. Ashley Francis, Graduate Student Representative
 Mr. Austin Larowe Undergraduate Student Representative

Also present were the following: President Timothy Sands, Mr. Ralph Byers, Ms. Shelia Collins, Mr. Thim Corvin, Mr. John Cusimano, Ms. Wanda Dean, Dr. Karen DePauw, Dr. John Dooley, Mr. Eric Earnhart, Dr. Jack Finney, Dr. Elizabeth Flanagan, Chief Kevin Foust, Dr. Guru Ghosh, Ms. Hunter Gresham, Ms. Natalie Hart, Ms. Kay Heidbreder, Mr. Larry Hincker, Mr. Tim Hodge, Dr. Rachel Holloway, Ms. Sharon Kurek, Dr. Stephen McKnight, Dr. Mark McNamee, Dr. Scott Midkiff, Mr. Michael Mulhare, Ms. Kim O'Rourke, Mr. Mark Owczarski, Dr. Patty Perillo, Dr. Ellen Plummer, Ms. Savita Sharma, Mr. Dwight Shelton, Ms. Sandra Smith, Mr. Jeb Stewart, Dr. Tom Tillar, Mr. David Travis, Dr. Robert Walters, Dr. Lisa Wilkes, Dr. Sherwood Wilson, faculty, staff, students, guests, and reporters.

* * * * *

Rector Petrine began the meeting by asking all veterans to stand and be recognized.

* * * * *

Rector Petrine asked for a motion to approve the minutes of the September 15, 2014, meeting as distributed. The motion was made by Mr. Chapman and seconded by Mr. Fairchild. The minutes were approved.

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Rector Petrine called on Mr. Treacy 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. Treacy, seconded by Dr. Ryan, and approved unanimously.

Resolution for Approval of the Master of Arts Degree in Women's and Gender Studies

That the resolution to establish the master of arts degree in women's and gender studies be approved. (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. Treacy, seconded by Dr. Ryan, and approved unanimously.

Resolution for Approval of the Bachelor of Science Degree in Systems Biology

That the resolution to establish the bachelor of science degree in systems biology 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. Treacy, seconded by Dr. Ryan, and approved unanimously.

Resolution for Approval to Discontinue Bachelor of Arts Degree In Humanities, Science, and Environment

That the resolution to discontinue the bachelor of arts degree in humanities, science, and environment be approved. (Copy filed with the permanent minutes and marked Attachment D.)

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

**Resolution for Approval to Reaffirm University Policies on
Awarding Credits to Students for Military Education and Training**

**That the resolution to reaffirm University Policies on Awarding
Credits to Students for Military Education and Training be approved.**
(Copy filed with the permanent minutes and marked Attachment E.)

* * * * *

REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE

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

On behalf of the Board, Rector Petrine officially recognized Michael Mulhare, Director of Emergency Management, and the Virginia Tech Office of Emergency Management for making Virginia Tech the first and only institution of higher education in the United States to be accredited by the Emergency Management Accreditation Program (EMAP). She commended the work of the Office of Emergency Management and their partners across campus on this outstanding achievement.

* * * * *

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

**Resolution for Approval for Partial Relocation of
Blacksburg-Virginia Polytechnic Institute Sanitation Authority Easement**

**That the resolution authorizing the Vice President for Administration
to execute an easement to Blacksburg-Virginia Polytechnic Institute
Sanitation Authority be approved.** (Copy filed with the permanent
minutes and marked Attachment G.)

* * * * *

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

Resolution for Approval to Clarify Virginia Tech/Montgomery Regional Airport Authority Board of Visitors November 18, 2013, Resolution

That the resolution clarifying the Board of Visitors Resolution dated November 18, 2013 entitled Resolution On Transfer Of Property To Virginia Tech/Montgomery Regional Airport Authority be amended, in part, to clarify and affirm the Board of Visitors is in agreement with Article VI Reversion Clause as stated in the Agreement For Purchase And Sale of Real Estate dated November 2013 be approved. (Copy filed with the permanent minutes and marked Attachment H.)

* * * * *

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

Resolution for Approval of Demolition of University Buildings

That the resolution authorizing the demolition of the Lane Electrical Substation Control Building 0206 be approved. (Copy filed with the permanent minutes and marked Attachment I.)

* * * * *

REPORT OF THE FINANCE AND AUDIT COMMITTEE

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

* * * * *

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

**Resolution for Approval of the Year-to-Date Financial Performance Report
(July 1, 2014 – September 30, 2014)**

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, 2014, through September 30, 2014, and the Capital Outlay report be accepted. (Copy filed with the permanent minutes and marked Attachment K.)

* * * * *

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

Resolution for Approval of Revisions to the 2014-2020 Six-Year Plan

That the Board of Visitors approve the revised 2014-2020 six-year plan. (Copy filed with the permanent minutes and marked Attachment L.)

Mr. Chapman explained that the six-year plans are part of the iterative planning process established by the Higher Education Opportunity Act of 2011, and intended to provide a basis for discussion of potential investments, costs and fund splits between institutions and the state. They do not commit the Board to any specific costs or financial actions, including tuition increases. The Commonwealth requires institutions either to ratify or revise their six-year plans in even-numbered years, demonstrate progress towards university and state goals, display General Fund investment from the previous General Assembly session, and include any additional initiatives not included in the originally submitted plan.

For the first year (2014-15), the Commonwealth was ultimately only able to fund the university at a level similar to 2013-14. Therefore progress towards the plan was limited to the highest priority initiatives, and initiatives in the second year are also reduced to reflect the limited progress made in the first year.

The university's plans are not balanced with projected nongeneral fund revenue. Rather, the difference between projected costs and forecasted revenues is an implicit request for state support. The original plan (submitted in the summer of 2013) showed \$106 million additional funding needed, with \$49 million to come from tuition. This revised plan is revised downward to show \$77 million needed for 2015-16, with \$42 million coming from tuition. Currently, the plan includes a projected tuition and fee rate increase of 4.8 percent for 2015-16 for resident undergraduates and 3.1 percent for nonresident undergraduates. While the plan includes the projected tuition increase for planning purposes, the Board retains the authority for approving the final tuition and fee rates. Tuition and fees are traditionally approved by the Board in the spring.

* * * * *

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

**Resolution for Approval of the
Pratt Fund Program and Expenditures Report**

That the 2013-14 Pratt Funds Activity Statement for the College of Engineering be approved. (Copy filed with the permanent minutes and marked Attachment M.)

* * * * *

REPORT OF THE RESEARCH COMMITTEE

Rector Petrine called on Dr. Dye for the report of the Research Committee. (Copy filed with the permanent minutes and marked attachment N.)

* * * * *

REPORT OF THE STUDENT AFFAIRS AND ATHLETICS COMMITTEE

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

* * * * *

PRESIDENT'S REPORT

Report of Research and Development Disclosures

As part of the President's report, President Sands shared with the Board that there is nothing to report in regard to the **Report of Research and Development Disclosures**. (Copy filed with the permanent minutes and marked Attachment P.)

* * * * *

As part of the President's report, President Sands called on Ms. Heidbreder to discuss the **Governor's Executive Order, Number Two, Personnel Directive Prohibiting the Receipt of Certain Gifts; Establishment of Executive Branch Ethics Commission**. She distributed copies of the order to the Board and explained that this new order was issued when Governor Terence McAuliffe took office in January 2014. It is a directive prohibiting receipt of certain gifts by officers and employees of the executive branch; the order is intended to address gifts that may be designed to influence public business. The executive order also created an Executive Branch Ethics Commission. This executive order serves as a companion document to the Conflict of Interest Act. This Act is the General Assembly's mandate of what is illegal, and the executive order lays out the Governor's expectations for all officers and employees. The order addresses a gift that could create the appearance of an impropriety. The key features are that no officer or employee or member of that officer or employee's immediate family may accept anything of value in excess of \$100 per year from a single source. The qualification is that anything of value that is less than \$25 does not count toward the \$100 cumulative annual total. Another qualification is that officers and employees may receive or be reimbursed for legitimate travel and related expenses incurred while engaging in an activity that serves a legitimate public purpose promoting the interests of the commonwealth. As with the Conflict of Interest Act, there are certain exceptions. The Attorney's General's office has clarified guidance offered during the training session conducted by SCHEV with respect to tickets to events held at an institution of higher education. Ms. Heidbreder concluded that the order also created an Executive Branch Ethics Commission; if Board members have questions or need detailed information about the order, they can seek written guidance from that commission.

As part of President Sands' report to the Board, he commented on the following items:

Presidential Policy Memorandum No. 288—University Travel Policy Regarding Countries with Centers for Disease Control and Prevention (CDC) Travel Warnings - Because of the recent Ebola outbreak, he informed the Board that a Presidential Policy Memorandum has been issued to create a formal university travel policy related to travel to countries for which the CDC has issued a Warning Level 3 travel health notice. No such travel policy was in place, and it was decided to ban travel to Level 3 countries. Requests for exceptions will be considered for humanitarian or scientific purposes. He noted that Virginia Tech researchers also have been working on the Ebola crisis. In June, researchers from the Virginia Bioinformatics Institute with the use of modeling technology were able to predict that if a single case of Ebola made it to the U.S., our country's practices would enable the number of resulting cases to be contained to about a dozen.

Academic Oversight of Student-Athletes - In light of recent reports of failed academic oversight of student-athletes at well-respected universities, President Sands noted that he has directed that a comprehensive review of academic integrity, particularly with respect to our student-athletes, be conducted. Policies are in place here, but it is important that the university conduct a thorough review to ensure that the university is in good shape. He will report back to Board on this issue.

Governor's Task Force on Combating Campus Sexual Violence - The task force will focus on finding common solutions to building safer, more educated college communities within the state, with the goal of creating best practices for education and preventing sexual violence on campus. It will likely be June 2015 before the university will receive a comprehensive report on this.

Student Demographics—Statewide and Nationally - Student demographics, both statewide and nationally, will impact enrollment patterns for the future. He will report to the Board about this issue at an upcoming meeting.

Presidential Installation - He thanked everyone for their work on the installation events. It was quite spectacular. The students, faculty, staff, and alumni who contributed to this put in a tremendous amount of time, and he thinks it all worked out beautifully in terms of showcasing the strengths of Virginia Tech, not only for the campus community, but for the alumni and the surrounding community. There were some distinguished visitors on campus such as Brian Lamb and France Córdova, along with hundreds of other people.

Lincoln Project - He reported that recently he had an opportunity to participate in the Lincoln Project: Excellence and Access in Public Higher Education in a regional forum event for Virginia. This is a project of the American Academy of Arts & Sciences and is a three-year initiative designed to identify and develop effective new strategies to address the challenges facing public research universities. The project is engaging state and federal policy makers, university and business leaders, philanthropists, and the broader public to highlight the critical role that these institutions play in our nation. Ultimately, the project will encourage the development of new federal, corporate, and philanthropic sources of support to help sustain public higher education in every state. The purpose of the first regional forum was to share local and regional perspectives on the issue of public higher education (and public research universities in particular), encourage discussion among attendees, and provide feedback on the key issues of focus for the Lincoln Project. This session was intended to be interactive and provide a forum for challenging questions, innovative strategies, and constructive debate.

Since the Morrill Act and then the GI Bill were implemented, there has not been a significant change in the way to approach public higher education in the U.S. In preparing for the forum, President Sands shared with the Board a slide that he believes reinforces something about Virginia Tech. He presented a slide showing the university's six-year graduation rate versus the university's acceptance rate in comparison to other universities (copy filed with the permanent minutes and marked Attachment P). The ideal situation would be for the university to accept 100 percent of the students who really want to be at Virginia Tech and then graduate 100 percent in six years. Virginia Tech wishes to be in the upper right-hand quadrant of the graph. The slide reveals that Yeshiva University has all this figured out. Virginia Tech and the University of Virginia are on the leading edge. The slide is a testament to the work that has been done here at the university for decades—a true achievement with an 83 percent graduation rate and 70 percent acceptance rate. Yet, on the important dimension of net price, Virginia Tech is not as competitive, and the university will delve into that issue further.

Motion to Begin Closed Session

Mr. Chapman 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, 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 Awards.

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

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

Litigation Report

Not for Approval

Motion to Return to Open Session

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

Mr. Chapman made the following motion:

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

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

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

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

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Upon motion by Mr. Fulton and second by Mr. Quillen, unanimous approval was given to the resolutions for approval of **External Awards (2)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment Q.)

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Upon motion by Mr. Fairchild and second by Mr. Treacy, approval was given to the resolution for approval of **Naming of University Facilities (8)** as considered in Closed Session. Mr. Sanghani abstained from voting on the Apex Systems Center for Innovation and Entrepreneurship because of his association with the donors. President Sands pointed out that the name of the center will be reviewed every 10 years. (Copy filed with the permanent minutes and marked Attachment R.)

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Upon motion by Mr. Chapman and second by Mr. Faulk, approval was given to the resolutions for Approval of **Emeritus Requests (4)** as considered in Closed Session. (Copies filed with the permanent minutes and marked Attachment S.)

* * * * *

Upon motion by Mr. Fairchild and second by Mr. Faulk, approval was given to the resolutions for approval of **Endowed Chairs, Professorships, and Fellowships (2)** as considered in Closed Session. This item was reviewed by the Finance & Audit and Academic Affairs Committees. (Copies filed with the permanent minutes and marked Attachment T.)

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Upon motion by Mr. Fairchild and second by Mr. Faulk, approval was given to the resolution for ratification of the **Personnel Changes Report** as considered in Closed Session. This included approval of an award of tenure at the rank of associate professor. These items were reviewed by the Finance & Audit and Academic Affairs Committees. (Copy filed with the permanent minutes and marked Attachment U)

* * * * *

Upon motion by Mr. Fairchild and second by Mr. Faulk, approval was given to the resolution for approval of the **2014-15 Faculty Salary Program** as considered in Closed Session. (Copy filed with the permanent minutes and marked Attachment V.) The Board asked the administration to look further at the university's cost structure and cost containment measures in order to be able to continue to compensate faculty appropriately.

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Constituent Reports (no action required)

- Undergraduate student representative to the Board – Mr. Austin Larrowe
- Graduate student representative to the Board – Ms. Ashley Francis
- Staff representative to the Board – Mr. Dan Cook
- Faculty representative to the Board – Dr. Bernice Hausman

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

* * * * *

In closing, Rector Petrine formally thanked the staff, faculty, administration, and the student leaders who worked on the presidential installation events. It took a tremendous amount of coordination and planning, and it was a great success.

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The date for the next regular meeting is March 29-30, 2015, in Blacksburg, Virginia.

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Following a motion by Mr. Chapman and second by Mr. Fairchild, the meeting adjourned at 5:00 p.m.



Deborah Petrine, Rector



Kim O'Rourke, Secretary

Committee Meeting Minutes

ACADEMIC AFFAIRS COMMITTEE

**Drillfield Room
Inn at Virginia Tech and Skelton Conference Center
9:00 – 11:30 a.m.**

November 10, 2014

Board Members Present:

Dennis Treacy (Chair), Nancy Dye, Tom Ryan, Ashley Francis (graduate student representative), Bernice Hausman, (faculty representative). Absent with notice: John Lee.

Guests:

Katie Ayers, Janice Austin, Lori Baker-Lloyd, Dannette Gomez Beane, Nancy Bodenhorn, Kris Bush, Katherine Cennamo, Alicia Cohen, Rami Dalloul, Wanda Hankins Dean, Eric Earnhart, Karen DePauw, Juan Espinoza, Tom Ewing, Jack Finney, Guru Ghosh, Cathy Grimes, Pat Hyer, Rachel Holloway, Mildred Johnson, Peggy Layne, Marlena Lester, Roxanna Link, Gary Long, Alison Matthiessen, Matt Mayotte, Maureen McCusker, Mark McNamee, Steven McKnight, J.P. Morgan, Robin Panneton, Ellen Plummer, John Ryan, Karen Eley Sanders, Timothy Sands, Marcy Schnitzer, Kimberly Smith, Natasha Smith, Patricia Smith, Elizabeth Spiller, Judy Taylor, David Travis, John Tyson, Kenneth Stevens, Robert Walters, Ashley Wood.

OPEN SESSION

- 1. Welcome.** Dennis Treacy welcomed committee members and guests. The committee had breakfast with the dean and faculty members of the College of Liberal Arts and Human Sciences and discussed the importance of the liberal arts, humanities, and social sciences to the mission of the university.
- 2. Approval of Minutes.**

A motion passed unanimously to approve the minutes of the committee's September 15, 2014 meeting.

- 3. Report of Closed Session Action Items.** The committee approved a resolution to move into closed session to consider four emeritus resolutions, two resolutions for appointments to endowed professorships, ratification of the Faculty Personnel Changes Report, and approval of the 2014 – 2015 Faculty Salary Adjustments.

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

- 4. Provost's Update.** Mark McNamee, senior vice president and provost, updated the committee on the Southern Association on Colleges and Schools, Commission on Colleges (SACSCOC) comprehensive review. The writing team meets every two weeks and is on target to meet the March 2015 submission deadline. Preparation for the report to SACSCOC has resulted in confirming the university's review process for confirming the credentials of instructional faculty and the governance processes for course and degree review. Preparation for the review has also highlighted the need to align the university's over-arching policies for responding to student complaints.

The committee received information on revisions to the university's general education program. The Undergraduate Committee on the Curriculum for Liberal Education received extensive feedback from across the university during the standard "15 day review" period provided in the university's governance process. The committee has revised the proposal based on feedback received from faculty across all colleges. An update on the progress of the proposal will be provided to the committee in June 2015.

The committee received final fall 2014 enrollment numbers: 5421 new freshmen, a total of 24,247 undergraduate students, 6,512 graduate students, and 465 veterinary medicine students for a total enrollment of 31,224 students.

The committee received information on academic advising for student athletes. Academic advising is located in academic affairs under the auspices of the provost and partners with the division of athletics. Students work closely with advisors to select courses and manage academic obligations with demands of practice and competition. Student academic performance after spring 2014: 500 student athletes on team rosters, 55 percent of student athletes achieved a 3.0 or greater semester GPA, 50 percent of student athletes maintain a 3.0 or greater cumulative GPA, 147 student athletes made the Dean's list in the spring 2014 semester, 18 student athletes earned a 4.0 semester GPA, four student athletes maintain a 4.0 cumulative GPA, the average semester team GPA is a 3.00, and average team GPA is 2.96. There were 12 teams that achieved a 3.0 or greater semester GPA and 11 teams maintain a 3.0 or greater cumulative GPA.

The committee received an update on the Governor's Task Force on Combating Campus Sexual Violence. The task force is chaired by the Attorney General and includes 33 members ranging in background from law enforcement to college president. There are three committees: Prevention, Law Enforcement, and Response. Virginia Tech is honored to have three people involved in the work of the task forced: Frank Shushok from the Division of Student Affairs, Ellen Plummer for the Office of the Provost, and Kay Heidbreder is serving at support on behalf of the Attorney General's Office. Frank serves on the Prevention Committee, Kay

Heidbreder is supporting the Prevention Committee, and Ellen Plummer has been asked to chair the Response committee. Virginia Tech's work on responding to reports of sexual assault is highlighted as an example of good practice because of the close working relationships between campus and community law enforcement, student affairs, the Women's Center, Human Resources, and the federal compliance elements of the work including Title IX and Clery obligations. The committee has requested that progress on the university's response to reports of sexual violence at a later date.

5. Academic Administration.

a. Resolution to Approve the Pratt Fund Program and Expenditures Report. Mark McNamee, senior vice president and provost, asked the committee to approve the Pratt Fund Program and Expenditures Report.

The Resolution to Approve the Pratt Fund Program and Expenditures Report was approved unanimously.

6. Academic Affairs.

a. Resolution to Approve the Master of Arts Degree in Women's and Gender Studies. Elizabeth Spiller, dean of the College of Liberal Arts and Human Sciences, Tom Ewing, associate dean of graduate studies and research for the College of Liberal Arts and human Sciences, and Katrina Powell, associate professor of English, presented for consideration a resolution to approve a master of arts degree in women's and gender studies. The committee requested that they receive a report on the progress of the degree in November of 2015.

The Resolution to Approve the Master of Arts Degree in Women's and Gender Studies was approved unanimously.

b. Resolution to Approve the Bachelor of Science Degree in Systems Biology. John Tyson, university distinguished professor of biological sciences, presented for consideration a resolution to approve a bachelor of science degree in systems biology. The committee requested that they receive a report on the progress of the degree in November of 2015.

The Resolution to Approve the Bachelor of Science Degree in Systems Biology was approved unanimously.

c. Resolution to Discontinue the Bachelor of Arts Degree in Humanities, Science, and Environment. Rachel Holloway, vice provost for undergraduate academic affairs, presented for consideration a resolution to discontinue the bachelor of arts degree in humanities, science, and environment.

The Resolution to Discontinue the Bachelor of Arts Degree in Humanities, Science, and Environment was approved unanimously.

d. Resolution to Reaffirm University Policies on Awarding Credits to Students for Military Education and Training. Rachel Holloway presented for consideration a resolution to reaffirm university policies on awarding credits to students for military education and training.

The Resolution to Reaffirm University Policies on Awarding Credits to Students for Military Education and Training was approved unanimously.

e. Accelerated Undergraduate/Graduate Degrees. Karen DePauw, vice president and dean for graduate education, presented to the committee information on the university's accelerated undergraduate/graduate degrees. Students must be in the last 12 months of their undergraduate degree program and application and admission is through the graduate school. There are 28 departments and programs with accelerated undergraduate/graduate degree options and two five-year programs at the university.

7. Inclusive Excellence.

a. Update on InclusiveVT Activities. Mark McNamee provided background on the InclusiveVT initiative and introduced David Travis, interim vice provost for inclusion and diversity. David Travis reviewed activities associated with the implementation of a new organizational structure designed to improve accountability and shared responsibility for university-wide inclusion and diversity efforts. The structure includes an executive council chaired by President Sands and a group of coordinators who will provide expertise and support to colleges, vice presidential areas, and other university units to implement selected initiatives designed to advance the university's strategic goals. The committee looks forward to receiving regular updates on InclusiveVT.

9. Adjournment. The meeting adjourned at 11:30.



Accelerated Undergraduate/Graduate Degrees

Karen P. DePauw, Ph.D.
Vice President and Dean for Graduate Education

Board of Visitors
Academic Affairs Committee, November 10, 2014

Accelerated Undergraduate/Graduate Programs

Graduate Education at a Glance

Master's and Doctoral degrees in 75 (140+) academic fields including interdisciplinary degrees

Enrollments

- 72% in Blacksburg
- 33% part time students
- 50% doctoral students (including veterinary medicine students)
- 28% international graduate students representing 100+ countries
- 22% of total university enrollment are graduate students; 17% in Blacksburg

Accelerated Undergraduate/Graduate Programs

Background

- Accelerated Graduate degrees sought: master's or doctoral degrees, or both
- Admission criteria and application materials required:
 - Minimum GPA requirement (3.0+, usually higher)
 - Statement of motivation and career objectives
 - Resume, a portfolio, and/or letters of reference.
- Faculty advisors and mentors must be identified for the graduate degree
- Official application and admission through Graduate School

Accelerated Undergraduate/Graduate Programs

Student Experience

- Students are accepted into the program prior to the beginning of the semester in which they would enroll in courses.
- Students must be in the last 12 months of their undergraduate degree. Once the undergraduate degree is completed, students are classified as regular graduate students.
- A maximum of 12 credits of graded coursework can be counted towards Undergraduate and Graduate Degrees.
 - Max of 6 credits may be at the 4000 level
 - All others must be offered for graduate credit
- A grade of B or higher must be earned in each course of the program.

Accelerated Undergraduate/Graduate Programs

Overview

- Available Accelerated Undergraduate/Graduate Programs:
 - 28 departments and programs
 - Five-year programs: Accounting and Information Systems, Architecture
- 100+ students participate annually
- 1,100 students enrolled since fall 2009
- Students within same discipline
- Currently available to Virginia Tech students only

Accelerated Undergraduate/Graduate Programs

Available Departments and Programs

Aerospace Engineering
Agriculture & Applied Economics
Biological Sciences
Biological Systems Engineering
Biomedical Engineering
Business Administration
Career and Technical Education
Civil Engineering
Computer Science and Applications
Curriculum and Instruction
Economics
Electrical and Computer Engineering
Engineering Science and Mechanics
Foreign Languages and Literatures

Forest Products
Geography
Horticulture
Human Development
Human Nutrition, Foods and Exercise
Industrial and Systems Engineering
Landscape Architecture
Material Culture and Public Humanities
Mathematics
Mechanical Engineering
Physics
Political Science
Sociology
Urban Affairs and Planning

Accelerated Undergraduate/Graduate Programs

Program Enrollments			
	Fall	Spring	Total
2007	82	49	131
2008	126	39	165
2009	88	42	130
2010	85	30	115
2011	95	36	131
2012	100	40	140
2013	89	110	199

Accelerated Undergraduate/Graduate Programs

Opportunities

- Increase enrollment; active recruitment
- Expand beyond existing programs
 - Across departments
 - Across campus locations
- Expand beyond Virginia Tech
 - U.S. institutions including Historically Black Colleges & Universities (HBCUs)
 - International partners (Shandong University)

Accelerated Undergraduate/Graduate Programs

Questions?



InclusiveVT

A New Approach to Inclusion and Diversity at Virginia Tech

Mark McNamee

Senior Vice President and Provost

David Travis, Jr.

Interim Vice Provost for Inclusion and Diversity

Academic Affairs Committee, November 10, 2014



VirginiaTech
Invent the Future

InclusiveVT

- A distributed approach to advancing Inclusion and Diversity at Virginia Tech
- Improved accountability for achieving goals set by vice presidents, colleges, and other units

Initial Implementation Activities

- Information Forum September 29
 - University community invited to offer suggestions for the future of inclusion and diversity
 - 450+ participants: 311 present and 140+ via WebEx: Florida, Georgia, Texas, North Carolina, Indiana, D.C., National Capital Region
 - Reaffirmed the Principles of Diversity
 - Participant comments compiled for distribution to President's Executive Council, Inclusion Coordinators, and the university community

Forum Feedback

- Forum feedback was organized within the Inclusive Excellence framework
 - Access and Success
 - Campus Climate and Intergroup Relations
 - Education and Scholarship
 - Institutional Infrastructure

InclusiveVT – Initial Appointments

- **President's Inclusion and Diversity Executive Council**

- Timothy Sands, President
 - Mark McNamee, Senior Vice President and Provost
 - Dwight Shelton, Vice President for Finance and Chief Financial Officer
 - Sherwood Wilson, Vice President for Administration
 - David Travis, Interim Vice Provost for Inclusive and Diversity
 - Elizabeth Spiller, College of Liberal Arts and Human Sciences
 - Dick Benson, College of Engineering
 - Karen DePauw, Vice President and Dean for Graduate Education
 - Patty Perillo, Vice President for Student Affairs
 - Guru Ghosh, Vice President for Outreach and International Affairs
 - Jack Finney, Vice Provost for Faculty Affairs
 - Rachel Holloway, Vice Provost for Undergraduate Academic Affairs
 - Hal Irvin, Associate Vice President for Human Resources
 - Karen Eley Sanders, Virginia Tech Carilion School of Medicine
 - Inclusion Coordinators (6)
- The council supports the university's overall vision and framework for inclusion and diversity and oversees accountability for achieving strategic goals

President's Inclusion and Diversity Executive Council

- Determines the university's vision and framework for inclusion and diversity
- Identifies strategic initiatives
- Oversees accountability for achieving goals

InclusiveVT – Initial Appointments

- **Inclusion Coordinators**

- Juan Espinoza, Undergraduate Education
- Dannette Gomez Beane, Graduate Education
- Maria Elisa Christie, Outreach and International Affairs
- Ellen Plummer, Office of the Senior Vice President and Provost
- Lori Baker-Lloyd, Human Resources
- Tricia Smith, Student Affairs

- Coordinators will advocate for inclusion and diversity within their areas, serve as university resources, and will assess and recommend policy, evaluate progress, identify opportunities, and address areas of concern.

Inclusion Coordinators

- Serve on the President's Council
- Provide content expertise and resources
- Assist in identifying and implementing initiatives and providing guidance and support to university units

Inaugural meetings

- Inclusion Coordinators – Oct. 16
 - Overview of InclusiveVT
 - Coordinator roles and relationships
- Executive Council – Oct. 20
 - Overview
 - Role of the council
 - Charge to identify initiatives



Next Steps

- Identify initiatives
 - Deans, Vice Presidents and unit leaders will be asked to identify three initiatives utilizing the Inclusive Excellence framework.
 - Due December 1 to the Executive Council
- Coordinators will work with council members and others to continue conversations with the university communities
- Annual Advancing Diversity conference scheduled for January 12, 2015
 - Another opportunity for discussions



Questions?

**RESOLUTION TO ESTABLISH A MASTER OF ARTS DEGREE
IN WOMEN'S AND GENDER STUDIES**

Documents included:

1. Resolution to Approve Master of Arts Degree in Women's and Gender Studies
2. Degree Proposal for Master of Arts Degree in Women's and Gender Studies
3. Degree Proposal Presentation – slides

RESOLUTION TO ESTABLISH A MASTER OF ARTS DEGREE IN WOMEN'S AND GENDER STUDIES

WHEREAS, women's and gender studies programs across the country offer unique perspectives on many social, political, and global issues which are highly sought after by state, federal, and private organizations in higher education, policy analysis, humanitarian aid, economic development, and human resources who seek consultants who have training in understanding gender relations; and

WHEREAS, understanding how gender intersects with race, ethnicity, class, aging, disability, and sexuality can help make sense of conflicts and opportunities, particularly in an increasingly digitally connected world; and

WHEREAS, students completing the master of arts degree in women's and gender studies from Virginia Tech will obtain critical thinking, research, and analytical skills in addition to hands-on advocacy and outreach work that will prepare them for a variety of career opportunities in which strategizing for gender equality, assessing gender stratification, and advocating for women and minorities are of primary concern; and

WHEREAS, there is no other standalone master's degree in women's and gender studies in the Commonwealth of Virginia, and emphasizing both theoretical and practical aspects of gender studies offers unique and diverse opportunities for graduates seeking to uniquely situate themselves to participate in transnational scholarship, conversations, action, and engagement in a variety of professions where gender is a key issue; and

WHEREAS, the Women's and Gender Studies Program, with support from the Department of Sociology and the College of Liberal Arts and Human Sciences, has increased its faculty to include a diverse and rich range of research expertise, has increased its collaborative teaching and research efforts across the campus, including in Science, Technology, Engineering, and Mathematics (STEM) fields, and has increased its standing with a successful international conference, positioning the Virginia Tech Women's and Gender Studies Program to create this new degree;

NOW, THEREFORE BE IT RESOLVED, that the master of arts degree in women's and gender studies be established, effective fall 2015.

RECOMMENDATION:

That resolution to establish the master of arts degree in women's and gender studies be approved.

November 10, 2014

**Virginia Tech Degree Approval Process
Master of Arts in Women's and Gender Studies
(CIP: 05.0207)**

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

Program description

Like many women's and gender studies programs across the country, the Women's and Gender Studies Program at Virginia Tech was founded on service and advocacy principles, with the purpose of achieving equality for women and underprivileged groups. Together with scholarly rigor, its foundations in service make it particularly suited to Virginia Tech where service, engagement, and outreach are integral parts of the university's educational mission. Many scholars in women's and gender studies center their intellectual pursuits in service, working to understand theoretical approaches of social, political, economic, and international issues to inform the ways that organizations can empower women and achieve equality for all. The Virginia Tech Women's and Gender Studies Program currently consists of seven core faculty members and over 60 faculty affiliates, who represent four of the university's colleges, the Graduate School, the Office of International Research and Educational Development (OIRE), Advance VT, and the Women's Center, among others. Virginia Tech's Women's and Gender Studies Program has undergraduate majors and minors and graduate students from five of the university's colleges. Representation from across many disciplines reflects the reach of the program's scholarship and the value this kind of study has in preparing students to engage in solving global problems with special attention to gender.

Building on the program's existing strengths, we therefore seek approval for a new master of arts degree in women's and gender studies, to commence in fall 2015. Women's and gender studies programs and curricula offer unique perspectives on many social, political, and global issues. The proposed M.A. in women's and gender studies therefore consists of an interdisciplinary curriculum representing a range of intellectual pursuits. Individuals with specialized training in gender are highly sought after by state, federal, and private organizations in higher education, policy analysis, humanitarian aid, economic development, and human resources. Understanding how gender intersects with race, ethnicity, class, aging, disability, and sexuality can help make sense of conflicts and opportunities, particularly in an increasingly technologically and digitally connected world where issues of health disparities, bioethics, and environmental policies are continually changing. Students trained in women's and gender studies concepts and theories are poised to live, work, and lead in this new, diverse, and transnational world.

Students interested in understanding how gender relations impact scientific research, social, and behavioral research, the arts, and humanities will find a curriculum that helps them pursue career goals across the disciplines. This unique combination builds on the interdisciplinarity of existing women's and gender studies courses (taught by faculty across disciplines) and the Women's and Gender Studies Program's associations with many departments across campus including international development, environmental sciences, engineering, business, leadership, the natural sciences, the humanities, social

sciences, religion, and public health. Virginia Tech's current women's and gender studies program, which already consists of an undergraduate major and minor and a graduate certificate, is well-poised to begin a master of arts in women's and gender studies.

With the M.A. in women's and gender studies at Virginia Tech, students will have opportunities to tailor a program of study to meet their career goals while also studying the theoretical and methodological foundations of women's and gender studies. The M.A. in women's and gender studies will prepare students for doctoral study, professional training in their field, applied research, and community outreach. It will also provide a thorough grounding for students who wish to bring gender studies' perspectives to future careers in physical, life, environmental, or medical sciences. Students can choose to focus on applied research by selecting courses from other departments that prepare them for their chosen career. In addition, a student's program of study will include study abroad internship, or field study.

Curriculum summary

The M.A. in women's and gender studies consists of a two-year program, comprising 36 credit hours. The curriculum has been designed to provide students with core classes together with flexibility to pursue special interests across disciplines.

Required Core Courses for M.A. in Women's and Gender Studies (15 credits)

WGS 5114: Foundations of Women's and Gender Studies (3 CR)

WGS 5454: Feminist Perspectives on Pedagogy and Academe (3 CR)

WGS 5914: Feminist Theory (3 CR)

WGS 5924: Feminist Research Methodologies (3 CR)

WGS 5124: Gender, Bodies, and Technology (3 CR)

Required Special Topics (3 credits)

WGS 6004 Special Topics (topics have included Women in Agriculture; Women and the United Nations; Women, Environment, and Development in a Global Perspective, Feminist Activism; Global Feminisms, among others)

Required Field Study/Internship (WGS 5964), or Independent Study (WGS 5794) (3 credits)

Students are required to take either an internship or field research, or independent study course, each of which requires a written report. Internships include work in approved professional settings relating to the curriculum. Field research includes observation/participant observation of various approved professional, educational, or research settings. Internship and independent study opportunities provide students with practical experience in conducting applied research and/or working in a professional setting. For the field study/internship course (WGS 5964) students can work as graduate research assistants for various international programs across the university, such as the Sustainable Agriculture and Natural Resource Collaborative Research Support Program (SANREM CRSP), Women and Gender in International Development (WGD), both managed by the Virginia Tech Office of International Research, Education, and Development (OURED), and use such experiences to fulfill this requirement. In addition,

the Women's and Gender Studies Program has already established internships with such organizations as the National Coalition Against Domestic Violence in Washington, D.C., The New River Valley Women's Resource Center in Radford, VA, the Northern Virginia's Women's Initiative, Richmond's American Civil Liberties Union, the local chapter of the National Organization for Women, and Virginia Tech Women's Center. Students also have the option to find summer internships in other locations with approval by the director. Students may be employed by the internship agency but must do extra work to receive academic credit. Students may also work with an individual faculty member to design an independent study to fulfill this option.

Restricted Elective Courses (9 credits):

WGS 6004: Special Topics (3CR)
 WGS 5564: Women and Globalization (3 CR)
 WGS 5424: Identity, Migration, and Place (3 CR)
 WGS/PSCI 5644: Women's Rights as Human Rights (3 CR)
 WGS 5934: Sexualities and Queer Theory (3CR)
 WGS 5064: Study Abroad (3CR)
 SOC 5034: Social Inequality (3 CR)
 SOC 5624: Women and Work (3 CR)
 STS 5444: Issues in Bioethics (3 CR)
 STS 5584: Environmental Politics/Policy (3 CR)
 AFST 5354: Topics in Africana Studies: Health Disparities (3 CR)
 AFST 5434: Race and Social Policy (3 CR)
 HD 6404: Systems Theory and Family Therapy (3 CR)
 HD 5324: Marriage and Family Relationships (3 CR)
 HD 5344: Perspectives on Human Sexuality (3 CR)
 HIST 5934: Gender and US History (3 CR)
 PHS 5004: Fundamentals in Public Health (3CR)
 PHS 5034: Health Behaviors and Health Education (3CR)
 GRAD 5204: Citizen Scholar Seminar (3 CR)
 LDRS 5454: Leadership Foundations for Diverse Contexts (3 CR)
 LDRS 5464: Leadership in a Global Society (3 CR)
 AAEC 5154: International Agricultural Development and Trade (3 CR)
 AAEC 5244: Rural Development (3 CR)

WGS 5994: Thesis Project or Capstone Project, Two Options

Graduates of the M.A. in women's and gender studies will be required to complete either a research thesis or a capstone project. 1) The research thesis requires six hours of WGS 5994. 2) The capstone project requires three hours of WGS 5994 and three additional internship or field study hours.

Option 1: Thesis research (6 hours): This directed research thesis will be an in-depth academic study about a particular issue in women's and gender studies and will consist of a full-length manuscript, approximately 75-100 pages. An oral defense of the directed research thesis will be required. All theses must consist of original work of excellent

quality as determined by the student's committee. In order to graduate from the program, a student's thesis must be approved by a majority of the three-member committee.

Option 2: Capstone project (3 hours WGS 5994, 3 hours WGS 5974): Students may complete a directed capstone project in lieu of a traditional research thesis. This project, integrated with an independent study or field research, may consist of a creative project or applied research. For the creative project, students might construct a performative, artistic, and/or experimental text with an accompanying written rationale. With approval from the director of the Women's and Gender Studies Program, the form and length of the creative capstone project will depend on the project and the accompanying written rationale must be 25-35 written pages. For the applied research project, students will complete specific field study and a written report consisting of approximately 25-35 pages to accompany specific applied research or internship activity. With program director approval, the applied research may consist of practical, on-site study. For instance, students may investigate internships or service work with organizations such as Roanoke's Refugee Resettlement, Americorps, or Engineers without Borders and combine that work with research. An oral defense of the directed capstone project will be required. All capstone projects must consist of original work of excellent quality as determined by the student's committee. In order to graduate from the program, a student's project must be approved by a majority of the three-member committee.

Relevance to university mission and strategic planning

The proposed M.A. in women's and gender studies reflects the university's 2012-2018 strategic plan in several ways. The degree's emphasis on international opportunities and global perspectives responds to the "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" ("Envisioning Virginia Tech," p. 1). As a result of this emphasis, Virginia Tech has committed to "strategic growth in graduate enrollment" (2) to "facilitate the pursuit of our mission to address significant science, technology, economic, and social issues" (2) and to increase "social responsibility" (2).

In addition, Virginia Tech's mission provides a "commitment to research and experiential learning for students [that incorporates] a diverse and inclusive range of perspectives and resources into undergraduate and graduate courses across all disciplines... The inclusive-excellence framework provides a solid foundation upon which we can focus our diversity-related initiatives" (13).

The Women's and Gender Studies Program, because of its founding principles, has long been committed to the issues stated in the university's strategic plan, as the various courses, innovative collaboration, and outreach opportunities reflect. Therefore, the proposed M.A. in women's and gender studies reflects Virginia Tech's mission through its interdisciplinary courses and opportunities, its commitment to outreach, service, and engagement, and its global approach to understanding international issues. In addition, the M.A. in women's and gender studies seeks to advance the university's aspiration as an Association of American Universities organization, which includes status as a comprehensive, research intensive, public university. As an interdisciplinary degree

grounded in understanding gender relations for the advancement of minority groups, the M.A. in women's and gender studies provides new ways of researching and teaching gender equality for the betterment of communities and helps student learn the role of advocacy in improving the quality of life for all groups. Coursework and original research in the M.A. affords students the opportunity not only to contribute to their communities but also to discover issues important to their personal lives as they become productive citizen scholars.

The proposed M.A. in women's and gender studies also reflects the university's strategic plan to attract more quality graduate students by offering progressive graduate programs with opportunities for interdisciplinary collaborations, including collaboration with engineering, agriculture, other technology fields, and encouraging women and girls to pursue traditionally male-dominated disciplines. The proposed graduate degree also supports the goals of the university and the College of Liberal Arts and Human Science to attract and educate global citizens who are informed about the complexities of gender, gender expression, and diversity in ways that encourage and support individual and social transformation. Building on the Women's and Gender Studies Program's existing education abroad and internship opportunities, the proposed M.A. in women's and gender studies also supports the goals of the university and college goals to advance international learning, opportunities for service and activism, and engagement with various communities both locally and transnationally.

Justification for the proposed program

Virginia Tech's Women's and Gender Studies Program reflects the strengths of many women's and gender studies programs across the country with its commitment to merging engagement opportunities with educational pursuits. However, women's and gender studies at Virginia Tech is unique for three reasons: 1) First, Virginia Tech's Women's and Gender Studies Program founded the internationally acclaimed Gender, Bodies, and Technology Initiative, which builds on Virginia Tech's strengths in the STEM fields and is innovative in its exploration of gender, technology, and arts and humanities perspectives on technology practices; 2) this degree builds on Virginia Tech's already existing programs in environmental and agricultural fields (such as the Women and Gender in International Development (WGD) program in OIRED and the Sustainable Agriculture and Natural Resource Management Program sponsored by USAID), public health (through courses in the Master's of Public Health), and several international initiatives to encourage students to understand these issues through gendered perspectives; and 3) this degree combines practical experience with academic study, preparing students for a variety of professional pursuits. Across the globe women's roles in agricultural development and practices, environmental conservation and protection, and military service are increasing and therefore calling for more experts in gender issues (as evidenced by the employment advertisements seeking "gender specialists"). Virginia Tech's existing Graduate Certificate in Women's and Gender Studies and the proposed M.A. in women's and gender studies offer graduate students a unique program with strong partnerships across the university.

Gender, Bodies, and Technology Initiative

In 2007, the Women's and Gender Studies Program successfully developed and launched the Gender, Bodies, and Technology Initiative. The initiative brings together scholars from fields as wide-ranging as engineering, computer science, visual arts, the humanities, education, theatre, medicine, and the social sciences. As such, it provides an important foundation for the kind of collaborative work in which Virginia Tech hopes its students can successfully engage. As scholars interested in exploring relationships between technology and gender, race, class, and identity, the Gender, Bodies, and Technology Initiative has hosted three visiting faculty lectures and three international conferences (2010, 2012, 2014) co-sponsored by organizations across the university including the provost's office, bioinformatics, the center for performing arts, Science and Technology in Society, and the Virginia Tech Carilion School of Medicine and the Virginia Tech Carilion Research Institute. The 2014 Gender, Bodies, and Technology Initiative international conference had over 140 participants from the United Kingdom, Canada, and Austria, and included a Skyped presentation from Uganda. The Gender, Bodies, and Technology Initiative listserv has over 1000 participants and FaceBook and Twitter activity reflects a year-round commitment to discussing these issues between the conferences. With wide international participation and acclaim, the Virginia Tech Gender, Bodies, and Technology Initiative is recognized as a leader in this rich area of research.

Indeed, feminist science studies is an emerging subfield of women's and gender studies that includes explicit attention to and engagement with the STEM fields. For instance, the University of Wisconsin has recently established a post doctorate in feminist biology. Emory University, the University of Massachusetts, and UC Berkeley all have thriving concentrations in feminist science studies. Stanford University has initiated a gendered innovations program, which provides links between industry and gender specialists. The emerging growth in these programs illustrates how students are drawn to feminist science studies from the humanities, social sciences, life sciences, *and* STEM fields. With increased popular attention to violence against women and the exclusion of women in fields such as computer science and digital technologies, our GBT program would help students negotiate those fields. Well-established gender studies professors are helping researchers at corporations, government agencies, and nonprofits better understand how sex and gender figure into their research. Scholars in these areas argue that science is improved and better products are generated when gender is attended to adequately. With the program's GBT conference in place and well established, Virginia Tech is poised to remain at the forefront of this emerging field. The above programs are new and these discussions have been happening at Virginia Tech for at least a decade informally and now more formally with the GBT Initiative.

Global Citizens

This is a critical time internationally in the field of women's and gender studies as scholarly knowledge is combined with a commitment to solving global problems. The United Nations recently created UN Women, whose mission includes "the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security." In its report of

its 56th meeting in New York in March 2012, the UN's Commission on the Status of Women adopted several resolutions that included ending female genital mutilation; addressing situations of Palestinian women; releasing women and children taken hostage in armed conflicts; addressing gender equality and the empowerment of women in natural disasters; eliminating maternal mortality and morbidity through the empowerment of women; addressing needs of indigenous women; and addressing needs of women and girls with HIV and AIDS. The global trend toward the endorsement of gender equality in political and economic decision-making structures is reflected in the practices and initiatives of international and regional organizations such as the United Nations, International Labour Organization, the Organisation for Economic Co-operation and Development, the European Union, the Council of Europe, and the Organization of American States. In addition to their individual programs, these organizations are establishing networks with national and local initiatives to advance women's empowerment. The economic logic and benefit to society of promoting gender equality contributes to widespread equality across other issues, promotes democracy, and increases fair and effective global governance.

Government and private employees are seeking more graduates with expertise in issues of gender equality and gender relations. Gender equality continues to become an important issue globally as various nations, including the United States, seek to develop their social, political, and economic viability through the empowerment of women and people from minority groups. The Women's and Gender Studies Program at Virginia Tech has long been teaching undergraduate and graduate courses with these goals—not only learning about how to solve problems through service work but also learning the underlying social, political, and economic theories that help us understand what factors contribute to inequality. In addition to the United Nations, there are hundreds of activist and service organizations, many bipartisan, dedicated to the empowerment of women and to general betterment of society. For instance, former first lady Laura Bush founded the Bush Institute's Women's Initiative, the purpose of which is “to advance economic opportunity, good health and human freedom for women and girls. Women's Initiative programs are training women leaders in Egypt, raising awareness of Afghan women's progress and plight, and convening African first ladies, government officials and public-private partnerships to invest in women's health to strengthen Africa.” In addition, former Secretary of State Hillary Clinton launched the Empowering Women and Girls through International Exchanges program. Across political party lines equality, education, and adequate health care for women and girls are critical issues that national and international organizations have prioritized. These historical and contemporary issues exemplify the ever-important emphasis on understanding women's issues and gender components to any issue nationally and internationally.

Students in undergraduate and graduate women's and gender studies courses at Virginia Tech understand these issues from a variety of disciplinary perspectives, and in many cases are preparing themselves to play critical roles in participating in change for the greater good. Students working with the Center for Student Engagement, Refugee Resettlement, the Women's Center, and the Women's Resource Center in Radford, VA among others, are all advocating either locally or nationally in ways to further the goals of

the UN Commission on the Status of Women. The women's and gender studies master's program would further provide students with opportunities to intern or participate in various study abroad programs, such as working at preschools in Sri Lanka where single mothers need assistance and other study abroad experiences where engagement and advocacy are a critical part of the learning experience. With growing employment opportunities for graduates with specialized understanding of women's and gender issues, it is a critical time to begin an M.A. in women's and gender studies at Virginia Tech.

Unique Preparation

The Women's and Gender Studies Program at Virginia Tech has developed a stellar academic reputation in recent years. Recent accomplishments of affiliate faculty and students exemplify the strength of the program. The program's seven core faculty and more than 60 affiliates publish many books and articles that garner national and international attention, including citations in international journals, presentations at international conferences, invitations as speakers at colleges and universities across the globe, and most recently a national award for best essay in a prestigious journal. Program faculty collaborate with colleagues across the university on projects, exhibitions, teaching, and grant application, and recently two program faculty were approached to conduct a joint research study with faculty at the Virginia Tech Carilion School of Medicine and the Virginia Tech Carilion Research Institute for their gender expertise. Program faculty serve on university, state, and national committees and hold leadership positions in their fields. With the mentoring of this excellent faculty, women's and gender studies undergraduate and graduate students have also excelled. Undergraduates can earn a women's and gender studies option within the sociology major or earn a women's and gender studies minor. Women's and gender studies minors are enrolled in five of the university's eight colleges and a variety of majors. For instance, one women's and gender studies minor from the Department of Crop and Soil Environmental Sciences, under faculty direction from one of program's core faculty members, earned an Undergraduate Research Institute Grant for her project, "Climate and Gender in Sri Lanka." Another women's and gender studies minor who is majoring in mining and minerals engineering, has used her studies to better understand gender-related issues of mining labor practices in her home country of Sierra Leone. In the summer of 2014, this student led a Health and Wellness workshop for students in the African Immigrant and Refugee Foundation's (AIRF) Youth ArtBeat program. Another women's and gender studies minor student was recently featured on MSNBC's "Women in Politics" as an aspiring political leader. Recent program undergraduates have also found employment as market analysts, advocates in non-profit organizations, and researchers for various corporations and businesses.

In the Graduate Certificate in Women's and Gender Studies, students from five different colleges earning a variety of master's and doctoral degrees take women's and gender studies graduate courses, to complement their primary area of study and become expert in gender issues within their field. The colleges are the College of Architecture and Urban Studies, the College of Liberal Arts and Human Sciences, the College of Science, and the College of Engineering, and the College of Natural Resources and Environment. Graduate certificate students are studying in programs such as the School of Public and

International Affairs, the Ph.D. in planning governance and globalization, the Alliance for Social, Political, Ethical, and Cultural Thought doctoral program, English, sociology, geography, human development, educational leadership and policy studies, biological sciences, and engineering. With faculty mentors from our program, graduate certificate students have won student and dissertation awards and a recent women's and gender studies graduate student was chosen as the recipient of the 2011 Advancing Women Award for her founding of a refugee girls program in Roanoke, VA. One student recently received a Fulbright Scholar grant to study gender roles in water collection and quality in Mozambique. An alumna of the program was recently promoted to associate professor of industrial and systems engineering at Northwestern University. Students enrolled in the Graduate Certificate in Women's and Gender Studies have gone on to pursue doctoral degrees and have also found employment as tenure track assistant professors, directors of women's centers, and associate directors of international educational programs. Our students' successes, based on excellent faculty mentoring and teaching, make the Women's and Gender Studies Program at Virginia Tech prepared to build its graduate program by offering a master's degree. The program anticipates that the graduate certificate will continue alongside the proposed master of arts in women's and gender studies and therefore our classes will continue to be filled with certificate students from across the university together with students pursuing the master of arts in women's and gender studies.

As the first master's degree program of its kind in the Commonwealth of Virginia, Virginia Tech's Women's and Gender Studies Program is poised to be a leader in producing graduates to fill the leadership and service opportunities increasingly available at non-profit and private organizations. With a master's degree in women's and gender studies, Virginia Tech graduates can contribute to international work at the highest levels, making a difference in the lives of women and girls and advocating for equality. As sample job listings indicate, an advanced degree in gender studies would make Virginia Tech graduates competitive for a range of employment opportunities, particularly as gender specialists. In order to understand Virginia Tech's position to uniquely prepare students for these employment opportunities, it is important to understand the history of women's and gender studies courses and programs across the country.

Throughout universities in the U.S. women's studies courses have been offered since 1970 and the field now includes prestigious and competitive Ph.D. programs at universities such as Emory University, the University of California at Davis, Arizona State University, and the University of Maryland. Many universities have expanded their women's studies programs to include gender and sexuality studies in response to the growing need to understand gender implications from theoretical, practical, and policy perspectives. Today, women's and gender studies is a starting point for students interested in critically examining issues of any minority group on the margins of society including race, class, immigrant, and disability statuses. Women's and gender studies programs began with social justice and activist motivations, and programs across the country continue to investigate the ways that the rights of women and members of minority groups are evaluated, assessed, and advocated for. According to the National Women's Studies Association (NWSA) website, "Today the field's interrogation of identity, power,

and privilege go far beyond the category ‘woman.’ Drawing on the feminist scholarship of U.S. and Third World women of color, women’s studies has made the conceptual claims and theoretical practices of intersectionality, which examines how categories of identity (e.g., race, class, gender, age, ability, etc.) and structures of inequality are mutually constituted and must continually be understood in relationship to one another, and transnationalism, which focuses on cultures, structures and relationships that are formed as a result of the flows of people and resources across geopolitical borders, foundations of the discipline (nwsa.org, 2013).” This critical stance on social issues, then, makes students with training in women’s and gender studies highly qualified and competitive in varying employment and academic opportunities. This is evident in Michele Tracy Berger (University of Chapel Hill) and Cheryl Radeloff’s (College of Southern Nevada) recent book, *Transforming Scholarship: Why Women’s and Gender Studies Students are Changing Themselves and the World* (Routledge Press, 2011). Berger and Radeloff surveyed over 900 women’s and gender studies graduates (1995-2010) from around the globe ranging from Georgia State University to University of Ghana about their experiences as a student and their career paths, creating the largest *global data set* about contemporary women’s and gender studies graduates. In their study, they concluded that students graduating with courses, minors, and degrees in women’s and gender studies were more competitive than their counterparts without such experience because of their knowledge about issues of gender inequity and inclusivity. Berger and Radeloff join the recent scholarship in women’s and gender studies that highlights the significance and importance of research within the field that contributes to other disciplinary understandings of political, economic, and social issues of gender (*Women’s Studies on the Edge*, Duke University Press, 2008 and *Rethinking Women’s and Gender Studies*, Routledge, 2011, for example). These and other studies like it make it clear that “Far from peripheral to the mission of the university, women’s studies works through conversation and debate across disciplines and fields” to be part of the connection between the university and the public (Romack, Katherine. “Women’s Studies in the Post-Feminist University.” *Feminist Formations* 23.1 (2011): 235-256). “In this respect,” argues Katherine Romack, “the ideal mission of the global university is nowhere better expressed than in [women’s and gender studies] hybrid departments, programs and fields” that “favor a vision of knowledge production that is holistic and collective, historically situated, critical, and pragmatic” (*Women’s Studies in the Post-Feminist University*, pp. 250-251).

Therefore, an M.A. in women’s and gender studies from Virginia Tech will provide students with an interdisciplinary and applied education with an emphasis on gender issues, which are important to a variety of professions, including higher education, policy analysis, humanitarian aid, economic development, and human resources. There are currently no stand-alone graduate programs in women’s and gender studies in the Commonwealth of Virginia.

The women’s and gender studies graduate program at University of North Carolina, Greensboro is the only stand-alone women’s and gender studies graduate program in the region; therefore, the target population for Virginia Tech’s M.A. in women’s and gender studies includes students seeking expertise and employment in these areas in addition

to those who wish to remain in the southwest region of Virginia, without having to relocate in order fulfill their educational goals.

The proposed M.A. in women's and gender studies builds on the strengths of interdisciplinary collaborations already in place among Virginia Tech faculty across the disciplines. Building on existing courses in the current graduate certificate, the proposed program will prepare students for further academic work at the best women's and gender studies Ph.D. programs in the country such as those at University of California at San Diego, Emory University, University of California at Davis, or Rutgers University. Additionally, many Ph.D. programs in traditional disciplines (such as English, history, sociology) seek women's and gender studies master's degree holders as they continue their doctoral work. With greater attention to trans, intersex, and other "biologically-based" gender categorizations, the discipline of women's and gender studies has become increasingly interested in the fields of genetics, hormones, neuroscience and other natural and physical sciences. An M.A. in women's and gender studies, particularly with Virginia Tech's emphasis on gender, bodies, and technology can offer students interested in these issues cutting-edge perspectives and opportunities to both initiate and participate in these conversations. The M.A. in women's and gender studies will also prepare future doctoral students in Ph.D. programs at Virginia Tech, including the Alliance for Social, Political, Ethical, and Cultural Thought (ASPECT) program, sociology, rhetoric and writing, human development, and science and technology in society, among others. Each of these programs strongly supports students' commitment to the critical study of gender in these fields and many students in these departments currently take women's and gender studies courses in their selected programs of study. The M.A. in women's and gender studies not only serves students who wish to continue their education and pursue employment in Virginia, but will also attract students from around the country and the world who wish to prepare for doctoral study in these innovative areas.

Interactions and relationships with on-campus organizations like the Center for Student Engagement, the Center for Peace Studies and Violence Prevention, and the Institute for Creativity, Arts, and Technology, together with relationships with off-campus organizations such as Refugee Resettlement in Roanoke, VA, Imani Nahla (founded by a student enrolled in the Graduate Certificate in Women's and Gender Studies and a Ph.D. student in sociology, and continued by Women's Center and women's and gender studies undergraduate students), and others already exist widely across the Virginia Tech community and specifically with women's and gender studies faculty and students. Developing formal internship and research study programs will be seamless as many of our students are currently engaged in these programs. Similarly, the director of Women and Gender in International Development (WGD) in OIRED, who is a program affiliate, provides several international research opportunities for graduate students. The Women's and Gender Studies Program at Virginia Tech regularly provides presentations, workshops, and visiting lectures to expose students to international and interdisciplinary opportunities and collaborations.

The proposed M.A. in women's and gender studies is designed to highlight experiential learning, activist scholarship, and engaged pedagogies, all of which are instrumental in

the women's and gender studies field and, in fact, are features that feminist studies has contributed to teaching and learning in higher education institutions. According to a special study conducted by the NWSA, "Women's Studies has key lessons to offer about fostering civic engagement at the course level that will deepen student learning in the college setting, contribute respectfully to communities in which they become involved, and produce lifelong civic leaders. In a nutshell, women's studies regards civic learning as most effective when students understand how social problems emerge from interconnected systems of inequality and simultaneously learn how to challenge those systems (Catherine Orr, Women's Studies as Civic Engagement: Research and Recommendations. Working Paper, National Women's Studies Association, 2011, pp. 9-10)." The proposed Virginia Tech program therefore is specifically designed to meet these challenges by asking students to take courses in theory *and* practice so that they can deeply understand the issues and learn about ways to make changes.

Student Demand

Many of the top women's and gender studies programs in the country have either an applied or academic focus. Rutgers University, has one of the most prestigious programs in the country and has 184 undergraduates in major and minor degree programs, 33 students in the Ph.D. program, and 21 students in the M.A. program. George Washington University (GW) admits 10-15 students per year and about one-third of their graduates go on to earn doctoral or professional degrees. Both Rutgers and GW focus on public policy and the humanities. The University of North Carolina at Greensboro advertises its program as the only master's degree in the central south region. The program offers academic preparation and professional application emphases with a focus on the humanities.

Few master's programs in women's and gender studies are available in the eastern part of the country. In Virginia, two university's offer master's programs in women and gender studies. At Old Dominion University, the degree is offered through the Humanities Institute with a strong and historically significant bachelor of arts program. Its curriculum focuses on humanities perspectives and many students in criminal justice and international studies earn certificates in women's and gender studies through ODU's Humanities Institute. The second program in Virginia is offered at George Mason University. GMU's offers an M.A. through its Interdisciplinary Studies program.

Virginia Tech's distinction from ODU and GMUs programs is the opportunity to offer students courses in public health, science and technology in society, and the Gender, Bodies, and Technology Initiative of the Women's and Gender Studies Program. Virginia Tech's program will meet regional and curricular student demand. Geographically located in the middle of existing programs and offering a unique curriculum and opportunities will make Virginia Tech an attractive option for Virginia students and students across the country.

In May 2014, 113 students received a survey to determine student interest in enrolling in an M.A. in women's and gender studies. One hundred students responded to the survey (88.5%). Thirteen percent indicated that it was "highly likely" that they would enroll in the

M.A. at Virginia Tech should it be offered. An additional 28% indicated that it was “somewhat likely” that they would enroll in the M.A. should it be offered at Virginia Tech. They cited location, curricular choices, and faculty as influencing their responses. The Gender, Bodies, and Technology Initiative is an emerging field and Virginia Tech is at its forefront. Consequently, the program is generating student interest through special topics courses and a new graduate course, WGS 5124: Gender, Bodies, and Technology. The evidence of this interest is in the national and international participation and success of our Gender, Bodies, and Technology Initiative conferences held in 2010, 2012, and 2014, which included significant participation from graduate students from other institutions.

In addition to the survey instrument cited above, 18 seniors completed “exit interviews” to comment on their experience in the Women’s and Gender Studies Program. One undergraduate student in particular, a student who took gender, bodies, and technology and who served as an active volunteer for the 2014 Gender, Bodies, and Technology Initiative Conference in May, wrote a special letter to the program indicating her desire to stay at Virginia Tech to complete a master’s degree in women’s and gender studies. This student was accepted to five top-tier master’s programs—but she wanted to stay at Virginia Tech, specifically because of the faculty and the Gender, Bodies, and Technology Initiative. The student states in her letter that women’s and gender studies “faculty members have been the most supportive and helpful. With their encouragement and guidance, I have become a more critical thinker and a better student. With their help I have also found my own interests—in gender and science and gendered medicine—and decided to pursue graduate work in those areas.” A student who is featured on MSNBC’s Women in Politics website said of the influence of her women’s and gender studies classes, “All my classes I view through a feminist framework now...I view world politics and every theory I look at as: how are women affected? who is being marginalized here? who is being oppressed by these theories? ...My women’s and gender studies classes are my favorite classes.”

Market/Employer Demand

The range of employment opportunities for women’s and gender studies graduates is growing and the program at Virginia Tech is poised to recruit students and produce graduates that come from an institution where service is central to the university’s mission. Graduates with an M.A. in women’s and gender studies will successfully compete for jobs in research, health services, and community programs as research analysts, policy coordinators, and directors of women’s centers. The U.S. Bureau of Labor Statistics shows jobs in these fields will increase between the years 2010 and 2020 from 16% to 41%. A graduate with an M.A. in women’s and gender studies will have the skills needed for these fast growing occupations while having additional expertise in gender. Most notably, recent employment advertisements seek advanced education in gender research and education, including a “Gender Intervention Manager” for Agribusiness Systems International in Washington, D.C. and a “Program Manager” for the United Nations Entity for Gender Equality and the Empowerment of Women in New York. In these and other related job opportunities, applicants are sought with expertise in gender relations, gender assessment, strategic planning with a focus on gender, and establishing programs to support equal opportunities for women.

Academic training in women's and gender studies provides individuals with knowledge and skills to effect change by working in organizations dedicated to international and national public policy, human rights policy and advocacy, communication and media, labor, health research, and market research. Using the lens of gender and the knowledge that feminist studies has generated, women's and gender studies students, faculty, and professionals bring important perspectives to understand and mitigate the effects of violence, addiction, depression, and widening economic stratification. Emphasizing these perspectives "encourages students to critically rethink the values they've been taught and that society institutions justify" (Janell Hobson, 41). These abilities to critically question and rethink social and political structures are exactly the skills that organizations like the Bill and Melinda Gates Foundation, Human Rights Watch, Doctors without Borders, and Engineers without Borders, among others, are looking for as they work toward creating social change. In a recent study conducted by Michele Tracy Berger, professor of women's and gender studies at the University of North Carolina at Chapel Hill and author of *Transforming Scholarship: Why Women's and Gender Studies Students are Changing Themselves and the World*, 72% of women's and gender studies students "were active in various organizations during their undergraduate careers—suggesting an incredible drive by students in the field to connect theory to lived experience. Such activism in local, state, national and global organizations helps shape life-long commitments to social justice and provides tools for leadership roles after graduation (Berger 42)." This commitment to connecting theory to lived experience and practice is a primary goal of the existing Women's and Gender Studies Program at Virginia Tech, both its undergraduate program and its graduate certificate. The proposed M.A. in women's and gender studies will build on this existing commitment and create opportunities for students to further connect their studies with their goals as activists and researchers.

Issues of Duplication

Across the country there are fewer than 50 stand-alone women's and gender studies M.A. programs; most opportunities for students come through traditional disciplinary tracks where they can earn a graduate certificate or a women's and gender studies concentration. In Virginia, there are no stand-alone programs: two universities offer degrees through either interdisciplinary studies or humanities, and only three others offer graduate certificates or concentrations (Virginia Commonwealth University, Old Dominion University, George Mason University). The nearest stand-alone programs are at the University of Maryland and at UNC-Greensboro. Virginia Tech's proposed M.A. in women's and gender studies emphasizes both theoretical and practical aspects of women's and gender studies and therefore offers diverse opportunities for students to link their course of study with their career goals. An emphasis on diverse methods of inquiry, together with critical thinking that translates into practice, will help graduates to uniquely situate themselves to participate in transnational conversations, actions, and engagements in whatever profession they choose--to improve the lives of women and members of minority groups. The proposed degree at Virginia Tech would offer one of the few stand-alone programs and would attract students both in Virginia and across the country interested in either academic or applied women's and gender studies-related opportunities.

Resource Needs/Savings

No new resources are requested for this degree. The program currently has 6 tenured or tenure-track faculty to cover the curriculum for this degree. The program has hired two tenure track faculty in the last two years in anticipation of building this graduate program. The College of Liberal Arts and Human Sciences has allocated 6 GTA lines (existing monies) to be used for the M.A. in women's and gender studies. No other resources are requested.

RESOURCE	ESTIMATED COSTS (use NA if not applicable)
Faculty	0
Administrative Staff	0
Graduate Teaching/ Graduate Research Assistants	0
Space	0
Library	0
Equipment	0
Other	0

MASTER OF ARTS DEGREE WOMEN'S & GENDER STUDIES

Katrina Powell, Ph.D. Associate Professor of English
Director, Women's and Gender Studies Program, Department of Sociology
College of Liberal Arts and Human Sciences
Board of Visitors, Academic Affairs Committee
November 10, 2014

Proposed Master's Degree in Attachment B Women's and Gender Studies



Dr. Maria Elisa Christie & Dr. Emily Van Houweling,
Women and Gender in International Development in
Office of International Research and Education
Development, Mali/Mozambique, 2010, 2012.
Teaching course in Women, Development, and
Environment



Dr. Ann Kilkelly's research and teaching in
Sri Lanka, 2011, 2012. Teaching course in
Gender and Performance

Proposed Master's Degree in Attachment B Women's and Gender Studies

Gender specialists from Virginia Tech are qualified to:

- Conduct research and analysis on gender-based violence and discrimination as well as related issues in times of conflict; and peace building and women's civic participation.
- Manage diverse staff in a collaborative format with ethnically, culturally, and gender diverse populations prioritizing multiracial transgender inclusion.
- Build partnering relationships with social justice organizations in the civil rights, criminal justice, women's, Lesbian-Gay-Bisexual-Transgender (LGBT), and youth movements.

Proposed Master's Degree in Women's and Gender Studies

Attachment B

- Increased demand for understanding gender relations across contexts
- Need for critical study of gender relations to be qualified to develop policies, procedures, and cultural attitudes of equality

The New York Times

The Opinion Pages | The Things She Carried

The Opinion Pages | OP-ED CONTRIBUTOR

The Things She Carried

By CARA HOFFMAN MARCH 31, 2014



THE injury wasn't new, and neither was the insult. Rebecca, a combat veteran of two tours of duty, had been waiting at the V.A. hospital for close to an hour when the office manager asked if she was there to pick up her husband.

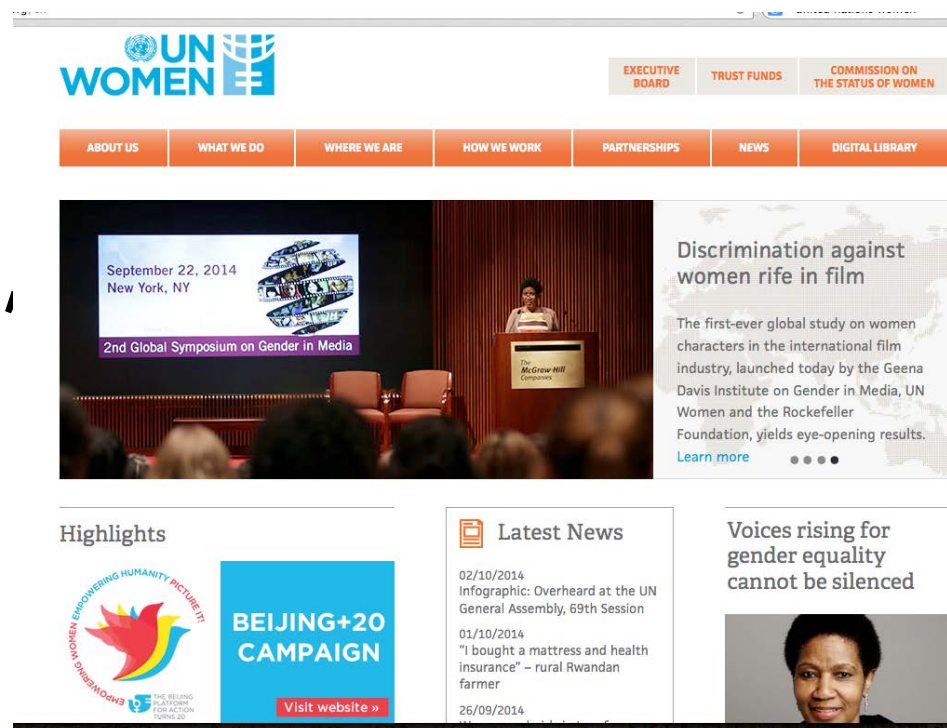
No, she said, fighting back her exasperation. She was there because of a spinal injury she sustained while fighting in Afghanistan.

Women have served in the American military in some capacity for 400 years. They've deployed alongside men as soldiers in three wars, and since the 1990s, a significant number of them are training, fighting and returning from combat.

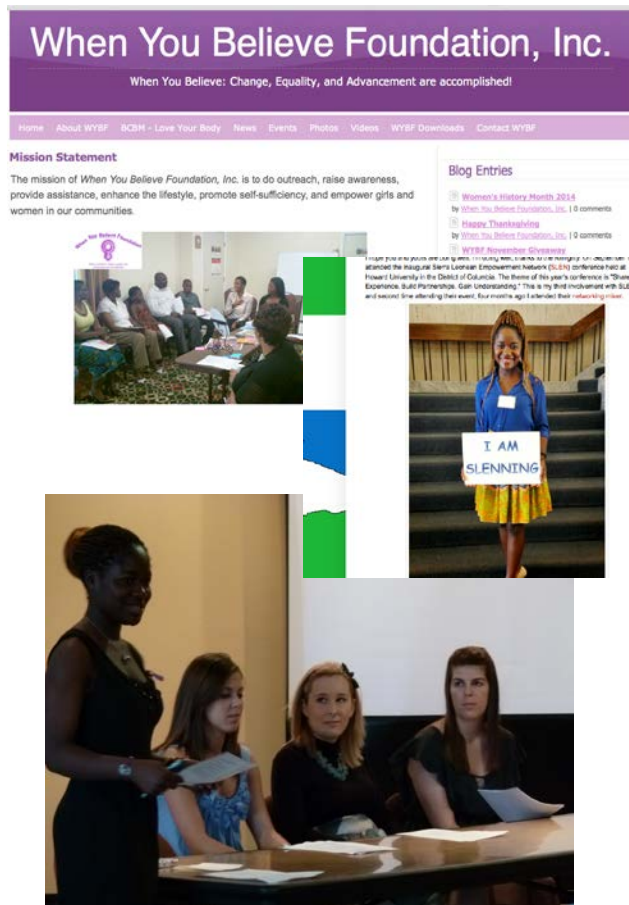
But stories about female veterans are nearly absent from our culture. It's not

Potential Employment

- ❑ Public Service/development: United Nations, World Bank, Doctors without Borders
- ❑ Community Service: women's centers, mental health, Veteran's affairs
- ❑ Human Resources/
Personnel: legal counsel,
human resources
- ❑ Doctoral Study



Successes of Women's and Gender Studies Students and Graduates



Mining & Engineering
Major/Women's & Gender Studies
Minor

www.msnbc.com/women-in-politics



Political Science Major/Women's & Gender
Studies Option/Sociology

Continuance of Women's and Gender Studies Attachment B

Graduate Certificate Program

- Graduate Certificate Students:
 - ▣ Fulbright Study in Mozambique
 - ▣ Establishment of Imani Nailah, program to aid African and Afro-Caribbean refugee girls and young women in Southwest Virginia
 - ▣ Mathematica Policy Research Summer Fellowship
 - ▣ Outstanding Dissertation Award
 - ▣ Organization of Virginia Tech Action
 - ▣ National award winning essay

- New master's degree students will benefit from interdisciplinary students from other programs

Cross Campus Collaborations and Support

- ❑ Women and Gender in International Development
- ❑ Architecture and Urban Affairs
- ❑ Moss Arts Center/Institute for Creative Arts & Technology
- ❑ Public Health Program
- ❑ Bioinformatics
- ❑ College of Liberal Arts and Human Sciences
- ❑ Virginia Tech Carilion School of Medicine & Research Institute



Proposed Master's Degree in Women's and Gender Studies

Attachment B

POLITICS ▸ TRANSGENDER

CDC Reverses Discriminatory Breast Cancer Screening Rule for Trans People

The CDC releases updated guidelines, clarifying a policy that had been used to discriminate against transgender women.

BY PARKER MARIE MOLLOY DECEMBER 23 2013 2:00 AM ET

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EMAIL

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+1 25

Pink

Share



One's assigned sex at birth does not exclude them from qualifying for the preventive care offered through the National Breast and Cervical Cancer Early Detection Program, the Centers for Disease Control and Prevention announced Friday.

This clarification comes in response to criticism that followed after Jennifer Blair, a Colorado transgender woman, was denied a screening. Her health care provider cited a

policy that limits coverage under the early detection program, which offers preventive breast cancer screening to low-income women, to people who are "genetically female." Blair had sought screening after noticing unusual growth in one of her breasts.

On October 18, the Human Rights Campaign and National Center for Transgender Equality sent a joint letter to CDC director Tom Frieden. In the letter, both groups urged Frieden to update this policy, saying it was inconsistent with other health programs run by the federal government.

They point to the Federal Employee Health Benefits Plan, which "requires carriers to provide all necessary preventive benefits and services for insured patients, including transgender individuals."



GENDER BODIES & TECHNOLOGY



3rd Biannual

Gender, Bodies, & Technology: Performing the Human

May 1-3, 2014

Virginia Tech • Blacksburg, Virginia

**Redshift and
Portalmetal: Femme
Science Findings**

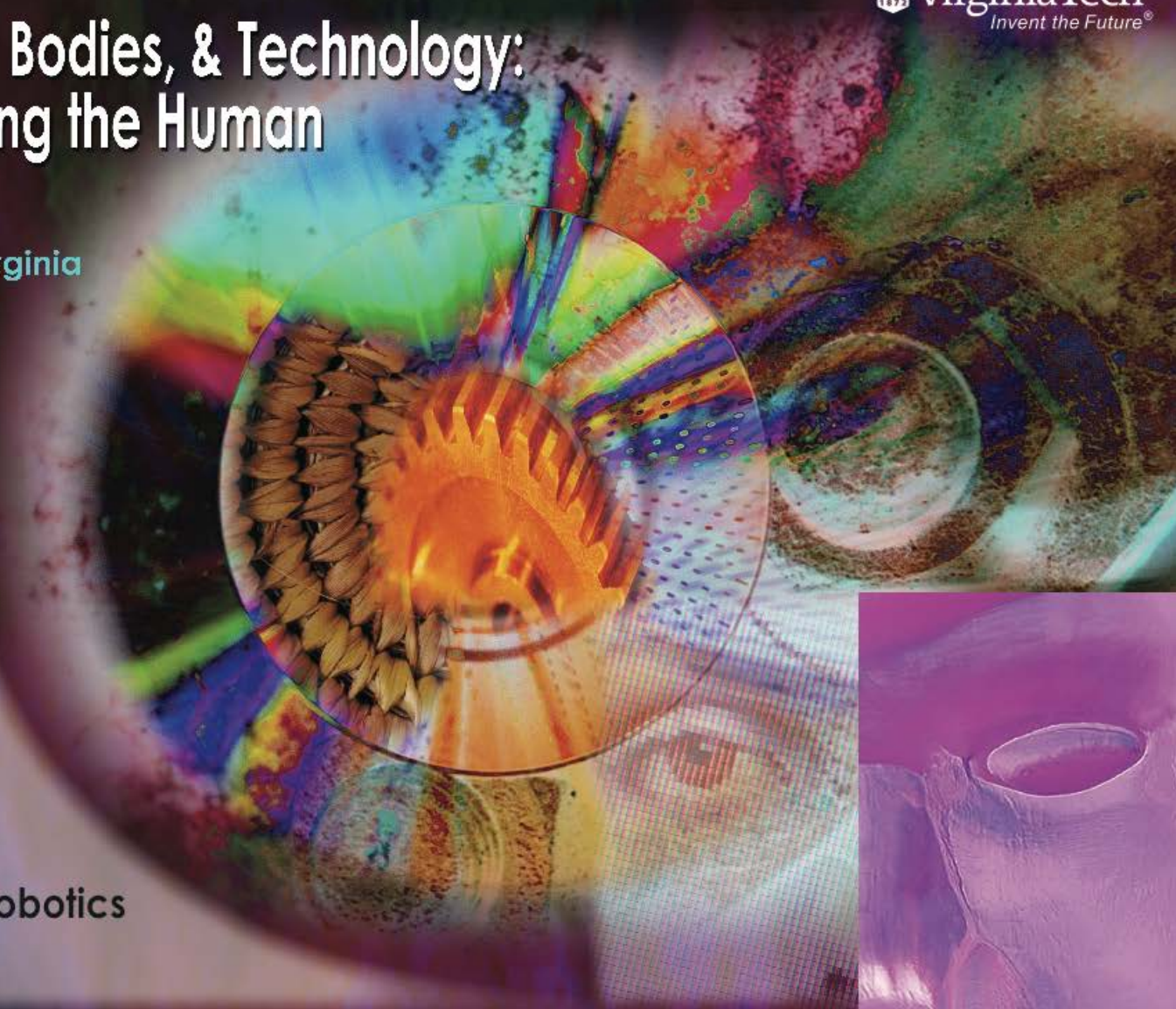
Micha Cárdenas

**A Feminist Reimagining
of Participatory Design**

Shaowen Bardzell

Robo-Sexism and Retro-Robotics

Jennifer Robertson



Proposed Master's Degree in Attachment B Women's and Gender Studies

- International recognition
- Unique to Commonwealth of Virginia and broader region
- Combination of theoretical preparation and practical experience

Degree Requirements

Curriculum Summary

- Two-year program, 36 credit hours, designed to provide students with core classes together with flexibility to pursue special interests across disciplines.

Required Core Courses for M.A. in Women's and Gender Studies (15 credits)

- WGS 5114: Foundations of Women's and Gender Studies (3 CR)
- WGS 5454: Feminist Perspectives on Pedagogy and Academe (3 CR)
- WGS 5914: Feminist Theory (3 CR)
- WGS 5924: Feminist Research Methodologies (3 CR)
- WGS 5124: Gender, Bodies, and Technology (3 CR)

Required Field Study or Internship



Statements of Support

- SWAN: Service Women's Action Network
- Women's Center of Northern Virginia
- Women's Initiative of Charlottesville, Virginia
- Women's Resource Center of New River Valley
- George Mason University
- Old Dominion University



Women's and Gender Studies Program

Department of Sociology

McBryde Hall 507

Virginia Tech

Blacksburg, Virginia 24060

wgs@vt.edu

<http://www.sociology.vt.edu/wgs/>

RESOLUTION TO APPROVE BACHELOR OF SCIENCE DEGREE IN SYSTEMS BIOLOGY

Documents included:

1. Resolution to Approve Bachelor of Science Degree in Systems Biology
2. Degree Proposal for Bachelor of Science Degree in Systems Biology
3. Degree Proposal Presentation – slides

RESOLUTION TO APPROVE NEW DEGREE IN BACHELOR OF SCIENCE IN SYSTEMS BIOLOGY

WHEREAS, systems biology is a rapidly emerging field that draws on ideas and methods from biological sciences, chemistry, physics, mathematics and statistics, these disciplines lying at the core of science technology engineering and mathematics (STEM) education; and

WHEREAS, systems biology is foundational to our current understanding of the molecular machines and regulatory networks that make life possible at the cellular level, knowledge that is basic to modern industrial developments in biomedicine, biotechnology, pharmaceuticals and agricultural production; and

WHEREAS, Virginia Tech is in an excellent position to initiate a bachelor of science in systems biology, due to its strong base of senior faculty in the College of Science who are actively engaged in research in systems biology, and who are joined in this endeavor by senior faculty in the Department of Computer Science and senior research scientists in the Virginia Bioinformatics Institute, as well as new faculty members across the university who are being hired into this new and rapidly expanding field; and

WHEREAS, the bachelor of science in systems biology will provide students with a knowledge base of theoretical principles and experimental tools and techniques in systems biology; and

WHEREAS, the bachelor of science in systems biology will prepare graduates for interdisciplinary research and education, with employment in the private sector, employment in state and federal government agencies, and for post-baccalaureate training; and

WHEREAS, the undergraduate degree in systems biology is unique in the Commonwealth of Virginia and will establish Virginia Tech and the commonwealth as key leaders in education for one of the most critical technologies of the future;

NOW, THEREFORE BE IT RESOLVED, that the bachelor of science in systems biology be approved effective fall 2015.

RECOMMENDATION:

That the resolution to establish the bachelor of science in systems biology be approved.

November 10, 2014

Virginia Tech Degree Proposal
Bachelor of Science Systems Biology
(CIP: 26.1104)

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

Program description

Virginia Tech seeks approval for a new bachelor of science in systems biology, with the anticipated initiation date of fall, 2015. A systems approach to biology involves the study of the biological, chemical, and physical processes within living organisms interacting in complex ways to produce life-supporting behaviors that are not trivially reducible to the properties of the individual components. Systems-level thinking has a long and distinguished history in biology (for example, organ systems and ecosystems), but it has only recently permeated the field of molecular cell biology, where reductionist approaches have reigned supreme from the discovery in 1953 of the structure of DNA until the complete sequencing of the human genome in 2000.

The proposed B.S. in systems biology at Virginia Tech will focus on molecular systems biology, i.e., on quantitative, computational, systems-level approaches that connect the biochemical and genetic properties of macromolecules (DNA, RNA, protein, lipids, polysaccharides) with the physiological behavior of living cells and tissues. The program is focused at these levels of biological organization because the gap between interacting macromolecules and cell physiology is an active area of current research and a promising area for technological and biomedical innovations. Systems-level thinking at higher levels of biological organization is already covered at Virginia Tech and at other institutions in Virginia by programs in organismal physiology, neuroscience, ecology, and natural resources. The molecular/cell divide is the gap intended to be filled by this program of study designed to train undergraduates from Virginia and other states for employment or graduate education in the burgeoning field of molecular systems biology.

A successful undergraduate program in molecular systems biology must cover two distinct and complementary areas: bioinformatics and mathematical modeling. The genomics revolution has created many new and exciting ways to collect data on the scale of the entire genome. These new technologies create vast quantities of data that can only be handled, analyzed, and interpreted with the help of concepts, algorithms, and software tools from the field of biological informatics. The next step is to use this curated information about molecules and biochemical interactions to understand how cells move around, feed, grow, divide, differentiate and eventually die, which is the domain of mathematical modeling. At Virginia Tech we have world-renowned research scientists in the areas of bioinformatics and network modeling. Building on this faculty expertise, the undergraduate degree program will train students in all aspects of molecular system biology, preparing them to unravel the molecular basis of cell and tissue physiology. In addition to novel integration of concepts and skill sets from biology, chemistry, physics, mathematics, statistics, and computer science, the degree in systems biology will rely

heavily on new methods of pedagogy (active learning) and will be capped off by a significant research experience in the senior year.

Curriculum summary

Students may enter the degree via two routes. One route is the “traditional” route, in which students must pass a series of introductory science courses equivalent to: principles of biology (8 cr), general chemistry (8 cr), general physics (8 cr), elementary calculus and linear algebra (8 cr), statistics (3 cr) and computer science (3 cr). The second, or alternative, route is to enter the degree through the Integrated Science Course (ISC), a new series of four 8-credit courses taken during the first and second years of residency. Conducive to the goals of the systems biology degree, the ISC will provide students with basic knowledge and skills in the physical, life and mathematical sciences in an integrative, multi-disciplinary environment.

Regardless of their route of entry, all students in the systems biology degree must take the 8-credit Introduction to Systems Biology course in year two. This course will expose students to systems-level thinking, fill in gaps in their preparation, and get them excited about a career in systems biology. Building on this foundation, the core courses of year three (Systems Biology of Genes and Proteins, and Network Dynamics and Cell Physiology) will focus on functional genomics, proteomics, bioinformatics, metabolic control, signal transduction networks, dynamic modeling, experimental verification, human diseases and drug development. These courses will prepare students for a research experience in year four.

Every student will be involved in the laboratory of an affiliated faculty member by enrolling in The Research Experience in Systems Biology (8 cr). In parallel, every major will take a course in Professionalism in Systems Biology (4 cr), which will include instruction in research practice and ethics, in writing and presentation skills, in grantsmanship, and in the critical give-and-take of team science. The climax of these courses will be a capstone thesis to be submitted one month before graduation.

The curriculum will be presented in creative ways that emphasize active learning, mastery of diverse ideas and skills, integration of ideas, problem solving, and teamwork. Each of the new courses in this curriculum will be integrative in terms of scientific disciplines and methods, lectures and lab experiences, formal instruction and active problem solving, individual effort and collaborative teamwork. This integrative style will be modeled by all instructors and expected of all students in all core courses required for the major.

In summary (see below), the B.S. in systems biology comprises 120 credits, distributed among the following categories of courses: (1) Curriculum for a Liberal Education (38 cr), (2) systems biology required core (36 cr), (3) additional mathematics and science courses (27 cr), (4) restricted electives (12 cr), and (5) free electives (7-13[§] cr).

Curriculum for a Liberal Education (38 credits; required of all students)

Area 1: Writing and Discourse (6 cr)

Area 2: Ideas, Cultural Traditions, and Values (6 cr)

Area 3: Society and Human Behavior (6 cr)

[§]Area 4: Scientific Reasoning and Discovery (BIOL 1105-6, Principles of Biology, 8 cr)

§Area 5: Quantitative and Symbolic reasoning (MATH 1025-6, Elementary Calculus, 6 cr)

Area 6: Creativity and Aesthetic Experience (3 cr)

Area 7: Critical Issues in a Global Context (3 cr)

Systems Biology Required Core (36 credits; required of all students)

*SYSB 2025: Intro to Systems Biology (4 cr)

*SYSB 2026: Intro to Systems Biology (4 cr)

*SYSB 3035: Systems Biology of Genes and Proteins (4 cr)

*SYSB 3036: Systems Biology of Genes and Proteins (4 cr)

*SYSB 3115: Network Dynamics & Cell Physiology (4 cr)

*SYSB 3116: Network Dynamics & Cell Physiology (4 cr)

*SYSB 4065: Research Experience in Systems Biology (4 cr)

*SYSB 4066: Research Experience in Systems Biology (4 cr)

*SYSB 4135: Professionalism in Systems Biology (2 cr)

*SYSB 4136: Professionalism in Systems Biology (2 cr)

} Capstone Thesis

*Indicates new course

Additional Mathematics and Science Courses (27 credits; see note below)

§CHEM 1035-6: General Chemistry (6 cr)

§CHEM 1045-6: General Chemistry Lab (2 cr)

§CHEM 2514: Survey of Organic Chemistry (3 cr)

§PHYS 2205-6: General Physics (6 cr)

§PHYS 2215-6: General Physics Lab (2 cr)

§MATH 1114: Elementary Linear Algebra (2 cr)

§STAT 3615: Biological Statistics (3 cr)

CS 1044: Introduction to Programming in C (3 cr)

Restricted Electives (12 credits from the following):

BIOL 4104 Developmental Biology

BIOL 4844 Proteomics & Biol Mass Spec

STAT 4444 Applied Bayesian Statistics

MATH 4254 Chaos & Dynamical Syst

MATH 4445 Intro to Numerical Analysis

CHEM 4615 Phys Chem for Life Sci

CS 2114 Softw Des & Data Structures

ECE 3704 Cont & Discrete System

BIOL 4734 Inflammation Biology

STAT 3104 Probability & Distributions

PHYS 4714 Intro to Biophysics

MATH 4454 Applied Mathematical Modeling

MATH 4446 Intro to Numerical Analysis

CHEM 4616 Phys Chem for Life Sci

CS 3414 Numerical Methods

Free Electives (7-13^s credits)

§NOTE: An alternative to the set of entry-level science and math courses is available for students who seek a more integrated approach to the life sciences as their core experience in this degree program. Upon acceptance of their application, selected students will be admitted into the following Integrated Science Curriculum program:

Integrated Science Course (32 credits)

ISC 1105, 1115: Integrated Science (8 cr)

ISC 1106, 1116: Integrated Science (8 cr)

ISC 2105, 2115: Integrated Science (8 cr)

ISC 2106, 2116: Integrated Science (8 cr)

Successful completion of the full sequence of the Integrated Science Curriculum (32 cr) will satisfy Areas 4 and 5 of the CLE requirements (14 cr) and most of the additional mathematics and science courses (24 cr) listed above. The six credit hours saved by taking the ISC will be added to the free electives for the degree:

Free Electives (13 credits instead of 7 credits for the option listed above)

Relevance to university mission and strategic planning

A B.S. in systems biology advances the mission of the university and the College of Science (<http://www.science.vt.edu/about/about-mission.html>) which aims to prepare future professionals in disciplines that enhance “the well-being and development of the university, the local community, the Commonwealth, the nation, and the world.” It enriches the academic experience of undergraduate students by emphasizing interdisciplinary learning and a capstone research-thesis project. It fosters scholarship and professional development in the key areas of health, food and nutrition and innovative technologies and complex systems. It focuses students’ intellectual assets on societal issues that will engage the best scientific minds of the future. Moreover, the B.S. in systems biology will help to fulfill the mission of the university by contributing to the “discovery and dissemination of new knowledge” in the life sciences (http://www.president.vt.edu/mission_vision/mission.html).

By bringing to bear the concepts and tools from the physical, chemical and mathematical sciences on current problems in health, agriculture, and biotechnology, the new and growing field of systems biology promises to create, convey and apply knowledge across disciplinary boundaries to improve the quality of human life and to foster the economic competitiveness of the Commonwealth and the nation. The new degree is fully consistent with the university’s vision: to train productive citizens and future professionals, to blur the distinctions between basic and applied research and the boundaries between disciplines, and to foster an atmosphere of intellectual discovery and excitement (<http://www.president.vt.edu/strategic-plan/2012-plan/2012-strategic-plan.pdf>).

Justification for the proposed program

At present, molecular systems biology is one of the most active areas of life science research in the world, as evidenced by the growing number of graduate programs in systems biology at major universities, the growing number of new research institutes in systems biology being established worldwide, the new funding opportunities at the National Institutes of Health, National Science Foundation, and Department of Energy, at private foundations, and the growth of employment opportunities for systems biologists at biotech startup companies and well established pharmaceutical firms. However, few undergraduate degree programs in systems biology exist anywhere in the world.

This gap will soon be filled by colleges and universities that aspire to lead the nation in educating the next generation of systems-thinking life scientists. Virginia Tech can become a national leader in this area of undergraduate education because it is the only public university in Virginia with the depth and breadth of faculty expertise to be a strong national contender in this arena. Our proposed undergraduate degree in systems biology

is perfectly aligned with the report of a distinguished committee of the National Research Council² (“BIO2010: Transforming Undergraduate Education for Future Research Biologists”; http://www.nap.edu/openbook.php?record_id=10497&page=27). The committee’s number one recommendation was:

Given the profound changes in the nature of biology and how biological research is performed and communicated, each institution of higher education should reexamine its current courses and teaching approaches to see if they meet the needs of today’s undergraduate biology students. Those selecting the new approaches should consider the importance of building a strong foundation in mathematics and the physical and information sciences to prepare students for research that is increasingly interdisciplinary in character.

The potential benefits of systems biology extend beyond basic biology to practical issues in agriculture, forestry, veterinary and human medicine, and biomimetic engineering. A solid program in systems biology at the undergraduate level will prepare the future work force of Virginia in these essential areas serving our society.

Student Demand

The ultimate target enrollment for the systems biology degree is a total of 65 majors. The Department of Biological Sciences, with more than 1,600 majors, provides a large pool of prospective candidates for a degree in systems biology. In a poll of freshmen (spring 2011) enrolled in Principles of Biology, students were informed that the College of Science is considering adding new courses and a possible new major in systems biology. When asked whether they would be interested in taking systems biology courses, 35% (102 of 291 respondents) said yes; and when asked whether they would be interested in majoring in systems biology, 12% replied affirmatively (33 of 278 respondents). Consequently, a systems biology degree could meet its enrollment goal if only half of these entry-level life science students who expressed an interest in the major were to sign up. In addition, because of the broad interdisciplinary character of the degree, it should attract students from the physical sciences and from engineering at Virginia Tech, at the very least as a unique opportunity for a double major. Moreover, because this systems biology degree would be the first such program in Virginia and one of a very few in the world, it is expected that additional students from out-of-state and internationally will apply to Virginia Tech to take advantage of this opportunity.

Existing courses illustrate the great potential for populating systems biology courses. Table 1 shows total enrollment for relevant courses in biology, statistics, physics, electrical and computer engineering, mathematics, computer science, and chemistry from 2009 to fall 2013. Listed are the restricted electives for the systems biology curriculum, these being good indicators of student interest in the systems biology areas. Note particularly that the enrollment in almost all of these courses has grown over the five-year period.

Table 1. Total enrollment for restrictive elective courses in the systems biology curriculum from 2009 to 2013 (data retrieved from Banner on 11/26/2013, [¥]data retrieved from Banner on 03/17/2014, [£]data retrieved from Banner on 04/23/2014).

Existing Courses	2009	2010	2011	2012	2013
BIOL 4104	NA	40	40	43	49
BIOL 4734	NA	NA	NA	35	50
BIOL 4844	NA	NA	2	NA	2
CHEM 4615	172	186	230	248	236
CHEM 4616	131	151	165	162	192
CS 2114 [£]	138	209	251	293	350
CS 3414 [£]	45	45	54	49	50
ECE 3704 [¥]	101	162	124	133	141
MATH 4254	10	9	8	6	13
MATH 4445 [¥]	38	40	52	61	67
MATH 4446 [¥]	49	36	40	51	42
MATH 4454	23	19	29	NA	29
PHYS 4714	3	11	17	15	NA
STAT 3104	NA	NA	11	28	21
STAT 4444	5	6	17	8	12

Market Demand

From recent degree-related employment projections of the U.S. Bureau of Labor Statistics and the Virginia Employment Commission, it is evident that the demand for life scientists will see robust growth over the next 5-10 years. Popular job search websites currently list thousands of public and private sector job advertisements under the search terms “systems biology”, “computational biology”, “genomics”, and “bioinformatics”, with many being open to applicants with bachelor degrees.

The bioscience field as a whole, encompassing both the public and private sectors and extending beyond obvious biomedical applications to innovations in agriculture, energy, and the environment, is one of the fastest growing sectors of the economy. According to a report (http://www3.bio.org/local/battelle2010/Battelle_Report_2010.pdf) of the Battelle Institute for Private Industry, the bioscience industry added 193,748 jobs from 2001 to 2008, a hefty growth rate of 15.8 percent. This rapid rate of job growth was 4.5 times the overall growth rate for the national private sector (3.5 percent). According to the report, even with the economic recession in 2008, the national annual “employment in the bio-science industry grew at 1.4% while total private sector employment declined by 0.7%.” As listed below, a healthy number of job prospects await our graduates who seek employment with their undergraduate degree.

Job listings on <http://www.simplyhired.com>

Job Title	All Job Listings	Open to B.S.
Systems Biology	9216	521
Computational Biology	1402	62
Genomics	3362	148
Bioinformatics	2395	92

In addition to employment opportunities in Virginia, there are several graduate programs in bioinformatics, computational biology and systems biology at Virginia universities for which our graduates would be eminently qualified:

Virginia Tech, Graduate School

Ph.D. Genetics, Bioinformatics and Computational Biology

George Mason University, School of Systems Biology

M.S. Bioinformatics and Computational Biology

M.S. Bioinformatics

M.S. Biomedical Sciences (Systems Biomedicine)

Ph.D. Bioinformatics and Computational Biology

Virginia Commonwealth University, Center for the Study of Biological Complexity

M.S. Bioinformatics

Ph.D. Integrative Life Sciences

Resource Needs/Savings

The newly created systems biology courses will be primarily delivered by the faculty in the departments of biological sciences, of chemistry, of physics, and of mathematics. It is anticipated that two new hires at the assistant professor rank in the field of molecular systems biology will be assigned to the systems biology program. These faculty members will be housed jointly within the Academy of Integrated Science and departments within the College of Science. These hires are associated with re-distribution of faculty positions within the College of Science.

The College of Science initiated cluster hiring in 2004 as a means of strategically re-aligning resources to better meet the needs of the university, of positioning the college to address interdisciplinary grand challenges in science, and of educating our students in a more comprehensive manner. Hiring in clusters, rather than specific disciplines, is a strategy for the college to seek and acquire the best faculty to promote our research and educational agenda and thereby achieve a stronger institution. Reallocation and/or realignment of resources to make faculty hires in systems biology is a continuation of the college's on-going strategic initiatives.

Four graduate teaching assistants (GTAs) will adequately cover the laboratory courses as well as the recitation sections throughout the curriculum.

No additional library or telecommunication resources will be required for the program beyond those that already exist.

In terms of space and equipment, the program will use a synergistic combination of existing resources, which includes faculty research laboratories and existing teaching laboratory spaces:

- The college has recently constructed three dynamic, interdisciplinary lab spaces that will be shared in the initial stages of the program. This space is uniquely positioned within the Biological Sciences and adjacent to the Physics department.
- The laboratory space that is available to systems biology students comprises chemical hoods, instrumentation, team bench spaces, cell culture facilities, and team data discussion spaces.
- The university has instituted a mechanism by which lab fees can be collected to help maintain equipment and supplies.
- As the program matures, the expectation is that the planned science research lab building will house these laboratory courses.

RESOURCE	ESTIMATED COSTS (NA: not applicable)
Faculty	\$199,120 (salary and benefits for 2 positions)
Administrative Staff	NA
Graduate Teaching/ Graduate Research Assistants	\$113,564 (stipend, benefits and tuition for 4 graduate teaching assistants)
Space	NA
Library	NA
Equipment	\$800,000 (as part of startup for 2 positions)
Other	\$4000/y for software licenses; laboratory costs will be recouped from student lab fees

**RESOLUTION TO DISCONTINUE BACHELOR OF ARTS IN HUMANITIES,
SCIENCE, AND ENVIRONMENT**

WHEREAS, the bachelor of arts in humanities, science, and environment originally sought to offer undergraduates an interdisciplinary degree within the Department of Science and Technology in Society; and

WHEREAS, the anticipated demand for the degree did not materialize; and

WHEREAS, current students enrolled in the bachelor of arts in humanities, science, and environment have been notified of its discontinuance and given until fall 2017 to complete the degree; and

WHEREAS, no new students will be admitted to the degree;

NOW, THEREFORE, BE IT RESOLVED, that the bachelor of arts in humanities, science, and environment be discontinued effective fall 2017.

RECOMMENDATION:

That the above resolution to discontinue the bachelor of arts in humanities, science, and environment be approved.

November 10, 2014

**RESOLUTION TO REAFFIRM UNIVERSITY POLICIES ON
AWARDING CREDITS TO STUDENTS FOR
MILITARY EDUCATION AND TRAINING**

WHEREAS, Virginia Polytechnic Institute and State University provides services to aid in the transition of student veterans to achieve their educational goals; and

WHEREAS, Virginia Tech earned the designation of Military Friendly © institution by G. I. Jobs in 2011 for “going above and beyond to provide transitioning veterans the best possible experience in higher education”; and

WHEREAS, Virginia Tech has a longstanding policy of awarding college credit for specific subject area courses based on equivalencies criteria establish by the faculty of each academic discipline; and

WHEREAS, the university accepts military service records based on Joint Services Transcripts (JST) displaying a “C” or higher grade, with consideration of the American Council on Education (ACE) recommendations when awarding credit; and

WHEREAS, the metric for accepting military credits follows the requirements of the *Code of Virginia 23-9.2:3:7*; and

WHEREAS, the university registrar, as designated by the university, facilitates annual review of institutional guidelines established by the State Council of Higher Education (SCHEV) for awarding military credits;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors of Virginia Polytechnic Institute and State University, reaffirms existing university policy on the acceptance of military credits in accordance with the requirements of the Code of Virginia and guidelines established by the State Council of Higher Education for Virginia.

RECOMMENDATION:

That the Resolution to Reaffirm University Policies on Awarding Credits to Students for Military Education and Training be approved.

November 10, 2014

Committee Minutes

BUILDINGS AND GROUNDS COMMITTEE

7:30 a.m. Tour from the Inn at Virginia Tech
9:30 a.m. Open Session Meeting begins in Solitude Room,
The Inn at Virginia Tech

November 10, 2014

Board Members Present: Mr. William Fairchild, Mr. B. K. Fulton, Mr. Mehul Sanghani

VPI&SU Staff: Mr. Frank Beamer, Mr. Malcolm Beckett, Mr. Bob Broyden. Ms. Vickie Chiocca, Mr. Van Coble, Dr. Thim Corvin, Mr. Joe Crane, Dr. Eleanor Finger, Chief Kevin Foust, Major General Randy Fullhart, Mr. Tom Gabbard, Mr. Mark Gess, Ms. Donniece Gooden, Ms. Elizabeth Hansen, Ms. Kay Heidbreder, Mr. Mark Helms, Mr. Larry Hincker, Mr. Rick Hinson, Dr. Chris Kiwus, Ms. Leigh LaClair, Mr. Brian Lee, Ms. Heidi McCoy, Mr. Richard McCoy, Mr. Mike Mulhare, Ms. Kim O'Rourke, Mr. Charles Ruble, Ms. Kayla Smith, Mr. Jason Soileau, Mr. Robert Spieldenner, Ms. Pam White, Dr. Lisa Wilkes, Dr. Sherwood Wilson

Guests: Dr. Jeff Kirwan, Ms. Rebekah Paulson, Ms. Rebecca Wescott, Chief Anthony Wilson

Open Session

- 1. Tour of Indoor Athletic Practice Facility and Driving Tour of Campus Construction Sites:** The Committee toured the Indoor Athletic Practice Facility and had a driving tour of several construction projects on campus, including the Rasche Hall site at the Upper Quad and the new classroom building site.
- 2. Opening Remarks and Approval of Minutes of the September 15, 2014 Meeting:** The minutes of the September 15, 2014 meeting were approved.
- 3. Presentation on Changes to Parking and Transportation Operations:** The Committee received a briefing on the university's parking and transportation planning efforts as well as the operational efforts to address the loss of parking due to construction projects in the North Precinct of campus.
- 4. The 2013 Jeanne Clery Act Report on Campus Security and Fire Safety:** The Committee reviewed the annual campus security and fire safety report for Virginia Tech. Ms. Heidbreder also briefed the committee on proposed legislation and policies that may impact the university's Clery responsibilities in relation to Title IX. Ms. Heidbreder and Chief Foust emphasized that a strong, collaborative working relationship already exists among the university staff, campus and local law

enforcement. A more in-depth briefing on recent Title IX changes is planned for the full Board at a later meeting.

5. **Briefing on Emergency Management Accreditation:** The Committee received a briefing on Emergency Management accreditation. Virginia Tech received full accreditation from the Emergency Management Accreditation Program (EMAP) in October 2014. The program has only been available to higher education institutions since January 2013, and Virginia Tech is the first school to complete the rigorous process. Michael Mulhare, the Director of the Virginia Tech Office of Emergency Management, and his team worked diligently with partners and stakeholders across campus and in the local community to achieve this accreditation. Therefore, the Committee recommended that the Board draft a letter to Mr. Mulhare commending the work of the Office of Emergency Management and their partners across campus for achieving the first and only EMAP accreditation for an institution of higher education in the United States.
- * 6. **Resolution for Partial Relocation of Blacksburg-Virginia Polytechnic Institute Sanitation Authority Easement:** The Committee recommended full board approval of a resolution authorizing a revised easement to the Blacksburg-Virginia Polytechnic Institute Sanitation Authority (the "Sanitation Authority") to partially relocate the sewer line traversing the Derring Hall parking lot in order to move forward with the new classroom building at the current location of the sewer line.
- * 7. **Resolution to Clarify the Virginia Tech/Montgomery Regional Airport Authority November 18, 2013 Resolution:** The Committee recommended full board approval of a resolution amending the Board of Visitors resolution dated November 18, 2013 and entitled "Resolution On Transfer Of Property To Virginia Tech/Montgomery Regional Airport Authority," to clarify and affirm the Board of Visitors is in agreement with Article VI Reversion Clause as stated in the "Agreement For Purchase And Sale of Real Estate" dated November 2013. A recent review of the resolution and the agreement revealed a discrepancy between the two documents, which this resolution eliminates.
- * 8. **Resolution on Demolition of University Buildings:** The Committee recommended full board approval of a resolution authorizing the demolition of Building 0206, which is a metal electrical substation control building on university property at the Lane Electrical Substation on the Virginia Tech campus in Blacksburg, Virginia. The building is too small to meet the increasing equipment needs serving the expanding substation, is in poor condition, and uneconomical to repair.
9. **Design Preview/Review for Dry Manure Storage Facility:** The Committee approved the design review graphics for a 4,758 gross square foot, three-sided storage building. The existing dry manure storage building located at the Dairy Science complex is slated for demolition in 2015 along with the rest of that complex. This storage building, to be located west of the Plantation Road research

facilities, will substitute for the existing storage facility and will fully meet the needs of the College of Agriculture and Life Sciences in maintaining the remaining herd.

- 10. Design Preview/Review for McBryde 100 Classroom Renovation:** The Committee approved the design review graphics for the McBryde 100 Classroom Renovation. The McBryde 100 classroom is the most used instructional auditorium on campus. The auditorium and the adjacent foyer will be fully renovated and refurbished to serve as modern instructional space while correcting infrastructure deficiencies.
- 11. Update on Drillfield Paths:** The Committee received an update on planning efforts for paths and improvements on the Drillfield. Chair Fairchild was pleased at the multi-disciplinary team approach that has been implemented to explore alternate solutions to asphalt paths and encouraged the team to invent a green solution for the paths on the Drillfield.
- 12. Capital Project Status Report:** The Committee received an update on the status of several capital projects, including the Fire Alarm Systems and the Agriculture Program Relocation. Dr. Wilson will plan for the Committee to tour the new Dairy Program site at Kentland Farm and the Route 460 Interchange at the next Board meeting. There are at least two critical capital projects that are on hold due to low state revenue projections and subsequent lack of General Fund capital support: Davidson Hall Improvements, Phase II and the Chiller Plant, Phase II. The Committee requested that staff look into potential alternative sources of funding and develop a plan to present to the appropriate Committees. Since this is a financial matter, Dr. Wilson will communicate the request to Mr. Shelton, Vice President for Finance and Chief Financial Officer and the request of the Committee will be referred to the Finance and Audit Committee.

Adjournment

There being no further business, the meeting adjourned at 10:50 a.m.

***Requires full Board approval.**

Changes to Parking and Transportation Operations

NOVEMBER 10, 2014

BUILDINGS AND GROUNDS COMMITTEE

A solid horizontal bar at the bottom of the slide, divided into two equal-width sections of orange and maroon.

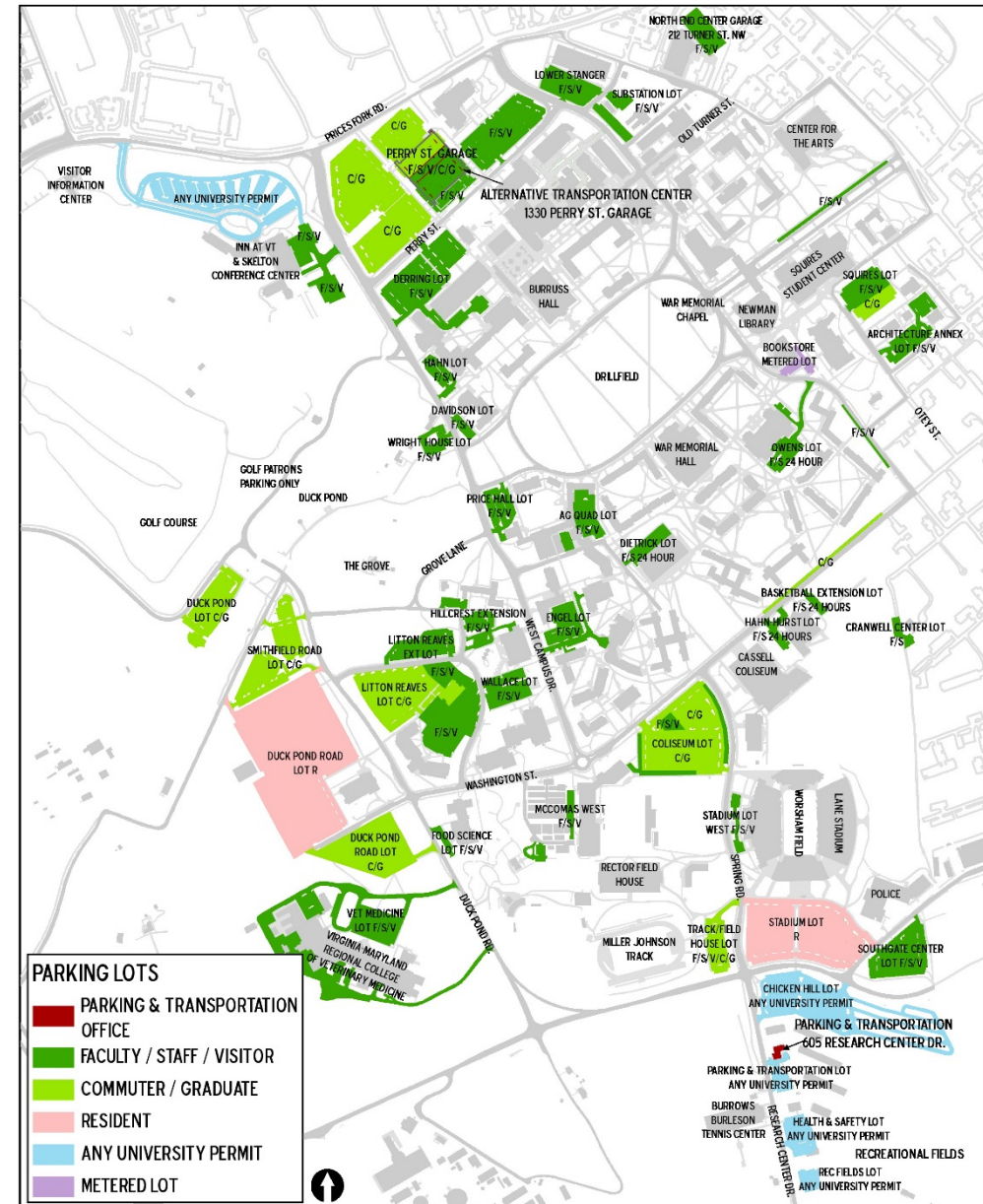
Overview of Parking and Transportation

Alternative Transportation

- BT Contract Management
- Vanpools
- Carpools
- Bicycle Programs

Parking Services

- Facilities and Maintenance
- Business Operations
- Special Events



Parking Management Challenges

North Precinct Development

- Construction/completion of Goodwin Hall (Signature Engineering Building)
- Construction of Academic Classroom Building
- Realignment of Perry Street
- Construction of Multi-Modal Transit Facility

Corps of Cadets Residential Parking

Campus Community Engagement in Addressing Challenges

Formulated communications strategy, led by University Relations, to provide on-going communication to campus community regarding parking and transportation changes

Met with BOV graduate and undergraduate representatives to listen to their concerns and discuss their involvement

Utilized the university governance committees charged with parking and transportation

Initiated campus-wide parking and transportation survey designed to:

- gauge the campus community's interest in parking and transportation initiatives
- ascertain their opinions on parking and transportation management issues
- determine their level of satisfaction with the current parking and transportation operations

Campus Community Engagement in Addressing Challenges

Led by the Office of University Planning, launched an RFP for a parking and transportation master plan that will provide long range planning for the university parking, transportation, and traffic initiatives over the next ten years

Benchmarked peer institution parking rate structures and parking management policies

North Campus Precinct – Impacted Parking Areas

Signature Engineering Building –
relocation of 402 parking spaces

Academic Classroom Building –
relocation of 333 parking spaces

- 262 - West Side
- 71 - East Side

Realignment of Perry Street –
relocation of 161 parking spaces

Multi-Modal Transit Facility –
relocation of 579 parking spaces

- 256 – West Hub
- 279 – East Hub
- 44 - Building

Total spaces relocated – 1,475



Relocation of Parking Spaces

Phase 1:

Duckpond Overflow Lot and
Smithfield Lot – combined 586
spaces

Current fill rate approximately
10 percent - 525 available
spaces

Implementation of additional
BT Stop to provide shuttle to
core campus

DUCK POND OVERFLOW & SMITHFIELD LOTS



● BT BUS STOPS

Relocation of Parking Spaces

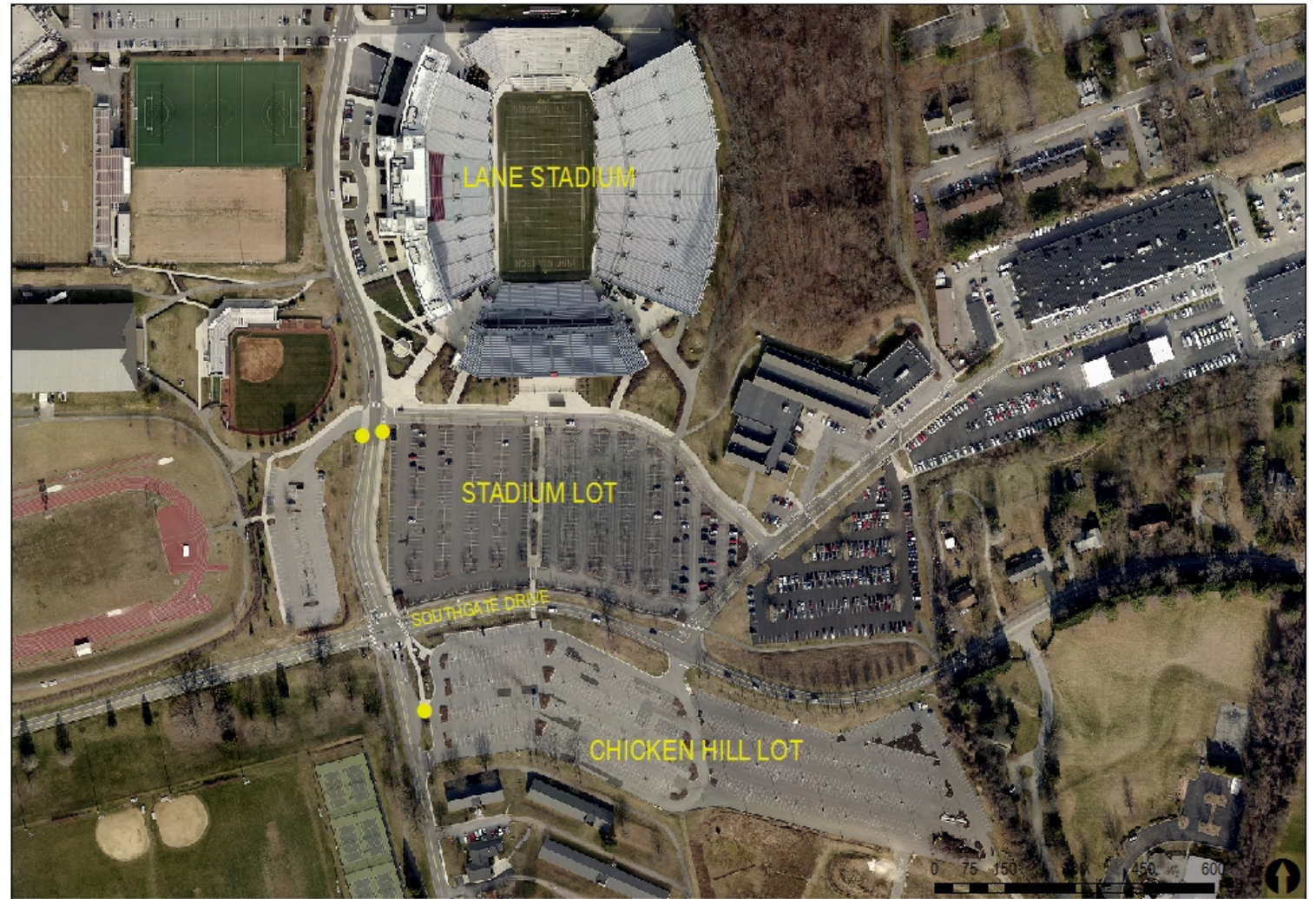
Phase 2:

Chicken Hill Lot – approximately
966 available parking spaces

Reviewing use of parking lot for F/S
in 2015-16

Exploring use of additional transit
shuttle

CHICKEN HILL LOT

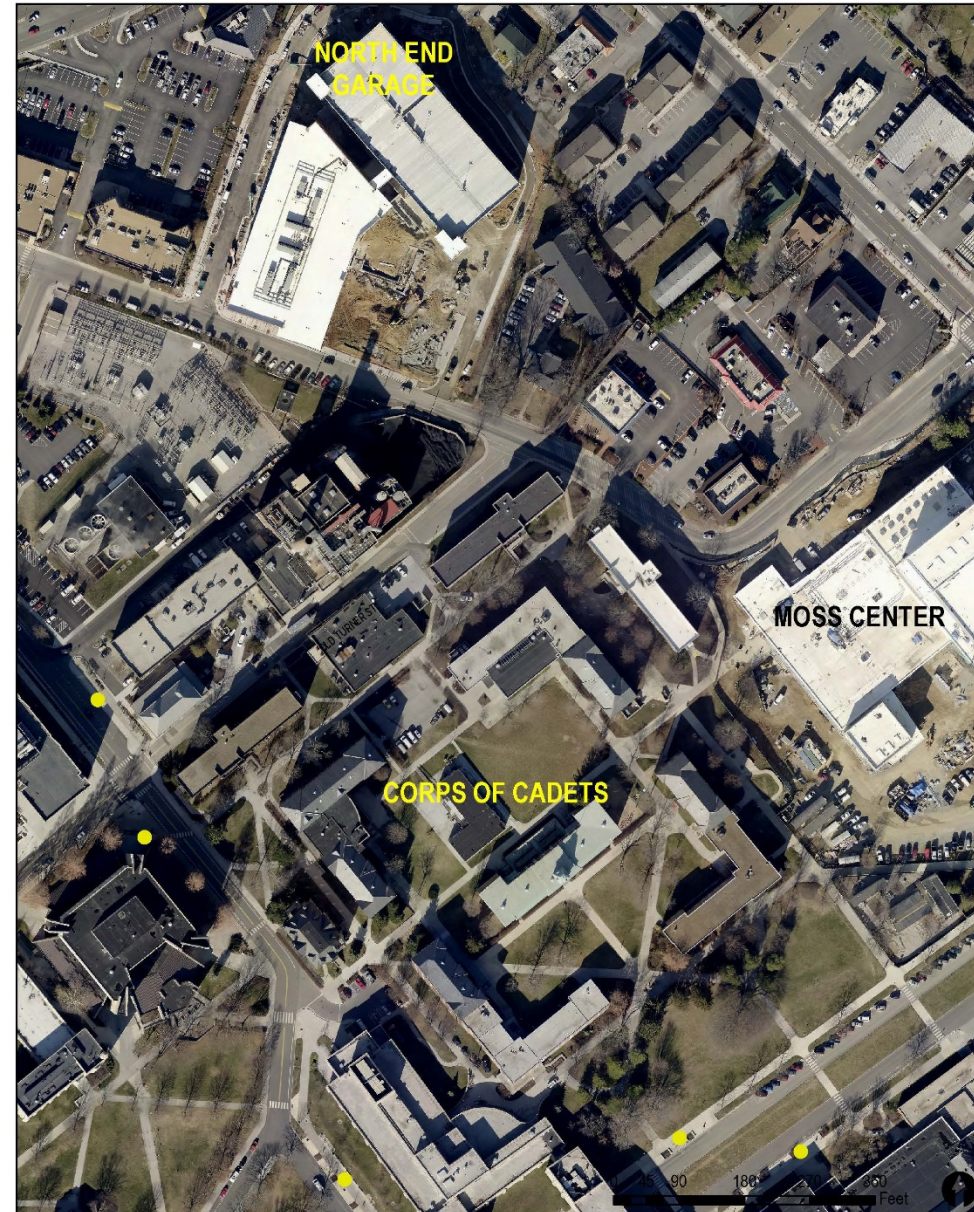


● BT BUS STOPS

Corps of Cadets Weekend Parking

Identified parking management
solution in North End Garage

UPPER QUAD



● BT BUS STOPS



VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY



2013 JEANNE CLERY ACT REPORT

*THE ANNUAL CAMPUS SECURITY AND FIRE SAFETY REPORT
FOR THE*

VIRGINIA TECH BLACKSBURG CAMPUS



CAMPUS SAFETY: A SHARED RESPONSIBILITY

The Virginia Tech Police Department is a Nationally Accredited Law Enforcement Agency.

Virginia Tech Annual Campus Security and Fire Safety Report

The Virginia Tech Police Department has been designated as the department responsible for compiling and publishing the university's annual security and fire safety report. This document is intended to serve as the annual security and fire safety report, as required by the Higher Education Opportunity Act and the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. The purpose of the report is to provide information about security on campus, to include: campus and community crime statistics, fire statistics and safety information, policy information, safety tips, resource phone numbers and a brief overview of the many services the university provides. A map of the campus can be found at: <http://www.police.vt.edu/clerymaps> and is attached in *Appendix A*. Keep this information where it can be easily located; it provides you with a useful reference source of information.

Campus Security Authority (CSA)

"Campus security authority" is a Clery-specific term that encompasses four groups of individuals and organizations associated with an institution.

- A campus police department or a campus security department of an institution.
- Any individual or individuals who have responsibility for campus security but who do not constitute a campus police department or a campus security.
- Any individual or organization specified in an institution's statement of campus security policy as an individual or organization to which students and employees should report criminal offenses.
- An official of an institution who has significant responsibility for student and campus activities, including, but not limited to, student housing, student discipline and campus judicial proceedings. An **official** is defined as any person who has the authority and the duty to take action or respond to particular issues on behalf of the institution.

If someone has significant responsibility for student and campus activities, he or she is a campus security authority.

Information for this report is compiled from reports provided by campus security authorities including, but not limited to, the Office of Emergency Management, Office of Student Conduct, Environmental Health and Safety, the Department of Human Resources, the Dean of Students Office, the Virginia Tech Women's Center, and the Office of Residence Life. Statistics are also compiled from law enforcement agencies in jurisdictions that Virginia Tech owns property, leases property, or controls property or those with jurisdiction on adjacent property. Information for the main campus in Blacksburg was obtained from the Blacksburg Police Department, the Montgomery County Sheriff's Office, the Christiansburg Police Department, the Virginia Department of Alcoholic Beverage Control, the New River Regional Drug Task Force, and the Virginia State Police. Individuals who want to report crimes for inclusion in the Annual Security Report, or for the purpose of making timely warning reports, should report them to the Virginia Tech Police Department.

Virginia Tech is committed to providing the members of the campus community and visitors with the safest and most secure environment possible; however, even the most extensive initiatives cannot succeed without the awareness and cooperation of the community members who work, study, and live on campus.

Campus Overview

Virginia Polytechnic Institute and State University has a student population of over 28,000 on its main campus and serves over 2,300 students at extension campuses located throughout the Commonwealth. Surrounded by the Town of Blacksburg, Virginia Tech is situated on 2,600 beautifully landscaped acres located in the New River Valley and only a short drive from the scenic Blue Ridge Mountains, the Appalachian Trail, and the New River itself.

Virginia Tech Police Department

The Virginia Tech Police Department (VTPD) is a nationally and internationally accredited professional law enforcement organization staffed by highly trained men and women. The department consists of 51 sworn officers and a full time support staff of 23 employees. Numerous seasonal employees supplement the support staff during the academic year. The Virginia Tech Police Department operates 24 hours a day and provides full police services to the university community. The officers are state-certified and empowered to enforce all federal, state, and local laws on university property. They have full authority to make arrests and carry firearms. In addition to patrol, investigation, and crime prevention, the department answers calls for assistance, such as motorist assists.

Virginia Tech police officers have jurisdiction and respond to incidents on the immediate campus in Blacksburg, Virginia, property owned or leased by Virginia Tech, and university related corporations in the Blacksburg area. The Virginia Tech Police Department has jurisdiction on any other public or private institution of higher learning, if requested by that institution. A concurrent jurisdiction agreement was granted by the Circuit Court Judge of Montgomery County and includes the Towns of Blacksburg and Christiansburg, as well as the County of Montgomery.

The Virginia Tech Police Department also has a specified enhanced patrol zone in downtown Blacksburg. Officers have the authority to conduct routine patrol and make arrests in the enhanced patrol zone. A map displaying these boundaries has been added to this report as *Appendix B* and can be found online at <http://www.police.vt.edu/clerymaps>.

The Virginia Tech Police Department maintains a close working relationship with the Virginia State Police, Blacksburg Police Department, Montgomery County Sheriff's Office, and Christiansburg Police Department, as well as other law enforcement agencies throughout the state. The Virginia Tech Police Department has a written Memorandum of Understanding with the Blacksburg Police Department and the Virginia State Police concerning sexual assault and death investigations. The Virginia Tech Police Department does not have any other written Memorandum of Understanding with any other law enforcement agency concerning the investigation of criminal incidents, as the department has the responsibility and authority to conduct all criminal investigations for crimes that occur on Virginia Tech owned, leased, or controlled property. The monitoring and recording of criminal activity in which students engaged at off-campus locations of officially recognized student organizations, including those with off-campus housing facilities is done through communications with the Blacksburg Police Department, and other local law enforcement agencies based on addresses of recognized student organizations. As a participant in the National Crime Information Center (NCIC) and the Virginia Crime Information Network (VCIN), the Virginia Tech Police Department is able to transmit and receive crime information with other police agencies throughout the United States. Through its membership in related professional organizations, the department is able to keep abreast of new or developing ideas and has a medium for the exchange of information on law enforcement issues. The Virginia Tech Police Department has a news release called "Daily Crime and Fire Log" that is published each day with the exception of weekends, holidays and when the university is closed. The "Daily Crime and Fire Log" lists actual fires in residence halls and all incidents of crime within the past 24 hours, or over the weekend. A copy is e-mailed to administrative personnel with a need to know and to the local media stations. The report is available for review 24 hours a day at the Virginia Tech Police Department Communications Center located at 230 Sterrett Drive, Blacksburg Virginia 24061, at the Office of the Chief of Police located at 330 Sterrett Drive, Blacksburg Virginia 24061, and on the department's website at www.police.vt.edu. The Blacksburg Police Department notifies the university, via a Referral of Student Conduct, when students or university recognized student groups are involved in criminal activities off campus within the Town of Blacksburg.

Policies and Regulations

Timely Warnings / Crime Alerts

Timely Warnings/ Crime Alerts will be provided to the community in the event of a reported crime, either on campus or off, that, in the judgment of the Chief of the Virginia Tech Police Department or a designee, constitutes an ongoing or continuing serious threat to the university community. The Clery crimes for which *Timely Warnings / Crime Alerts* may be issued may include, but are not limited to, arson, homicide, burglary, robbery, sex offenses, aggravated assault and motor vehicle theft.

The *Timely Warnings / Crime Alerts* are generally written by the Chief of Police or a designee and they are typically distributed to the community via email to anyone who has a vt.edu email address by University Relations or the Virginia Tech Police Department. If someone from University Relations is unavailable, there are several administrators in the Virginia Tech Police Department who can initiate the email system. The *Timely Warnings/ Crime Alerts* are also posted on the Virginia Tech Police Department website and may be posted on social media outlets. Updates to the Virginia Tech community about any particular case resulting in a *Timely Warning / Crime Alert* will normally be distributed via email.

Missing Persons

If a member of the University community has reason to believe that a student who resides in on-campus housing is missing, he or she should *immediately* notify the Virginia Tech Police Department at 540-231-6411. The Virginia Tech Police Department will generate a missing person report and initiate an investigation.

After investigating the missing person report, should the Virginia Tech Police Department determine that the student is missing and has been missing for more than 24 hours; the Virginia Tech Police Department will notify the student's confidentially identified missing person contact, no later than 24 hours after the student is determined to be missing. If the missing student is under the age of 18 and is not an emancipated individual, the Virginia Tech Police Department will notify the student's parent or legal guardian after making the determination that the student has been missing for more than 24 hours. As required by law, the Virginia Tech Police Department will inform the Blacksburg Police Department of any missing student in order to inform them that the Virginia Tech Police Department has conducted an initial investigation and has determined that a student is missing. This notification will be made no later than 24 hours after the student is determined to be missing.

In addition to registering an emergency contact, students residing in on-campus housing have the option to identify, confidentially, an individual to be contacted by Virginia Tech in the event the student is determined to be missing for more than 24 hours. Students who wish to identify a confidential contact can do so through the Hokie Spa web site. This confidential contact information will be accessible to authorized campus officials and law enforcement only, and will not be disclosed outside of a missing person investigation.

Security and Access to Campus Buildings

Security and access control design standards have been developed for new and renovated buildings owned by the university. Designs are reviewed by the Virginia Tech Police Department for compliance with security requirements. Exterior doors in all residence hall buildings remain locked at all times except in those buildings that also house university offices. During special circumstances such as student move in, exterior entrances are scheduled to be unlocked during specified time periods. Residents of the building and their escorted guests, as well as authorized persons, access the building by utilizing the card access system. Resident Advisors (RAs) and Housing and Residence Life Resource Officers make rounds during evening hours to verify that exterior entrances are locked and secured. Academic and administrative buildings are open to the public during operating hours and are generally secured after operating hours and during extended breaks. For information about the access protocol for a specific building, see the building manager, a department head, or contact the

Virginia Tech Police Department at 540-231-6411. All campus buildings are patrolled by the Virginia Tech Police Department in order to monitor and address any security measures needed.

Virginia Tech has designed policies and regulations in order to create a safe and harmonious environment for the members of its community. All campus community members and visitors of the university are required to obey these regulations. These policies not only reflect the university's high standards of conduct, but also local, state and federal laws. Observed and enforced, they create a significant degree of safety for the university community.

Security Considerations used in the Maintenance of Campus Facilities

Housing and Residence Life Resource Officers also make reports of malfunctioning lights and other unsafe physical conditions that need to be addressed. Information in those reports is forwarded to the appropriate facility/department for follow-up. Facilities and landscapes are maintained in a manner that minimizes hazardous conditions. When facilities receive maintenance or renovations, security measures such as lighting, landscape and entrance security are included, if it is deemed necessary by the Office of the University Architect and the Virginia Tech Police Department Crime Prevention Specialist.

Alcohol and Drugs

Virginia Tech recognizes that the misuse and abuse of alcohol is a persistent social and health problem of major proportion in our society and that it interferes with the goals and objectives of any educational institution. Accordingly, Virginia Tech does not encourage the use of alcoholic beverages and strongly discourages illegal or otherwise irresponsible use of alcohol. Members of the university community are responsible for their decisions regarding their use of alcohol as well as their behavior, which occur as a result of these decisions. In this context, Virginia Tech created a comprehensive policy on Alcoholic Beverages and Other Controlled Substances. This policy can be found in the University Policies for Student Life and on the web at <http://www.studentconduct.vt.edu>.

Alcohol Policy

Virginia Tech fully enforces the alcohol regulations of the Commonwealth of Virginia. All state laws apply to Virginia Tech students, faculty, staff, and visitors while in the Commonwealth of Virginia. These laws prohibit possession, use, sale, distribution, and consumption of all alcoholic beverages by persons less than 21 years of age while in the Commonwealth of Virginia. To maintain conditions conducive to a learning environment, and to ensure that all community members are in a safe, productive environment, the university further restricts the use of alcohol within specified criteria. For more comprehensive details, please refer to the University's Policy on Alcoholic Beverages at <http://www.policies.vt.edu/1015.pdf>.

Controlled Substances

The university strictly prohibits the illegal use, sale or possession of any controlled substance. Virginia Tech fully enforces both federal and state drug laws. The illegal use of controlled substances is incompatible with the goals of an academic community. Students found guilty of possessing, using, distributing, or selling controlled substances will face serious disciplinary action that may include suspension and/or dismissal from the university for the first offense. Violations of state law should be reported to the Virginia Tech Police Department which will take appropriate legal actions. For more comprehensive details, please refer to the University's Policy for a Drug Free University at <http://www.policies.vt.edu/1020.pdf>.

Pastoral and Professional Counselors

The Women's Center at Virginia Tech employs counselors. Crimes reported to the Women's Center are confidential, but information such as the location, date, and offense type are communicated to the police department for inclusion in the annual crime statistics. Counselors at the Cook Counseling Center provide information to survivors about other community services available to them as well as the procedures for

reporting crimes to the Virginia Tech Police Department. There are no formal procedures that require professional counselors to inform persons they are counseling of any procedures to report crimes on a voluntary and confidential basis for inclusion in the annual disclosure of crime statistics.

Emergency Response and Evacuation Information Compiled by the Office of Emergency Management

Emergency Notifications

Virginia Tech will immediately notify the campus community upon the confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or staff occurring on the campus. In accordance with the Higher Education Act of 1965 as amended and Section 23-9.2:11 of the Code of Virginia, the university has implemented a comprehensive communications system, "VT Alerts," to provide prompt warning notifications and alerts of immediate threats to the health and safety of members of the campus community using a variety of methods. The "VT Alerts" system includes: email notices; phone, cellular phone, and text messages; classroom electronic message signs; posters; university website notices; campus loud speakers/sirens, desktop alerts and twitter feed @vtalerts. Protocols for emergency notifications, as outlined in the Emergency Notification Systems Protocols, are available at:

<http://www.emergency.vt.edu/programs/plans/ENSprotocol.pdf>

Parents and members of the larger community are not eligible to sign up for all of the immediate notifications through Virginia Tech Alerts. However, they are able to sign up for Desktop Alerts and the @vtalerts twitter feed and are encouraged to do so and can also check the University Website at <http://www.vt.edu> for updates during an emergency on campus. The Virginia Tech Police Department is primarily responsible for confirming that there is a significant emergency or dangerous situation on campus that could cause an immediate threat to the health and safety of the members of the campus community. There are other departments on campus that could be in a position to confirm certain types of emergencies. The Office of University Relations, the Virginia Tech Police Department, the Office of Emergency Management and the Vice President for Administrative Services have access to the systems to notify the campus community of immediate threats that have occurred and necessitate evacuation, shelter or secure in place or other action on the part of students, employees, and campus visitors. These departments have the authority to determine the appropriate segment or segments of the campus community that will receive alerts, to determine the content of the alert, and to initiate the notification system, when applicable. The institution typically provides follow-up information to the community using the same systems that were used to send out the original alert.

One of the listed departments above will, without delay, take into account the safety of the community, determine the content of the notification and initiate the notification system, unless issuing a notification will, in the professional judgment of first responders, compromise efforts to assist a survivor or to contain, respond to, or otherwise mitigate the emergency. The typical first responders to an incident that causes an immediate threat to the health and safety of the Virginia Tech community include the Virginia Tech Police Department, Virginia State Police, Blacksburg Police Department, Montgomery County Sheriff's Office, Christiansburg Police Department, Virginia Tech Rescue and the Blacksburg Fire and EMS Department.

Annually, the Offices of University Relations and Human Resources provide communications to the university community regarding university procedures for authorized closings and receiving emergency alerts. Additional information about the "Alert" process can be found in the University Safety and Security Policy at:

<http://www.policies.vt.edu/5615.pdf>

Emergency Preparedness

Emergency preparedness and information on what to do in an emergency can be found on the “Be Hokie Ready” link from the Office of Emergency Management webpage <http://www.emergency.vt.edu>. In an emergency it is important to remember three important things: **do not take unnecessary risks, there is no substitute for remaining calm, and always use common sense.**

University departments are responsible for developing Emergency Action Plans (EAP) and Continuity of Operations Plans (COOP) for their staff and areas of responsibility. The University conducts numerous emergency response exercises each year, including table top exercises, functional exercises, drills and tests of the emergency notification systems on campus. These tests are designed to assess and evaluate the emergency plans and capabilities of the institution. Drills and exercises completed during 2013 are listed in table 1.

Table 1

Location	Date	Name	Description of Exercise	Announced or Unannounced
Catawba Sustainability Center	1/24/2013	EAP/ENS/COOP	Exercise	Announced
Squires Student Center/GLC	3/6/2013	EAP/ENS/COOP	Tabletop	Announced
VT Main Campus Hokie Grill	3/7/2013	EAP/ENS/COOP	Tabletop	Announced
VT Main Campus /Personal Touch Catering	3/7/2013	EAP/ENS/COOP	Tabletop	Announced
VT Main Campus /Turner Place	3/11/2013	EAP/ENS/COOP	Tabletop	Announced
VT Main Campus / VT Alerts	3/20/2013	EAP/ENS/COOP	Test	Announced
VT Main Campus / Dining Services	3/28/2013	EAP/ENS/COOP	Tabletop	Announced
VT Main Campus / Owens Food Court	4/2/2013	EAP/ENS/COOP	Tabletop	Announced
VT Main Campus / Sterrett 31	4/3/2013	Evacuation Drill	Drill	Announced
VT Main Campus / CAUS / Cowgill	4/15/2013	Evacuation Drill	Drill	Announced
VT Main Campus / West End Dining Hall	4/15/2013	EAP/ENS/COOP	Tabletop	Announced
VT Main Campus / Burchard Hall	4/16/2013	Evacuation Drill	Drill	Announced
VT Main Campus / Bishop Favrao Hall	4/23/2013	Evacuation Drill	Drill	Announced
VT Main Campus / West End Exercise	5/6/2013	EAP/ENS/COOP	Exercise	Announced
VT Main Campus / University Relations	7/8/2013	EAP/ENS/COOP	Tabletop	Announced
VT Main Campus / Joint Information Center	7/22/2013	EAP/ENS/COOP	Exercise	Announced
SWHEC - Abingdon	7/22/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
Leesburg Equine Medical Center - Leesburg	7/29/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
VT Research Center - Arlington	7/30/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
Hampton Roads - AREC	7/31/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
National Capital Region - Occoquan	8/1/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
Richmond Center	8/5/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
Northern Virginia Center - Falls Church	8/6/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
Middleburg AREC	8/6/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
IALR - Danville	8/7/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
Roanoke Center	8/8/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
Equine Medical Center - Leesburg	8/19/2013	Evacuation	Drill	Announced
VT Main Campus / Lane Stadium	9/3/2013	Functional Exercise	Exercise	Announced
VT/Carilion Research Institute, Roanoke	9/19/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
VT Main Campus / Bishop Favrao Hall	10/15/2013	Evacuation	Drill	Announced
VT Main Campus / Cowgill and Burchard	10/15/2013	Evacuation	Drill	Announced
VT Main Campus / Disaster Mental Health Team	10/22/2013	EAP/ENS/COOP/HIRA	Tabletop	Announced
VT Main Campus / Burruss Hall	10/25/2013	Evacuation	Drill	Announced
VT Main Campus / VTPD	11/5/2013	Police Drill	Drill	Announced
VT Main Campus / VTPD	11/12/2013	Police Drill	Drill	Announced
VT Main Campus / Disaster Mental Health Team	11/20/2013	Functional Exercise	Exercise	Announced
VT Main Campus / Provost	12/3/2013	EAP/ENS/COOP/HIRA	Exercise	Announced

The Virginia Tech Police Department, Office of Emergency Management and other critical university divisions are trained in Incident Command and response to campus incidents. When a serious incident occurs that causes an immediate threat, the first responders to the scene at the Blacksburg campus to an incident that causes an immediate threat to the health and safety of the Virginia Tech community include the Virginia Tech Police Department, Virginia State Police, Blacksburg Police Department, Montgomery County Sheriff's Office, Christiansburg Police Department, Virginia Tech Rescue and the Blacksburg Fire and EMS Department, Virginia Tech Office of Emergency Management, as well as other university departments and jurisdictions. These agencies work together to manage the incident. At other campuses first responders from local jurisdictions will manage incident response.

General information about the emergency response and evacuation procedures for Virginia Tech is publicized each year as part of the institution's Clery Act compliance efforts.

Virginia Tech will notify the university community of its emergency notification protocols, emergency response and evacuation procedures via email, in conjunction with at least one announced or unannounced drill or exercise each calendar year. Information related to emergency notifications and emergency guidelines can be found at <http://www.emergency.vt.edu>. Information related to evacuation procedures can be found at <http://www.ehss.vt.edu>.

Emergency Evacuation Procedures

Each occupied residence hall is required to conduct a quarterly fire drill in compliance with the Virginia statewide fire code. Thus, the emergency response and evacuation procedures are tested at least twice each year and, for some of the buildings, four times a year. The purpose of the drills is to provide all residents and staff practice in the event there is ever a real fire or other evacuation emergency. The drills prepare building occupants for an organized evacuation in case of a fire or other emergency. Evacuation drills are used as a way to educate and train occupants on fire safety issues specific to their building. During the drill, occupants familiarize themselves with procedures and the location of exits and the sound of the fire alarm. Alarms and other components of the fire safety system are also checked to see that they are working properly. The fire drills are generally held within the first 10 days of the semester, during the hours of 8:00a.m. - 11:00p.m. Following the drill, residents receive a report and feedback on the evacuation process. Be sure you know what to do when the fire alarm sounds, and always evacuate!

Each university department or unit develops an Emergency Action Plan (EAP) that outlines the actions occupants in the building must take during emergencies. Evacuation planning is a part of each department's EAP. All drills must be coordinated with Environmental Health and Safety Services (EHSS) in advance by calling (540) 231-9068 or email firesafe@vt.edu. EHS Fire Safety and Residential Programs work together each year to provide fire and life safety education to students living on campus. Each year Area Coordinators, Resident Directors and Resident Assistants are required to attend fire and life safety training during their orientation in August.

Secure-In-Place Procedures

When it is necessary to secure-in-place, you will be the safest by placing a locked door or other barricade between you and the associated violence or danger.

HOW DO I SECURE-IN-PLACE?

A. REMAIN CALM!

- B. If you are outside during a secure-in-place emergency you should seek cover in the nearest unlocked building.

- C. If the buildings in the immediate area have exterior doors that have been locked, continue to move away from the danger, seek cover, move to another building, or leave campus if it is safe to do so.
- D. Once inside, find an interior room and lock or barricade the doors.
- E. To minimize vulnerability, turn off lights, silence phones, draw blinds, and move away from windows.
- F. Await further instruction from VT Alerts and emergency personnel.
- G. **DO NOT** leave until an “All Clear” is received.

WHAT IF SOMEONE WANTS TO ENTER A SECURE AREA?

If there is any doubt about the safety of the individuals inside the room or building, the area needs to remain secure. Allowing someone to enter a secure location may endanger you and others. **USE GOOD JUDGMENT.**

If there are individuals outside the secured door who wish to get in, several factors should be considered to determine if it is safe:

- Can you see the area outside the door to determine that someone is not lying in wait? Is it a trap?
- If a physical description of the subject was given in the secure-in-place alert, consider similarities such as age, race, clothing description, height, weight, gender, and hair and eye color.

If the decision is made to let a person in, consider the following:

- Have the person leave anything he or she is carrying (a backpack, laptop case, package, etc.) on the ground, outside of the secure area.

Remember to always use common sense. There are exceptions to all guidance and prescribed directions.

Shelter-In-Place Procedures

Shelter-in-place events are usually weather related emergencies. When it is necessary to shelter-in-place, you will be safest by moving inside to a building space that protects you from the danger. **DO NOT** lock doors behind you as others may also need to shelter-in-place.

HOW DO I SHELTER-IN-PLACE?

- A. **REMAIN CALM!**
- B. Immediately seek shelter inside the closest sturdy building.
- C. Do not wait until you physically see a tornado or severe weather event to react.
- D. Resist the temptation to go outside and check the weather conditions yourself.
- E. Once inside, stay away from windows, glass, and unsecured objects that may fall.
- F. Seek shelter in interior rooms and corridors.
- G. Avoid large free standing expanses such as auditoriums and gymnasiums.
- H. **DO NOT** use elevators.
- I. Await further instruction from VT Alerts and emergency personnel.
- J. **DO NOT** leave until an “All Clear” is received.

During a tornado, seek shelter on the lowest level possible. If warranted, consider crouching near the floor and seeking additional shelter under a sturdy desk or table, or cover your head with your hands.

Remember, always use common sense. There are exceptions to all guidance and prescribed directions.

WEATHER DEFINITIONS

- A. Watch: Conditions are favorable for the development of severe weather. Closely monitor the situation in case it gets worse.
- B. Warning: Severe weather has actually been observed. Listen closely to instructions provided by weather radios/emergency officials.

Reporting a Crime or Getting Emergency Assistance

Individuals are responsible for being aware of and complying with university policies/procedures and applicable law. Employees and students are encouraged to accurately, voluntarily and promptly report crimes, emergencies, potential threats or risks to the Virginia Tech Police Department. Crimes and other emergencies should be reported to the Virginia Tech Police Department at 540-231-6411 or 911 for an emergency. Survivors or witnesses of crimes on campus may report those crimes anonymously on a voluntary, confidential basis for inclusion in the annual crime disclosure online at www.police.vt.edu.

Criminal or suspicious acts and emergencies should be reported to the police immediately in person, by telephone or by using one of the emergency call boxes strategically located around campus. A program has been added to the Virginia Tech Police Department's website that enables students, faculty and staff to report incidents via the internet. The report form contains all information needed to complete a police report. This form can only be used for vandalism, damage or destruction of property, larceny or theft offenses and annoying or harassing phone calls. If a person wants to report an incident anonymously and or confidentially to the Virginia Tech Police Department or any Campus Security Authority, they may do so in person, or by accessing the *Stop Abuse* website by clicking on the link provided on the Virginia Tech Police Department's website.

This allows anyone to report a crime anonymously / confidential, or simply to give information about a crime or alleged crime he or she has general knowledge or suspicion about. All information is kept in the strictest confidence and is only accessible to the authority the reporting party selects. This information will be reported in the annual crime disclosure. These forms can be accessed at www.police.vt.edu. If you ever need to contact the police, officers and staff will attempt to assist you in any way possible. The Virginia Tech Police Department has two locations to serve our community. There is a communications center located at 230 Sterrett Drive, Blacksburg Virginia 24061. The communications center is staffed 24 hours a day and department personnel are always available to answer questions or to have an officer respond to take a complaint. The second location is the Public Safety Building located at 330 Sterrett Drive, Blacksburg Virginia 24061. The Public Safety Building is open during normal business hours Monday – Friday.

The Virginia Tech Police Department encourages everyone that has become a survivor of crime to come forward and report it to the police. However, on occasion and depending on the nature of the crime the survivor refuses to press charges. This is the survivor's option. Just because a report is filed with the police department does not mean that criminal charges have to be filed. Students also have the option of contacting other university resources, such as the Virginia Tech Women's Center, Office of Student Conduct, Cook Counseling Center, McComas Health Center, or academic advisors who will assist with notifications, if desired. This information will be included in the annual disclosure of crime if the caller provides the date, location and crime committed. Crimes can also be reported to the Virginia Tech Police Department for the purpose of making *Timely Warnings* / *Crime Alert* reports and the annual statistical disclosure.

The Virginia Tech Police Department has two phone numbers. One, 911 is for Police, Fire and Rescue emergency calls. The other phone line, 540-231-6411 is for non-emergency calls.

Response to Reported Incidents

In response to reports of criminal activity occurring on the VT campus, the Virginia Tech Police Department will take the required action, either dispatching an officer to the incident location or asking the survivor to report to

The Virginia Tech Police Department communications center located at 230 Sterrett Facilities Complex, Blacksburg Virginia 24061. The communications center is always staffed to answer questions or to have an officer respond to take a complaint. The Virginia Tech Police Department is also available at the Public Safety Building at 330 Sterrett Drive, Blacksburg Virginia, 24061. The Public Safety Building is open during normal business hours Monday – Friday. All Virginia Tech Police Department incident reports involving students or conduct referrals involving students are forwarded to the Office of Student Conduct for potential action, as appropriate. In some instances, these reports and or referrals are held during active investigations, and then provided at a later time. The Virginia Tech Police Department Investigative division will conduct criminal and administrative investigations when it is deemed appropriate.

Services and Prevention Information

Alcohol and Drug Abuse Prevention Services

The Campus Alcohol Abuse Prevention Center, located in 147 McComas Hall is the university resource for alcohol abuse prevention. They may be contacted at 540-231-2233 or by email to CAAPC@vt.edu. Drug education prevention is provided by A.D.A.P.T. (Alcohol and Drug Prevention Team). ADAPT Peer Educators are dedicated to addressing alcohol and other drug abuse issues in the Virginia Tech community.

ADAPT members promote awareness through educational programs and outreach, while serving as accessible resources for fellow students. ADAPT members strive to minimize the abuse of alcohol and other drugs in an effort to encourage students to pursue positive behavioral changes, and to promote a healthier environment at Virginia Tech. They can be contacted through the Office of Student Conduct in Suite 141 New Hall West or at 540-231-3790.

Safety and Security Programs

The Virginia Tech Police Department has a full time crime prevention unit that provides educational programming and other crime prevention functions to the university community. Educational programs include Student Police Academy, Alcohol Awareness, Bicycle Safety, Drug Awareness, Operation ID, Personal and Property Safety (basic crime prevention and personal safety), Rape Aggression Defense, and Women's Awareness and Safety.

Safety programs begin with orientation sessions for incoming freshmen and their parents. Once school begins, the Community Services Unit continues with educational programs throughout the year in the residence halls as requested and actively recruits participants for its interactive programs. These programs include personal safety and security, drug and alcohol awareness, women's awareness, sexual assault prevention and other requested topics. All programs are available to faculty, staff and students upon request or if a need becomes apparent. During 2013, the Virginia Tech Police Department conducted 367 programs, Virginia Tech Athletics conducted 8 programs with a focus on preventing relationship violence, sexual assault, and raising awareness about campus safety, and the Virginia Tech Women's Center conducted 24 separate training sessions, 2 programs and provided 20 presentations. The Virginia Tech Police Department presented programs addressing alcohol, self-defense, sex offender registry, alerts, bicycle regulations, crime statistics, Rape Aggression Defense, emergency call boxes, crime prevention, campus and traffic safety. A common theme of these programs is to encourage students and employees to be responsible for their own security and the security of others.

Programs presented by the Women's Center included: bystander intervention, dealing with student disclosure, domestic violence, dating violence, healthy relationships, effects of media on violence against women, sexual assault, sexual harassment, stalking, violence against women, and Mentors in Violence Prevention.

Training, Outreach and Education
Sexual Harassment/Sexual Violence Training
Title IX Coordinator
Division of Human Resources

Cadet Corp Leadership Training - Title IX and Retaliation

Title IX Sexual Harassment, including sexual violence (and sexual assault) training with:

- Graduate Teaching Assistants Workshop
Mandatory for all new graduate teaching assistants
- Math Emporium Student Tutors, Teaching Assistants
- Athletics Leadership
- Development and Diversity Institute
- Virginia Bioinformatics Institute Faculty
- Horticulture Department
- Student Affairs Facilities Department
- Division of Human Resources
- In-Service Training for Cook Counseling and Schiffert Health Center
- Dining Services
- Department of Sociology
- University Development
- Study Abroad Leadership Training
- School of Education
- University Development
- Division of Student Affairs
- Language and Culture Institute/Outreach and International Affairs
- Department of Biochemistry
- Department of Engineering Science and Mechanics
- Agricultural Sciences Professional Development Conference
- Cranwell International Center
- Virginia Tech Alumni Association
- Navy ROTC
- Student Centers and Activities

Title IX Training for Undergraduate Mentors

Title IX Preventing the Sexual Harassment of Students

Study Abroad Pre-Departure Workshops

Anti-Discrimination and Harassment Prevention Training

Traveling on University Business: Prevent Sexual Harassment

Train the Trainer Sessions with University Human Resource Partners

Title IX and Sexual Abuse of Minors (12 sessions)

Operation Identification

The Virginia Tech Police Department has engravers to loan for the purpose of engraving personal property. It is thought to help make items theft resistant, because engraved items are more easily identified making them harder to sell. The nationally recognized identification procedure is to abbreviate your state and driver's license number on items. (e.g. VA 211110000) A benefit to the program is, if an item is lost or stolen, then recovered, it is much easier for the owner to be located and the property returned.

Other procedures include engraving your Hokie passport number, or other identifiable numbers or letters on the item with an engraving tool. Do not use your social security number due to the rise of identity theft.

Fingerprinting Services

The Virginia Tech Police Department also provides fingerprinting services for Virginia Tech students, faculty, staff, and their families at no cost, and at any time.

Safe Ride

The Virginia Tech Police Department sponsors a nighttime safety escort service called “Safe Ride.” This service is available to all students, faculty, staff, and visitors to the university. Safe Ride operates from dusk until dawn and provides transportation or a walking escort, upon request, to persons who must cross campus during the nighttime alone. Safe Ride may be contacted by calling 540-231-SAFE (7233).

Sexual Assault and Prevention

Sexual Assault/Sex Offenses

Sexual misconduct is defined as sexual contact without consent and includes intentional touching, either of the victim or when the victim is forced to touch, directly or through clothing, another person’s genitals, breasts, thighs, anus or buttocks; rape (sexual intercourse without consent, whether by an acquaintance or a stranger); attempted rape; sodomy (oral sex or anal intercourse) without consent; attempted forcible sodomy without consent; or sexual penetration with an object or finger without consent. Lack of consent occurs when the acts are committed either by force or intimidation or by taking advantage of the victim’s mental incapacity or physical helplessness.

Consent is clear, knowing, and voluntary. Consent is active, not passive. Silence, in and of itself, cannot be interpreted as consent. Consent can be given by words or actions, as long as those words or actions create mutually understandable clear permission regarding willingness to engage in (and the condition of) sexual activity.

- Consent to any one form of sexual activity cannot automatically imply consent to any other forms of sexual activity.
- Previous relationships or prior consent cannot imply consent to future sexual acts

Dating violence. The term “dating violence” means violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim; and where the existence of such a relationship shall be determined based on a consideration of the following factors: the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship.

Domestic violence: The term “domestic violence” includes felony or misdemeanor crimes of violence committed by a current or former spouse of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or youth victim who is protected from that person’s acts under the domestic or family violence laws of the jurisdiction.

Stalking: The term “stalking” means engaging in a course of conduct directed at a specific person that would cause a reasonable person to (a) fear for his or her safety or the safety of others, or (b) suffer substantial emotional distress.

Sexual Assault is a crime that affects men and women punishable by both civil and criminal legal action. The Virginia Tech Police Department investigates all sexual assaults reported to the police department. Detectives are regularly on call and capable of responding at any time. Once reported to the police, officers or detectives respond, investigate, and make applicable criminal charges based on evidence collection and survivor/witness statements. The Virginia Tech Police Department works closely with other area law enforcement personnel and other university departments to ensure that appropriate support services are made available and utilized when necessary. The survivor of a sexual assault may also choose to file a report with Title IX or Deputy Title IX Coordinator, or the Department of Human Resources. The Office of Student Conduct adjudicates cases involving sex offenses in which the alleged perpetrator is a Virginia Tech student. Virginia Tech also encourages survivors to prosecute alleged perpetrators to the fullest extent of the law. There are several avenues for assistance if a person becomes the survivor of a sex offense.

Survivors of sexual assault tend to feel a variety of conflicting emotions: rage, fear, depression, relief to have survived, numbness, and exhaustion, to name just a few. Two key points to remember are that the assault was not the survivor's fault and there is help available.

The Virginia Tech Police Department is available and ready to assist if needed. The Virginia Tech Police Department is a valuable resource for information. The department has educational literature available on prevention methods and procedures to follow if you should become the survivor of a sex offense. The Virginia Tech Police Department and the Women's Center provide educational awareness programs regarding rape, acquaintance rape, other sex offenses, personal safety and Rape Aggression Defense (RAD) classes upon request. Rape Aggression Defense classes are self-defense classes for women only and consist of awareness, safety tips, and progresses into hands on attack simulations at the end of the class.

The police department's Survivor/Witness Assistance Program protects the rights of survivors and witness of crimes. Referral information is available at all times regarding area services available for general counseling, medical attention, emergency housing, and financial assistance. Responsiveness to the needs of crime survivors is a department priority.

If Sexual Assault Happens to You

- Contact the police for assistance and information or to report the incident. The Virginia Tech Police Department should be contacted for on-campus incidents and the local police should be contacted for off-campus incidents. The Virginia Tech Police Department will assist the survivor in contacting the correct law enforcement agency, if requested.
- Go to the New River Valley Medical Center in Radford or LewisGale Hospital at Montgomery in Blacksburg. A qualified physician or nurse will examine you for injuries and collect physical evidence that could be used in judicial proceedings, if you decide to prosecute. The New River Valley Medical Center and or LewisGale Hospital at Montgomery offer the services of Sexual Assault Nurse Examiners.
- If possible, do not change your clothes, shower, eat or drink between the rape and the trip to the emergency room. Preserving evidence is critical and can assist in prosecution. Bring a change of clothes with you because the police will need the clothes you were wearing for evidence.
- The hospital will notify the Women's Resource Center of Radford, who will supply you with a trained companion at the hospital. The companion will look after your needs and will help direct you to available services.
- Even if you do not wish to prosecute, it is important that you have a physical exam after the attack. Besides bruises or other physical injuries, the perpetrator might have passed on a sexually transmitted disease that requires treatment. An HIV/AIDS test may also ease your mind, although six months must elapse after an attack to accurately detect the presence of HIV, the virus that causes AIDS.
- Seek counseling from the Thomas E. Cook Counseling Center, the Women's Center at Virginia Tech, the Women's Resource Center, or a private counselor. All these services are free of charge (except private

counseling) and CONFIDENTIAL. If you are not comfortable talking with a counselor, consider talking with a trusted friend or family member. (See Counseling Options)

- Consider your judicial options if you have not done so already. Although there are statutes of limitation on criminal cases, they are often longer than you think. You also have the option of campus and civil charges (See Legal and Judicial Options).
- If the assault and its aftermath are interfering with your ability to complete your work or academic performance, talk with the Thomas E. Cook Counseling Center, Women's Center at Virginia Tech, or the academic dean of your college about academic relief. The Dean of Students will also assist in changing academic and living situations after an alleged sexual assault incident, should the survivor request such assistance and such changes are reasonably available.
- Remember that it is never too late to deal with a sexual assault, and that you can heal from this significant trauma. People are ready and able to help you, but they cannot if you do not ask.

Medical Care

As mentioned above, survivors of very recent assaults should go to the emergency room of the New River Valley Medical Center or LewisGale Hospital at Montgomery for a physical exam and the collection of evidence. All survivors, past or present, should be seen by a qualified physician or nurse to check for sexually transmitted diseases, physical trauma, and possible pregnancy. The New River Valley Medical Center and LewisGale Hospital at Montgomery offer the services of Sexual Assault Nurse Examiners. Female survivors may prefer to see a female physician, and should request one if that will increase their comfort, though in the emergency room that may not always be possible.

Virginia Tech students can receive medical care through Schiffert Health Services; however, Schiffert cannot collect evidence and will refer survivors to LewisGale Hospital at Montgomery or the New River Valley Medical Center. The Women's Clinic of Schiffert Health Services offers gynecological care, pregnancy testing, and testing and treatment for sexually transmitted diseases. Survivors may also wish to see their family doctor. Even if no symptoms are apparent, survivors are still strongly encouraged to seek medical attention.

Counseling Options

Students coping with a sexual assault have at least three counseling options that are free of charge. Two of those options are on-campus: The Women's Center at Virginia Tech and the Thomas E. Cook Counseling Center. The Women's Center at Virginia Tech offers short-term crisis counseling and sexual assault support groups. The Thomas E. Cook Counseling Center offers both short-term and long-term individual and group counseling. The Women's Resource Center in Radford offers a 24-hour crisis line, individual and group counseling, and legal advocacy. These three agencies frequently collaborate to provide services to survivors of sexual assault and these services are CONFIDENTIAL. Many other options exist which have some cost associated with them, such as private therapists. Counseling is often crucial to the recovery process, and survivors should be encouraged to seek the assistance of qualified professionals, even if many years have elapsed since the assault. As always, the choice to seek counseling should be the survivor's.

Legal and Judicial Options

Sexual assault survivors have four options from which to choose: filing criminal charges, filing campus judicial charges, requesting an administrative investigation, and filing a civil suit for monetary damages. Survivors are not limited to just one of these options, but can choose any combination including filing all three types of charges. Below is a brief description of each type of judicial process.

Title IX Coordinator

Virginia Tech's Director for Compliance and Conflict Resolution serves as the university's Title IX Coordinator. This position, in the Human Resources Equity and Access office is responsible for overseeing administrative investigations in compliance with Title IX requirements and may be contacted by calling 540-

231-8771. Incidents involving sexual assault or sexual harassment, and those involving domestic violence, dating violence, and stalking may trigger the university's Title IX or Title VII obligations. Such incidents are reported to the Director for Compliance and Conflict Resolution and Title IX Coordinator. University Policy 1025 and the Student Code of Conduct are the authority by which Virginia Tech addresses these types of complaints. In response to VAWA (including Campus SaVe) and recent guidance for the Department of Education/Office for Civil Rights (OCR), the office of Compliance and Conflict Resolution along with other stakeholders across campus will take a holistic approach to updating policies and procedures and continuously provide training, education and outreach to the VT community. We are proceeding as follows with policy updates, updating our procedures and providing training outreach and education.

The Compliance and Conflict Resolution Office is in the process of reviewing University Policy 1025, the university's Anti-Discrimination and Harassment Prevention Policy in order to recommend changes and comply with the recent requirements. Changes to our policy will proceed through the university system of shared governance. University commissions formulate and recommend policies and policy changes to University Council. University Council in turn submits recommendations to the university president. The President and the Board of Visitor have final authority for the approval of policies.

We have initiated changes to procedures related to sexual assaults of students and employees and we anticipate these changes will be updated online and in some instances available in hardcopy format. Changes will include providing survivors with the "Rights of Complainant" document (below). Additional online updates will include our sexual assault protocol, procedural guarantees, and standard of proof. Website changes will also include hyperlinks to relevant pages on the Women's Center, Division of Student Affairs, and Dean of Students websites.

Title IX Rights of Complainant

The following is a summary of the rights of student complainants, regardless of the status of the respondent (student, employee or third party).

- a. If a crime has been alleged, you have the right to file a complaint with the police department;
- b. In addition to a criminal complaint, you have the right to have your complaint investigated by the Title IX or Deputy Title IX Coordinator;
- c. You have the right ***not*** to participate in any portion of the Title IX process; if you do not wish to participate, that decision does not relieve the institution from its responsibility to provide a reasonable response according to university policy and Title IX guidance;
- d. If you decide to participate, you have the right to present witnesses and evidence during the Title IX investigation and/or hearing process;
- e. If you decide to participate in the process, you have the right to request confidentiality. The Title IX and/or the Deputy Title IX Coordinator(s) will consider your request to determine whether or not the university may honor your request while still providing a safe and nondiscriminatory environment for all students; honoring your request may limit the university's ability to respond fully to the incident, including pursuing appropriate disciplinary action against the alleged perpetrator;
- f. If you are an individual with a disability, you have the right to request a reasonable accommodation throughout the investigation process;

- g. You have the right to receive updates regarding the status and progress of the Title IX investigation and/or hearing;
- h. You have the right to a prompt, adequate, reliable, and impartial Title IX investigation of the complaint and the U.S. Office for Civil Rights presumes a typical investigation may be completed within 60 calendar days following receipt of the complaint;
- i. You have the right to the preponderance-of-the-evidence standard of proof throughout the investigation and/or hearing process;
- j. You have the right to have an advocate present during any interview throughout the Title IX investigation and/or hearing process;
- k. You have the right to have an attorney with you during a student conduct hearing and if a school permits one party to have an attorney present it must do so equally for both parties;
- l. You have the right to be notified, in writing, about the outcome of the complaint and any rights to appeal;
- m. You have the right not to abide by a non-disclosure (or confidentiality) agreement, whether such an agreement is verbal or in writing;
- n. You have the right to be protected against retaliation. University Policy 1025, the Student Conduct Code and Federal law prohibits retaliation against anyone for participating in a discrimination or harassment complaint, including sexual harassment and sexual violence; You should report complaints of retaliation to the Title IX or the Deputy Title IX Coordinator;
- o. information regarding the Student Conduct Code may be found at: <http://www.hokiehandbook.vt.edu/codeofconduct/>
- p. Additional information regarding Title IX may be found here: http://www.hr.vt.edu/oea/title_ix/
- q. If you want to learn more about your rights, or you would like to file a complaint with the U.S. Department of Education, Office for Civil Rights, you may contact them by phone at: (800) 421-3481; or you may visit its website at: <http://www2.ed.gov/about/offices/list/ocr>

Title IX Contact Information

Pamela White, J.D.
Director for Compliance & Conflict
Resolution,
Title IX Coordinator
Department of Human Resources
300 Turner St NW, Suite 2300
Blacksburg, VA
540-231-9331

Frank Shushok, Jr., PhD
Senior Associate Vice President
Deputy Title IX Coordinator
Division of Student Affairs
New Hall West, Suite 160
190 W. Campus Dr.
Blacksburg, VA 24061
540-231-8064

Student Conduct

All Virginia Tech students and student organizations are responsible for conducting themselves in a manner consistent with the expectations the university has set forth to help create a fair, just, and disciplined university community. As such, the university may take disciplinary action for any act constituting a violation of the law or university policy when the act is contrary to the university's interests as an academic community.

Disciplinary action may be taken by the university, irrespective of and separate from action taken by civil authorities. Should the university receive a complaint regarding a student/student organization, the following sanctions may be imposed for a violation of university policy: formal warning, probation, deferred suspension, suspension, dismissal, loss of privileges, or other restrictions. Complaints can be made by anyone regardless of their affiliation with Virginia Tech

Criminal

A police report must be generated before an investigation can begin and charges can be filed. If the assault happened on campus, it falls under the jurisdiction of the Virginia Tech Police Department. If the assault happened off campus in the town of Blacksburg, it falls under the jurisdiction of the Blacksburg Police Department. If the assault occurred in the county, it falls under the jurisdiction of the Montgomery County Sheriff's Office. If the assault occurred in the Town of Christiansburg, it falls under the jurisdiction of the Christiansburg Police Department and must be reported there. If the assault occurs anywhere other than on the Virginia Tech campus, the Virginia Tech Police Department will assist the student in notifying these authorities, if the student requests the assistance of these personnel.

Many survivors believe that if they do not file criminal charges immediately, they lose that option. This may not be the case. There are statutes of limitation for filing criminal charges, but they are typically several years in duration. Certainly, it is best to go to the police as soon as possible after an assault, in order to preserve as much evidence as possible. The police will arrange for the survivor to be seen at Lewis Gale Hospital at Montgomery for medical care and evidence collection. However, even if some time has elapsed, the police still encourage survivors to come forward. Criminal charges are prosecuted by the State of Virginia, not the individual survivor. A Commonwealth's Attorney will argue the case at no cost to the survivor. The survivor serves as the primary witness to the crime, and his or her testimony is crucial to the case. Criminal cases may take considerable time to proceed through the justice system. Typically, the press protects the identity of the survivor, although the identity of the accused perpetrator is not protected.

Campus

Campus judicial charges can only be filed if the alleged offender is a Virginia Tech student. The referral agent is typically a member of the Virginia Tech community as well. The campus judicial system examines violations of university policy. Campus judicial hearings do not replace or substitute for criminal prosecutions, and students who choose campus judicial hearings are also encouraged to seek redress through the criminal justice system and civil court. So long as the accused student is enrolled in school, there is no statute of limitations on filing judicial charges. The student accused of sexual misconduct may choose between an administrative hearing and a panel hearing. The hearing typically takes place within two weeks of the time of the complaint, called a referral of student conduct. At the hearing, the alleged offender and the referral agent each have the opportunity to present their side of the story and to call witnesses. Each also may have a support person/advisor present. The burden of proof is lower than in a criminal court. The hearing officers will base their decision on a preponderance of the evidence. Both the accuser and the accused will be notified of the outcome of the judicial hearing.

Upon written request Virginia Tech will disclose to the alleged survivor of a crime of violence, or a non-forcible sex offense, the report on the results of any disciplinary proceeding conducted by such institution against a student who is the alleged perpetrator of such a crime or offense. If the alleged survivor is deceased as

a result of such crime or offense, the next of kin of such survivor shall be treated as the alleged survivor for purposes of this paragraph.

Sexual misconduct is classified in the Student Code of Conduct as a violation of the Abusive Conduct Policy. Depending on the circumstances of the case, students who are found in violation of the Abusive Conduct Policy may receive sanctions up to and including suspension for one or more semesters or dismissal from the university. If a student is found guilty of a sexual assault involving penetration, the minimum sanction will be one year's suspension however; the student may be dismissed from the university permanently.

Students found in violation of the university sexual misconduct policy do have the right to appeal. The survivor also has the right to the appeal process. Notification of judicial action taken against students is made on a "need to know" basis. This includes the Commandant of Cadets in cases involving cadets, the Office of the Graduate School in cases involving graduate students and international students, the Athletic Department in cases involving varsity athletes, the Director of the Office of Student Programs, in cases involving residence hall students, and survivors of violent crime, including sexual assaults, involving student perpetrators. Other university agencies or organizations may be required to obtain written release before they can receive notification. Copies of all judicial sanction letters are archived in the Office of Student Conduct. Additional information can be located in the University Policies of Student Life or by contacting the Student Life & Advocacy Office.

Civil Court

Sexual assault survivors may also choose to pursue a civil action against an alleged perpetrator, and the student may choose to consult Student Legal Services or an attorney for advice.

Sex Offender Registry and Access to Related Information

The federal "Campus Sex Crimes Prevention Act", enacted on October 28, 2000, went into effect October 28, 2002. The law requires institutions of higher education to issue a statement advising the campus community where law enforcement agency information provided by a state concerning registered sex offenders may be obtained. It also requires sex offenders already required to register in a state to provide notice, as required under state law, of each institution of higher education in that state at which the person is employed, carries on a vocation, volunteers their services, or is a student. Information about the Sex Offender registry can be found at <http://sex-offender.vsp.virginia.gov/sor/>, or can be accessed through the Virginia Tech Police Department web site at <http://www.police.vt.edu>.

In the Commonwealth of Virginia, convicted sex offenders must register with the *Sex Offender and Crimes Against Minors Registry*. The registry was established pursuant to [§ 19.2-390.1](#) of the Commonwealth's Criminal Code. Every person convicted on or after July 1, 1997, including juveniles tried and convicted in the circuit courts pursuant to [§ 16.1-269.1](#), whether sentenced as adults or juveniles, of an offense for which registration is required shall be required as a part of the sentence imposed upon conviction to register and reregister with the Commonwealth's Department of State Police, as provided in this section.

In addition, all persons convicted of offenses under the laws of the United States, or any other state substantially similar to an offense for which registration is required, shall provide to the local agency all necessary information for inclusion in the State Police Registry within ten days of establishing a residence within the Commonwealth. Any person required to register shall also be required to reregister within ten days following any change of residence, whether within or outside of the Commonwealth.

Nonresident offenders entering the Commonwealth for employment, to carry on a vocation, volunteer services or as a student attending school who are required to register in their state of residence or who would be required to register under this section if a resident of the Commonwealth shall, within ten days of accepting employment

or enrolling in school in the Commonwealth, be required to register and reregister pursuant to this section. For purposes of this section “student” means a person who is enrolled on a full-time or part-time basis, in any public or private educational institution, including any secondary school, trade or professional institution, or institution of higher education.

Information concerning offenders registered with the *Sex Offender and Crimes Minors Registry* may be disclosed to any person requesting information on a specific individual in accordance with the law. Information regarding a specific person requested pursuant to the law shall be disseminated upon receipt of an official request form that may be submitted directly to the Commonwealth's Department of State Police or to the State Police through a local law-enforcement agency. The Department of State Police shall make registry information available, upon request, to criminal justice agencies including local law enforcement agencies through the Virginia Criminal Information Network (VCIN). Registry information provided under this section shall be used for the purposes of the administration of criminal justice, for the screening of current or prospective employees or volunteers or otherwise for the protection of the public in general and children in particular. *Uses of the information for purposes not authorized by this section are prohibited and a willful violation of this section with the intent to harass or intimidate another shall be punished as a Class 1 misdemeanor.*

Virginia State Police maintain a system for making certain registry information on violent sex offenders publicly available by means of the internet. The information made available includes the offender's name; all aliases which he has used or under which he may have been known; the date and locality of the conviction and a brief description of the offense; the offender's date of birth, current address and photograph; and such other information as the State Police may from time to time determine is necessary to preserve public safety. The system is secure and is not capable of being altered except by or through the State Police. The system is updated each business day with newly received registrations and re-registrations. This section has attempted to offer an overview of sexual assault issues, and the available options on the Virginia Tech campus. No one publication can be entirely comprehensive. Sexual assault is a complex issue; no two cases will have exactly the same results or the same course of action. The university therefore offers a variety of services so that survivors can get the assistance they most need. A good starting point for a survivor, or family and friends of a survivor, is with the Sexual Assault Education Coordinator who is based in the Women's Center at Virginia Tech.

Important Phone Numbers

For further explanation or elaboration of the information in this report, and for assistance or services, contact the agencies whose numbers are listed here.

- Virginia Tech Police Department 911 (emergency, on campus)
540-231-6411 (non-emergency)
- Lewis Gale Hospital at Montgomery 540-953-1111 (main number)
- New River Valley Medical Center 540-731-2000
- Women's Center at Virginia Tech 540-231-7806
- Women's Resource Center 540-639-1123 (hotline, 24 hours)
540-639-9592 (office)
- Thomas E. Cook Counseling Center 540-231-6557 (8:00am – 5:00pm)
540-231-6444 (5:00pm – 8:00am)
- Schiffert Health Services 540-231-6444
- Blacksburg Police Department 911 (emergency, off campus)
540-961-1150 (non-emergency)
- Montgomery County Sheriff's Office 540-382-2951 (non-emergency)
- Christiansburg Police Department 540-382-3131 (non-emergency)
- Dean of Students 540-231-3787
- Office of Student Conduct 540-231-3790
- Office of Student Programs 540-231-6204
- Student Legal Services 540-231-4720
- Safe Ride (Dusk until Dawn) 540-231-SAFE (7233)
- Title IX Coordinator 540-231-8771
- Office of Emergency Management 540-231-2438

Safety Tips

Security doesn't begin and end with the university police. It takes the entire university, faculty, staff, and students to make our campus a safe and secure place to live, work, and play. What can you do to help? The number one thing you can do is to take a few precautions and follow a few safety tips that will help us, help you.

- A. Trust your instincts. If a place or situation doesn't feel right, it probably isn't.
- B. Avoid working or studying alone in a building at night.
- C. Avoid shortcuts and isolated areas when walking after dark.
- D. Don't walk alone after dark - use the Safe Ride Service.
- E. Don't leave personal property lying around unattended.
- F. Carry a whistle or other noisemaker.
- G. Never prop open exterior doors.
- H. Keep your room door locked when leaving even for "Just a minute" and when sleeping.
- I. Lock windows and close shades after dark.
- J. Never attach your name and address to keys, if lost or stolen they could lead to theft.
- K. When traveling in your vehicle keep windows up and doors locked.
- L. Engrave your valuables.
- M. Report any suspicious or criminal activity to the police and report all crimes.

Virginia Tech Blacksburg Campus Crimes Statistics

	On Campus			Non Campus			Public Property			Year Total			Residential		
OFFENSE TYPE	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013	2011	2012	2013
Murder & Non negligent Manslaughter	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sex Offenses, Forcible	12	8	0	0	0	0	2	0	0	14	8	0	7	8	0
Sexual Assault**	N/A	N/A	6	N/A	N/A	0	N/A	N/A	0	N/A	N/A	6	N/A	N/A	4
Domestic Violence**	N/A	N/A	1	N/A	N/A	0	N/A	N/A	0	N/A	N/A	1	N/A	N/A	0
Dating Violence**	N/A	N/A	1	N/A	N/A	0	N/A	N/A	0	N/A	N/A	1	N/A	N/A	1
Stalking**	N/A	N/A	4	N/A	N/A	0	N/A	N/A	0	N/A	N/A	4	N/A	N/A	4
Sex Offenses, Non Forcible	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0
Aggravated Assault	2	6	0	1	0	0	0	0	3	3	6	3	1	0	0
Burglary	29	26	20	1	0	0	0	0	0	30	26	20	12	13	6
Motor Vehicle Theft	2	3	3	1	0	0	0	0	0	3	3	3	0	0	0
Arson	0	1	1	0	0	0	0	0	0	0	1	1	0	1	1
Hate Crimes*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Liquor Law Violations Referred	530	377	515	0	0	0	0	0	10	530	377	525	457	313	457
Liquor Law Arrests	289	165	139	1	0	0	9	5	6	299	170	145	85	53	54
Drug Law Violations Referred	22	34	25	0	0	0	0	0	0	22	34	25	10	33	6
Drug Law Arrests	67	51	59	1	0	0	5	6	13	73	57	72	34	23	25
Illegal Weapons Possession Referred	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0
Illegal Weapons Possession Arrests	2	4	0	0	0	0	1	0	0	3	4	0	0	0	0

*Hate crimes are criminal offenses committed against a person or property which is motivated in whole or in part by the offender's bias. Bias is a preformed negative opinion or attitude toward a group of persons based on their race, religion, gender, sexual orientation, ethnicity, disability, gender identity and national origin.

**Offense Type changes effective 2013.

Virginia Tech Higher Education Opportunity Act Blacksburg Campus Fire Safety Annual Compliance Report for 2013

Overview

The Higher Education Opportunity Act (Public Law 110-315) became law in August, 2008, requiring all United States academic institutions to produce an annual fire safety report outlining fire safety practices, standards, and all fire-related on-campus statistics related to student housing. The following public disclosure report details all information required by this law as it relates to Virginia Tech as outlined in the initial regulation; subsequent yearly reports will comply with the Act as amended and published October 29, 2009.

Information in this section was provided by Environmental Health and Safety Services

On-Campus Housing Fire Safety Equipment

At Virginia Tech, all forty-six of our residence halls are protected by [fire detection and alarm systems](#) which are centrally monitored 24 hours/day, seven days/week. The buildings are also equipped with either emergency generators or lighting fixtures that incorporate backup batteries; upon loss of power, these systems automatically activate to assure adequate egress lighting in hallways and emergency exit stairwells. [Twenty-eight](#) of our residence halls have sprinkler systems, including all high-rise residence halls. Carbon monoxide detectors have been installed in all residence hall mechanical rooms where products of combustion could occur. All fire safety systems and equipment are strictly maintained and tested in accordance with applicable national standards. A summary of the fire protection systems present in each residence hall is provided in Table 1.

Fire Safety Education, Training and Fire Drills

All on-campus residents (including those with special needs) receive intensive and comprehensive fire safety training at the beginning of each semester. Training on fire and life safety is also provided to all Residential Advisors, Area Coordinators, Building Managers, Fraternity & Sorority House Managers, Event Planning Office Staff & Crowd Managers, Housekeeping staff and Hot-work Coordinators. In addition, a quality control program that covers emergency and evacuation procedures is reviewed regularly with the occupants and staff of each respective residence hall. Each resident is required to review and comply with the requirements outlined in the [Hokie Handbook](#), [Housing Policies](#), [University Policies for Student Life](#), and [Housing and Residence Life Policies](#), which include information on fire safety and what appropriate action to take during a fire alarm or fire emergency. Student Affairs also maintains extensive information on fire safety on its [website](#). There is an emergency evacuation map posted on each floor to direct occupants to primary and secondary exits.

Fire drills are conducted four times per year in all of the occupied residence halls in coordination with Virginia Tech's offices of Environmental, Health and Safety Services and Student Affairs. Fraternity and sorority houses that are located on university property must follow the same procedures that apply to residence halls.

Specific Fire Prevention Related Policies and Programs

- Policy 1005, [Health and Safety](#), affirms that faculty, staff and students must comply with university health and safety policies and programs, attend required training, report any identified safety or health hazard, and know their roles in an emergency.
- Policy 1010, [Policy on Smoking](#), prohibits smoking in all university properties owned and operated by Virginia Tech, including residence halls.
- Policy 5000, [University Facilities Usage and Event Approval](#), requires that an application must be submitted for certain types of events on campus, and affirms that these events are subject to a review and approval process. The use of open flames and pyrotechnics, layout of assembly areas/events, and use of decorations are all evaluated during this review.

- Policy 5406, [Requirements for Temporary Facilities/Tents/Stages](#), assures that tents, stages and other temporary facilities comply the Virginia Statewide Fire Prevention Code, including the prohibition on the use of open flames near or under any tent.
- Policy 5605, [Residence Hall Fire and Fire Alarm Procedures](#), affirms that students must evacuate the building upon fire alarm activation and outlines the role of staff members in overseeing evacuation procedures and reentry into the building when authorized.
- Policy 5615, [University Safety and Security](#), requires that Resident Advisors be trained to perform safety audits of residence rooms, coordinate emergency evacuations and warning procedures, and facilitate the performance of fire and other drills.
- The [Hokie Handbook](#), [Housing Policies](#), [University Policies for Student Life](#), and [Housing and Residence Life Policies](#), which are part of the housing contract, limit the types of electrical appliances allowed in residence halls, establish expectations for compliance with drills and training, provide for periodic health and safety inspections of residence rooms, affirm limitations on materials that may be stored in resident rooms, prohibit open flames without a permit, limit the use of combustible decorations/furnishings, and define the consequences if students violate university policies and programs. Specifically:
 - A. Electrical appliances such as electric stoves, George Foreman-type grills, toaster ovens, toasters, crock pots, sandwich makers, air conditioners, space heaters, hot plates, and other open coiled appliances are not permitted in residence hall rooms. No extension cords of any type are permitted, and halogen bulb lamps and high intensity lamps are prohibited.
 - B. Room furnishings/decorations and the decorating of public spaces is strictly controlled. Additional limitations on the use of flammable and combustible materials for decorations in both residence rooms and common areas are affirmed in the [Policy for Residence Hall Decorations](#).
 - C. Items that require an open flame, operate on fuel, or produce heat (such as Bunsen burners, lit candles, incense, and alcohol burners) are prohibited.
 - D. Student rooms, common areas, storage, and mechanical areas are subject to regular inspection by the Virginia State Fire Marshal's office, Environmental Health and Safety personnel, and Student Affairs staff. In addition, resident room inspections are conducted once per semester by hall staff in order to identify any health or safety concerns. Violations of fire and life safety policies are subject to university judicial action and appropriate sanctions.
 - E. Anyone found causing a false fire alarm, tampering with fire-safety equipment, or not properly evacuating during a fire alarm will face arrest and/or judicial referral.
- Virginia Tech's [Fire and Life Safety Program](#) establishes requirements for the performance of periodic fire safety inspections of all university buildings, including residence halls; provides for periodic training for employees and students on basic fire safety; affirms conditions that must be maintained in all university properties to comply with the Virginia State Wide Fire Prevention Code; and, establishes requirements for the permitting, approval and inspection of hot work, use of open flames/burning, pyrotechnics and special effects, and temporary facilities, tents and stages.

Table 1 - Fire Protection Systems in Blacksburg Campus Residential Facilities

<i>Building Name</i>	<i>Onsite Fire Alarm Monitoring (VTPD)</i>	<i>Partial Sprinkler System²</i>	<i>Full Sprinkler System³</i>	<i>Smoke Detection</i>	<i>Fire Extinguishing Devices</i>	<i>Evacuation Plans & Signs</i>	<i>Number of Fire Drills each calendar year⁴</i>
Ambler Johnston Hall (East) 700 Washington St. SW	X		X	X	X	X	2
Ambler Johnston Hall (West) 720 Washington St. SW	X		X	X	X	X	2
Barringer Hall 240 Kent St.	X			X	X	X	2
Brodie Hall 310 Alumni Mall	X ¹			X	X	X	2
Campbell Hall (East) 320 Drillfield Drive	X			X	X	X	2
Campbell Hall (Main) 300 Drillfield Drive	X			X	X	X	2
Cochrane Hall 770 Washington St. SW	X	X		X	X	X	2
Eggleston Hall (Main) 440 Drillfield Drive	X ¹			X	X	X	2
Eggleston Hall (West) 410 Drillfield Drive	X ¹			X	X	X	2
Graduate Life Center at Donaldson Brown 155 Otey St. NW	X		X	X	X	X	4
Harper Hall 240 West Campus Drive	X		X	X	X	X	2
Hillcrest Hall 385 West Campus Drive	X ¹			X	X	X	2
Johnson Hall 500 Washington St SW	X			X	X	X	2
Lee Hall 570 Washington St. SW	X		X	X	X	X	2
Miles Hall 460 Washington St. SW	X ¹			X	X	X	2
Monteith Hall 170 Turner St. NW	X ¹			X	X	X	2
New Hall West 190 West Campus Drive	X		X	X	X	X	2
New Hall East 540 Washington St. SW	X		X	X	X	X	4
Newman Hall 200 Kent St.	X ¹			X	X	X	4
O'Shaughnessy Hall 530 Washington St. SW	X		X	X	X	X	2

<i>Building Name</i>	<i>Onsite Fire Alarm Monitoring (VTPD)</i>	<i>Partial Sprinkler System²</i>	<i>Full Sprinkler System³</i>	<i>Smoke Detection</i>	<i>Fire Extinguishing Devices</i>	<i>Evacuation Plans & Signs</i>	<i>Number of Fire Drills each calendar year⁴</i>
Payne Hall 380 Drillfield Drive	X		X	X	X	X	2
Peddrew-Yates Residence Hall 610 Washington St. SW	X		X	X	X	X	2
Pritchard Hall 630 Washington St. SW	X		X	X	X	X	2
Rasche Hall 260 Alumni Mall	X ¹			X	X	X	2
Slusher Tower 201 Drillfield Drive	X		X	X	X	X	2
Slusher Wing 201 Drillfield Drive	X		X	X	X	X	2
Thomas Hall 190 Turner St. NW	X ¹			X	X	X	2
Vawter Hall 180 Kent St.	X ¹			X	X	X	3
Special Purpose Housing - Bldg. A 2750 Oak Lane	X	X ⁵		X	X	X	2
Special Purpose Housing - Bldg. B 2740 Oak Lane	X	X ⁵		X	X	X	2
Special Purpose Housing - Bldg. C 2720 Oak Lane	X	X ⁵		X	X	X	2
Special Purpose Housing - Bldg. D 2805 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. E 2705 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. F 2615 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. G 2575 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. H 3205 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. I 3160 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. J 3170 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. K 3115 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. L 3115 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. M	X		X	X	X	X	2

<i>Building Name</i>	<i>Onsite Fire Alarm Monitoring (VTPD)</i>	<i>Partial Sprinkler System²</i>	<i>Full Sprinkler System³</i>	<i>Smoke Detection</i>	<i>Fire Extinguishing Devices</i>	<i>Evacuation Plans & Signs</i>	<i>Number of Fire Drills each calendar year⁴</i>
3025 Oak Lane							
Special Purpose Housing - Bldg. N 3025 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. O 2965 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. P 2965 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. Q 2875 Oak Lane	X		X	X	X	X	2
Special Purpose Housing - Bldg. R 2875 Oak Lane	X		X	X	X	X	2

¹ denotes single stations in residence rooms with smoke and/or heat detection in common areas

² denotes having sprinklers in the common areas only

³ denotes having sprinklers in both common areas and individual rooms

⁴ denotes having drills conducted four times per year when the building is occupied year-round; drills are otherwise conducted within 10 days of the beginning of each semester when occupied

⁵ denotes having sprinklers in mechanical rooms only

Fire Statistics

The number and cause of each fire in each residence hall is summarized in Table 2. There were no reported fire-related injuries or fatalities in residence halls during calendar years 2011 through 2013. There were five (5) reported fires during this period. Total damages for fire-related losses were \$0.00.

Fire Reporting

The Virginia Tech Police Department monitors the status of all fire detection and fire suppression systems in residence halls. If a fire has occurred, it should be reported to the Communications Center of the Virginia Tech Police Department by calling either 540-231-6411 (non-emergency) or 911 (emergency).

Plans for Future Improvement

Virginia Tech maintains a prioritized list of projects to upgrade older fire systems, enhance the capabilities of existing systems, or install new fire safety systems in existing buildings.

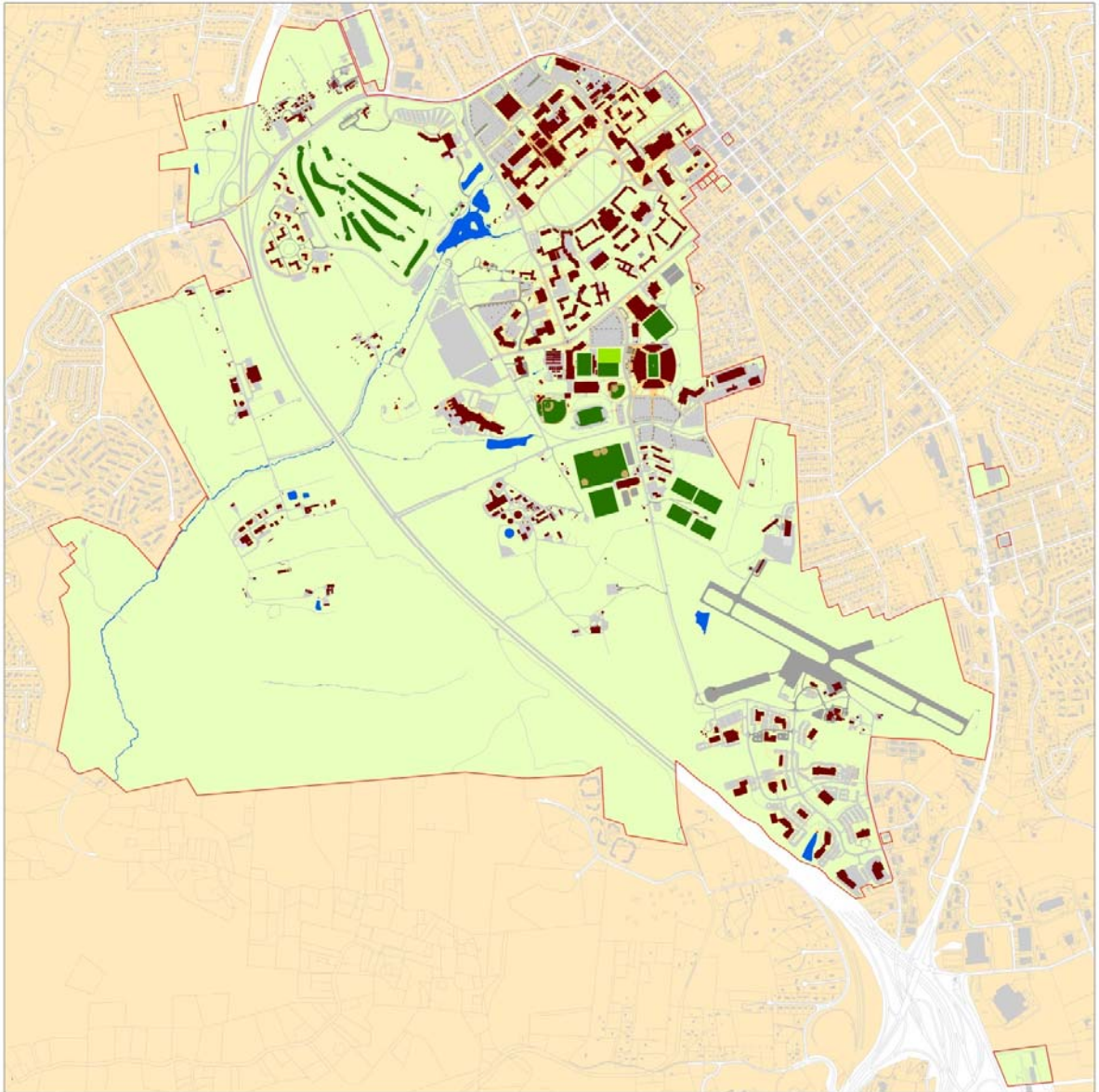
Table 2 - Fire Statistics for the Blacksburg Campus Residential Facilities for Calendar Years 2011, 2012 and 2013

<i>Building Name</i>	<i>Total Fires in Each Building</i>	<i>Fire Number</i>	<i>Date/Time</i>	<i>Location</i>	<i>Cause of Fire</i>	<i>Number of Injuries that Required Treatment at a Medical Facility</i>	<i>Number of Deaths Related to a Fire</i>	<i>Value of Property Damage Caused by Fire (Dollars)</i>
Ambler Johnston Hall (East) 720 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Ambler Johnston Hall (West) 700 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Barringer Hall 240 Kent St.	0	0			N/A	N/A	N/A	N/A
Brodie Hall 310 Alumni Mall	0	0			N/A	N/A	N/A	N/A
Campbell Hall (East) 320 Drillfield Drive	0	0			N/A	N/A	N/A	N/A
Campbell Hall (Main) 300 Drillfield Drive	0	0			N/A	N/A	N/A	N/A
Cochrane Hall 790 Washington St. SW	1	1	4/1/2012 0528 hours	Elevator	Intentional – Hay placed in elevator and ignition attempted	0	0	\$0
Eggleston Hall (Main) 440 Drillfield Drive	0	0			N/A	N/A	N/A	N/A
Eggleston Hall (West) 410 Drillfield Drive	0	1	1/29/2011 2354 hours	2 nd floor kitchen	Unintentional – Burnt food	0	0	\$0
Graduate Life Center at Donaldson Brown 155 Otey St. NW	0	0			N/A	N/A	N/A	N/A
Harper Hall 240 West Campus Drive	0	0			N/A	N/A	N/A	N/A
Hillcrest Hall 385 West Campus Drive	1	1	5/6/13 1828 hours	2 nd floor kitchen	Unintentional – oven mitt left in oven when turned on	0	0	\$0
Johnson Hall 500 Washington St SW	0	0			N/A	N/A	N/A	N/A
Lee Hall 570 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Miles Hall 460 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Monteith Hall 170 Turner St. NW	0	0			N/A	N/A	N/A	N/A
New Hall West 190 West Campus Drive	0	0			N/A	N/A	N/A	N/A
New Hall East 540 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Newman Hall 200 Kent St.	0	0			N/A	N/A	N/A	N/A

<i>Building Name</i>	<i>Total Fires in Each Building</i>	<i>Fire Number</i>	<i>Date/Time</i>	<i>Location</i>	<i>Cause of Fire</i>	<i>Number of Injuries that Required Treatment at a Medical Facility</i>	<i>Number of Deaths Related to a Fire</i>	<i>Value of Property Damage Caused by Fire (Dollars)</i>
O'Shaughnessy Hall 530 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Payne Hall 380 Drillfield Drive	0	0			N/A	N/A	N/A	N/A
Peddrew-Yates Residence Hall 610 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Pritchard Hall 630 Washington St. SW	0	0			N/A	N/A	N/A	N/A
Rasche Hall 260 Alumni Mall	0	0			N/A	N/A	N/A	N/A
Slusher Tower 280 Drillfield Drive	1	1	4/30/2012 0033 hours	1 st floor lounge	Unintentional – Plastic thermal pot left on stove caught on fire	0	0	\$0
Slusher Wing 280 Drillfield Drive	1	1	3/01/2011 1631 hours	1 st floor lounge	Unintentional – Wax left on stove to melt caught on fire	0	0	\$0
Thomas Hall 190 Turner St. NW	0	0			N/A	N/A	N/A	N/A
Vawter Hall 180 Kent St.	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. A, 2750 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. B, 2740 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. C, 2720 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. D, 2805 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. E, 2705 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. F, 2615 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. G, 2575 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. H, 3205 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. I, 3160 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. J, 3170 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. K, 3115 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. L, 3115 Oak Lane	0	0			N/A	N/A	N/A	N/A

<i>Building Name</i>	<i>Total Fires in Each Building</i>	<i>Fire Number</i>	<i>Date/Time</i>	<i>Location</i>	<i>Cause of Fire</i>	<i>Number of Injuries that Required Treatment at a Medical Facility</i>	<i>Number of Deaths Related to a Fire</i>	<i>Value of Property Damage Caused by Fire (Dollars)</i>
Special Purpose Housing - Bldg. M, 3025 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. N, 3025 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. O, 2965 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. P, 2965 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. Q, 2875 Oak Lane	0	0			N/A	N/A	N/A	N/A
Special Purpose Housing - Bldg. R, 2875 Oak Lane	0	0			N/A	N/A	N/A	N/A

APPENDIX A
Blacksburg Campus Clery Reporting Boundary Map



VirginiaTech
Invent the Future

EXTENDED DOWNTOWN JURISDICTION MAP

Date: 11/14/2012

The map displays a street grid in downtown Blacksburg, VA. Key streets include Main, Turner, Francis, Wilson, Harding, Bennett, Davis, Lee, Church, Roman, Wall, Kent, Washington, Clay, Miller, Eakin, Mountain View, Hemlock, Menlo, Grace, Preston, Wood, Barber, Green, Warren, Center, Houston, Paces, Beatty, and Sterrett. Various areas are highlighted in green and blue, indicating different jurisdictions or land uses.



DESIGN PREVIEW/REVIEW FOR DRY MANURE STORAGE FACILITY

The proposed 4,758 gross square foot, three-sided storage building, to be located west of the Plantation Road research facilities, will provide drive-up loading and unloading of dry manure used for agricultural purposes on surrounding agricultural crop lands. The existing dry manure storage building located at the Dairy Science complex is slated for demolition in 2015 along with the rest of that complex. This storage building will substitute for the existing storage facility and will fully meet the needs of the College of Agriculture and Life Sciences in maintaining the remaining herd. In keeping with materials used on other nearby buildings, the building will include a sloping standing seam metal roof and vertical seam metal siding with an exposed concrete water table. The metal roof and siding will be white.

Non-Capital Project Information Summary – Dry Manure Storage Facility

BUILDINGS AND GROUNDS COMMITTEE

November 10, 2014

Title of Project:

Dry Manure Storage Facility

Location:

The facility location is west of the Plantation Road Research complex. This location facilitates the collection and spreading of manure, supporting the management of adjacent pasture and crop lands.

Current Project Status and Schedule:

The project is in the early working drawings phase. Subsequent design work is expected to continue through November 2014.

Project Description:

This 4,758 gross square foot (GSF) single story, three-sided storage building will provide drive-up loading and unloading of dry manure used for agricultural purposes on surrounding agricultural crop lands. The existing dry manure storage building is located at the Dairy Science complex and is slated for demolition in 2015 along with the rest of that complex. Although the Dairy Science herd will move to Kentland Farm in 2015, the College of Agriculture and Life Sciences beef cattle and portions of the sheep and equine herds will remain at the pastures in the vicinity of Plantation Road. This storage building will fully meet the dry manure management needs of the remaining herds.

Brief Program Description:

The storage building is sufficiently sized to store dry manure at this location without having to transport manure to other farm locations or facilities for storage. This facility is central to efficient operation of the university's nutrient management program.

Contextual Issues and Design Intent:

In keeping with materials used on other nearby buildings, the building will include a sloping standing seam metal roof and vertical seam metal siding with an exposed concrete water table. The metal roof and siding will be white.

Architect/Engineer:

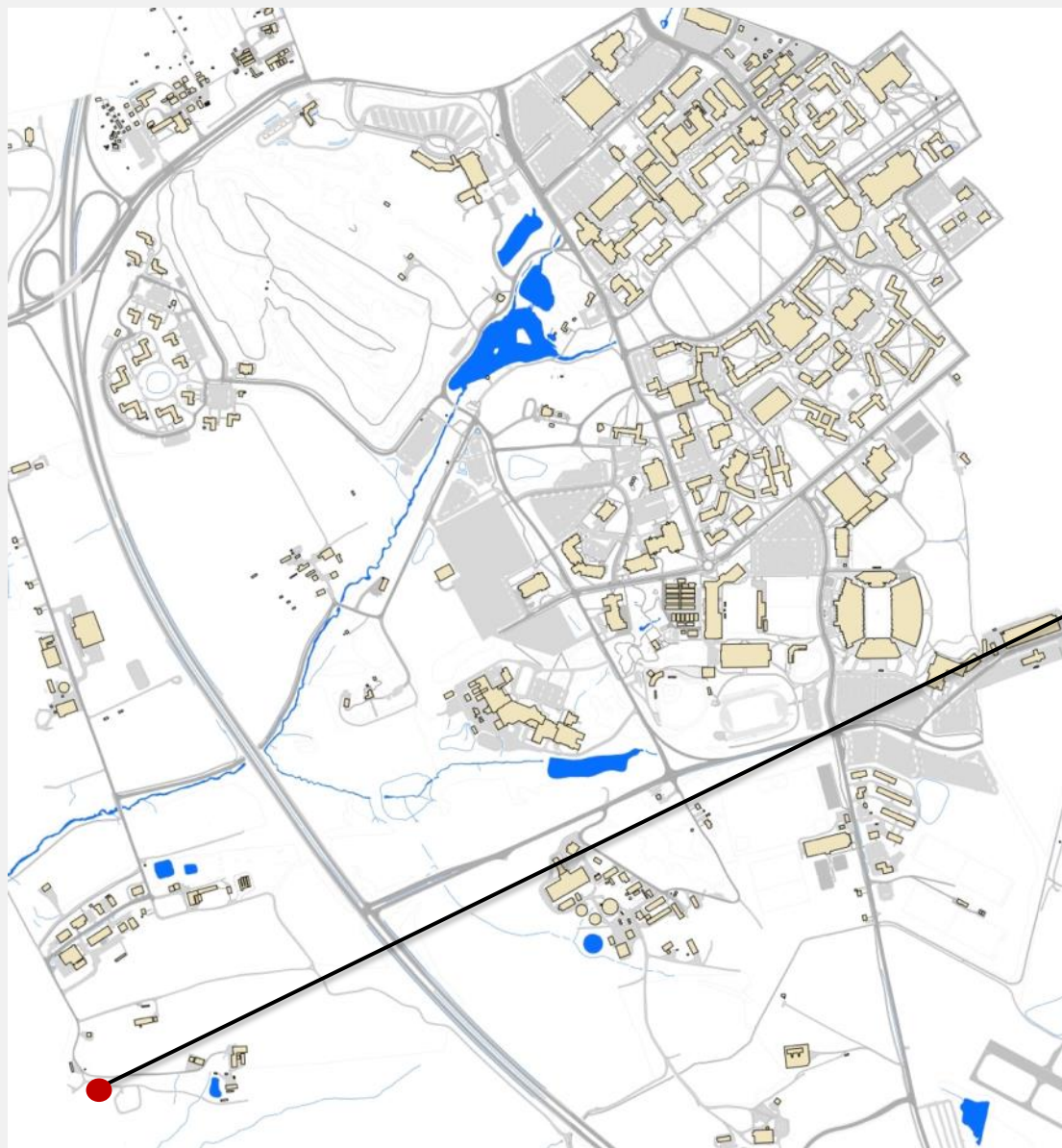
The Structures Group, Inc.

Construction Manager:

To be determined

Design Preview/Review for:
Dry Manure Storage Facility

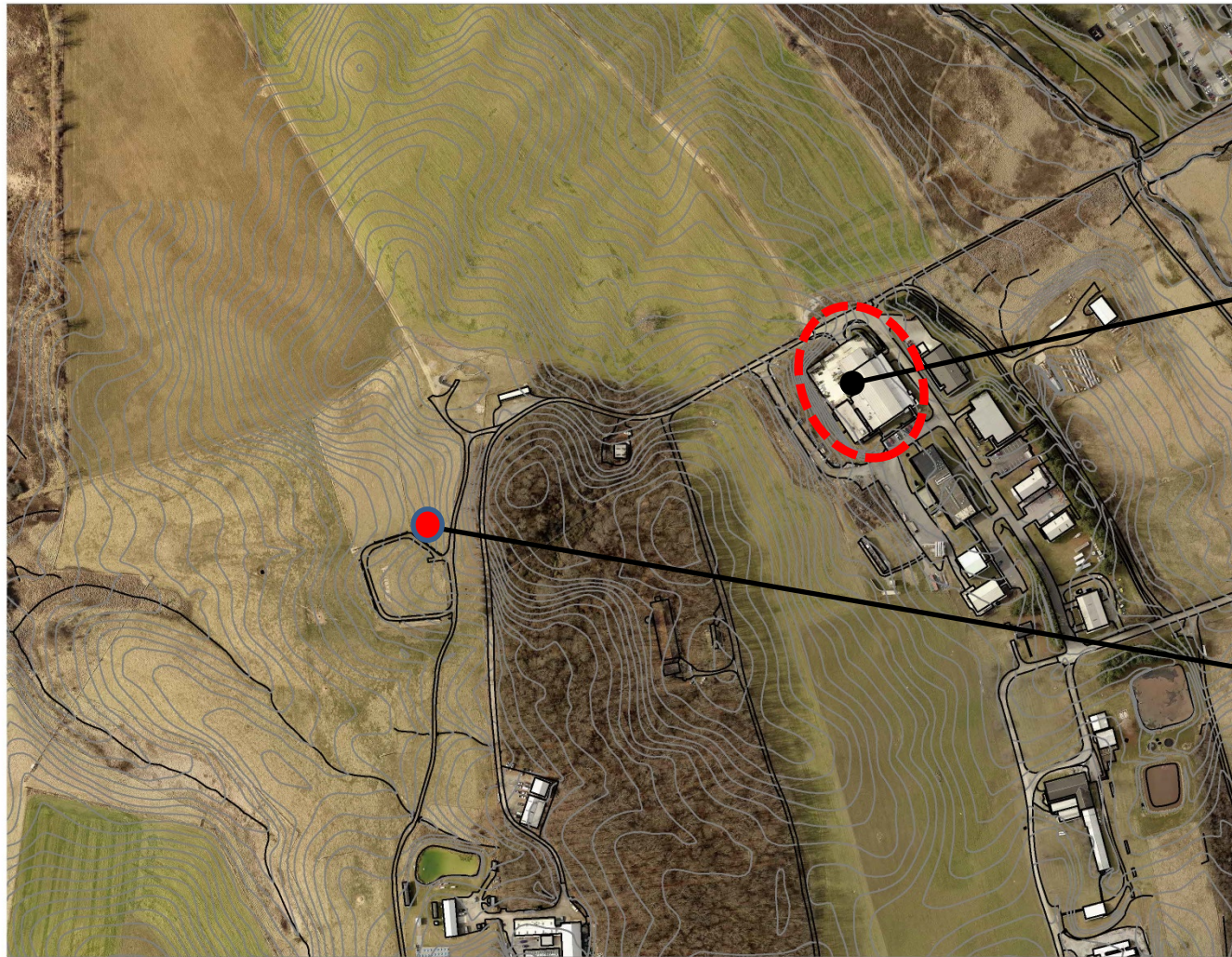
BUILDING LOCATION MAP



Dry Manure Storage Facility

DRY MANURE STORAGE FACILITY

LOCATION PLAN



Plantation Road
Research Complex

Dry Manure Storage
Facility



PHOTO NO. 1

NORTH



PHOTO NO. 2

EAST



PHOTO NO. 3

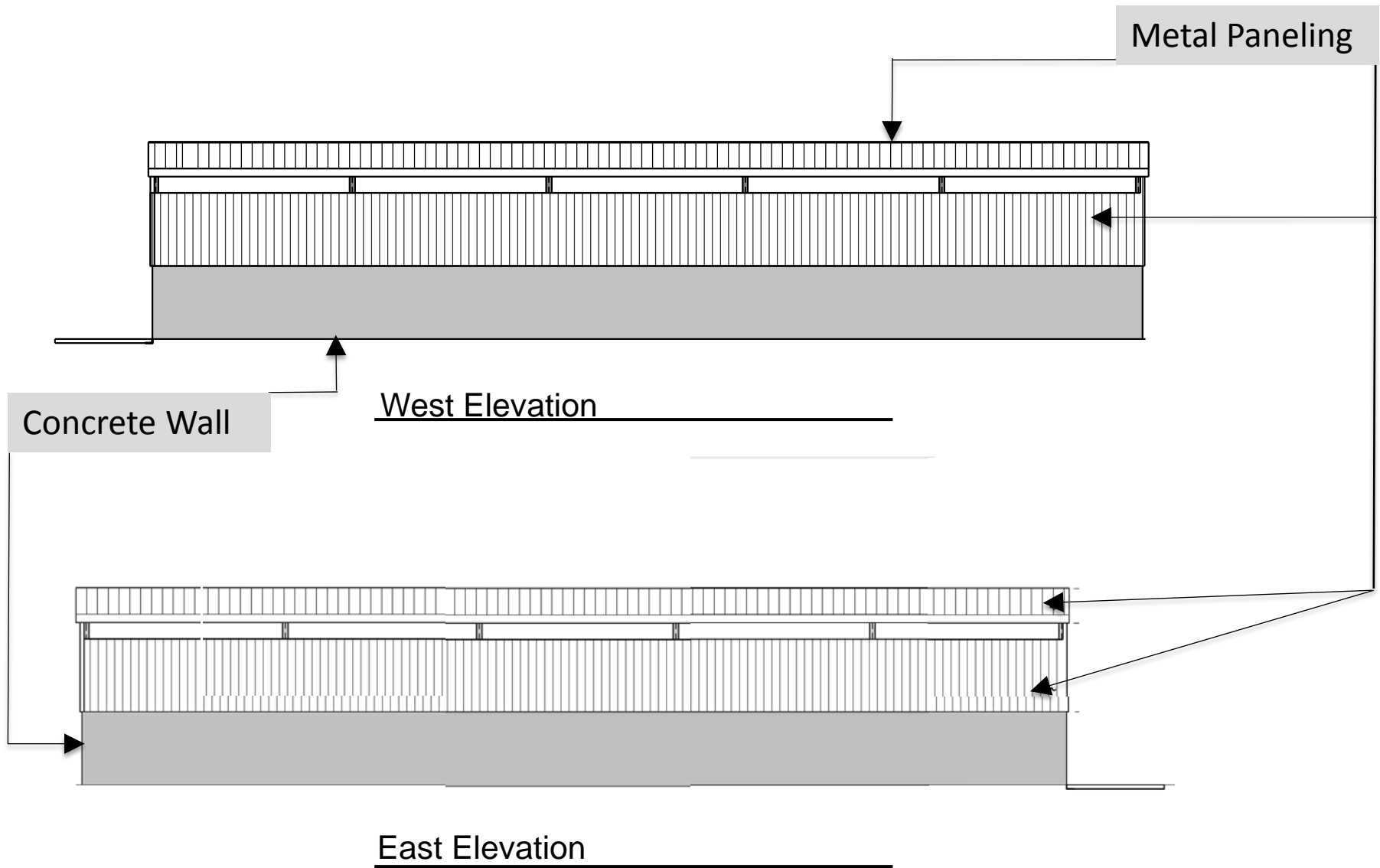
SOUTH



PHOTO NO. 4

WEST

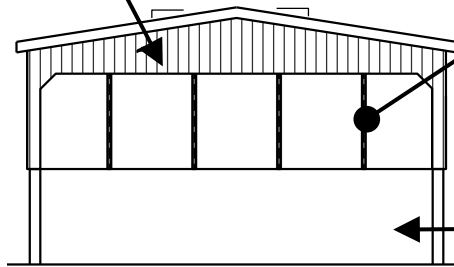
ELEVATIONS



ELEVATIONS

Metal Paneling

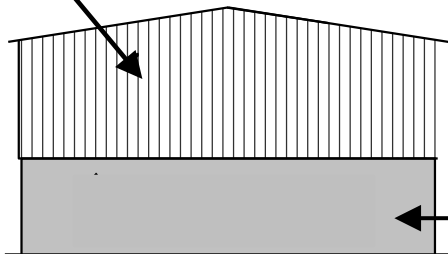
Metal Building Columns Beyond



Concrete Wall

South Elevation

Metal Paneling



Concrete Wall

North (Rear) Elevation

RECOMMENDATION:

That the design review graphics be approved and authorization be provided to continue with the project design consistent with the drawings shown, with an anticipated building construction completion date of mid 2015.

DESIGN PREVIEW/REVIEW FOR MCBRYDE 100 CLASSROOM RENOVATION

The McBryde Hall 100 auditorium, which is the most used instructional auditorium on campus, and the adjacent foyer will be fully renovated and refurbished to serve as modern instructional space while correcting infrastructure deficiencies. The auditorium will receive new theater style seating (maintaining existing 540 seats), a new ADA accessible sloping floor, a new HVAC system, new lighting and A/V systems, and new wall and ceiling finishes throughout, providing improved acoustics. The foyer will be renovated with new lighting, ceiling finishes and a wood paneled accent wall highlighting the original McBryde Hall stone relief plaques.

Capital Project Information Summary – McBryde 100 Renovation Summary

BUILDINGS AND GROUNDS COMMITTEE

November 10, 2014

Title of Project:

McBryde 100 Renovation

Location:

The renovation comprises the first floor McBryde 100 auditorium and foyer, located on the south side of McBryde Hall, with direct access from the exterior east-side plaza.

Current Project Status and Schedule:

The project is in the beginning of the working drawings phase. Subsequent design work is expected to continue through November 2014. Construction completion is scheduled for summer 2015.

Project Description:

This 5,900 gross square foot (GSF) renovation project comprises the most used instructional auditorium on campus. The McBryde 100 auditorium and adjacent foyer will be fully renovated and refurbished to serve as modern instructional space while correcting accessibility and infrastructure deficiencies. The existing sloped floor will be modified to provide ADA accessible seating, and pathways and access to the teaching area. New theater style seating is planned, maintaining 540 seats, with integral power and tablet arms and distributed ADA seating positions. The renovation scope includes replacement of HVAC systems, new lighting and improved A/V systems. Interior finishes will be replaced including wall and ceiling finishes throughout, providing improved acoustics. The foyer will be renovated with new lighting, ceiling finishes and a wood paneled accent wall highlighting the original McBryde Hall stone relief plaques.

Brief Program Description:

The project will address deficiencies related to accessibility, room acoustical performance, replacement of technology, and interior finishes and seating that have reached the end of useful service.

Contextual Issues and Design Intent:

Interior finishes will include maple wood veneer wall and ceiling panels, woven wire mesh acoustical panels, and neutral gray seating finishes complementing the existing Hokie Stone side walls in the auditorium.

Architect/Engineer:

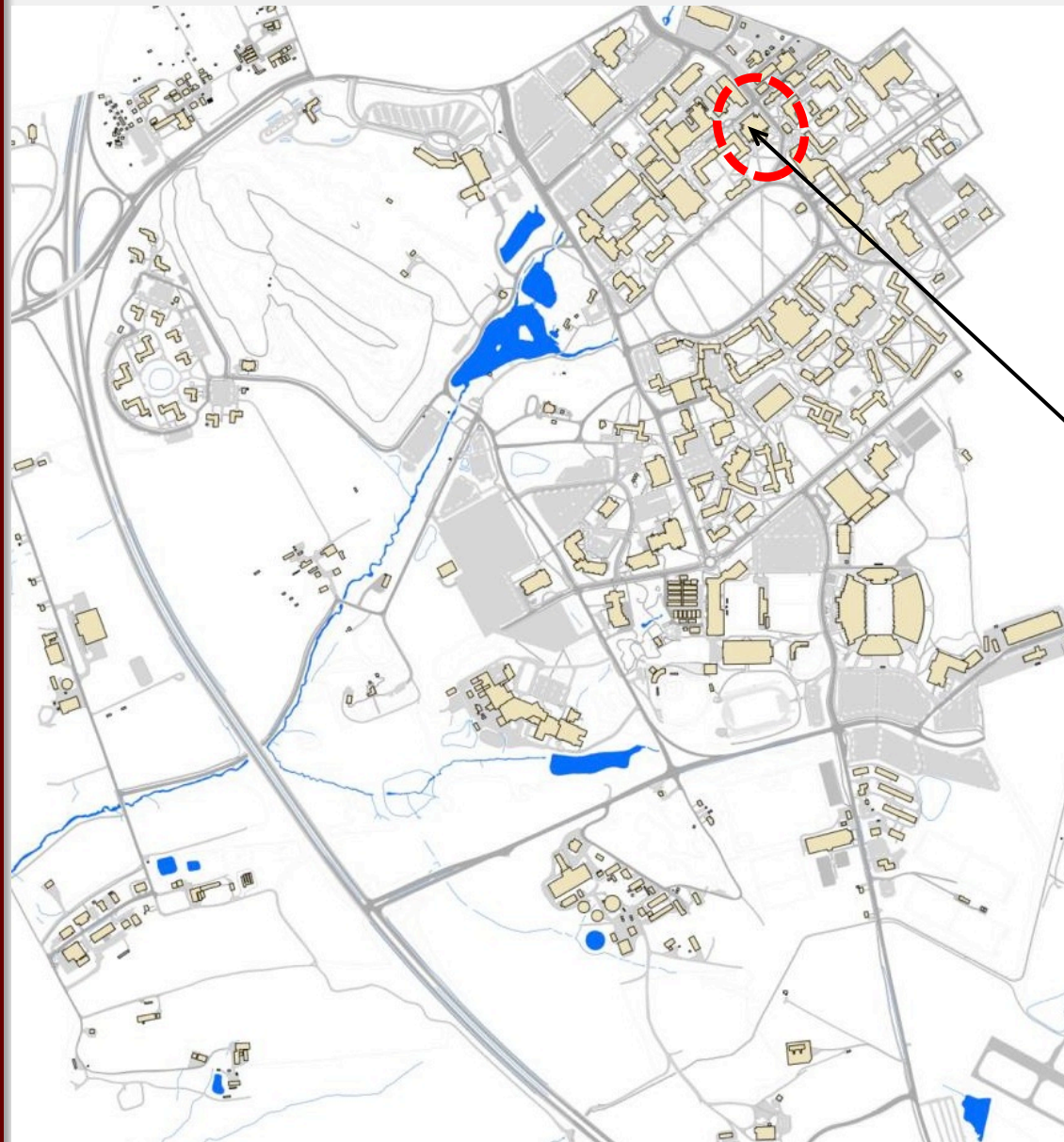
Westlake Reed Leskosky

Contractor:

To be determined

Design Preview/Review for:
McBryde 100 Renovation

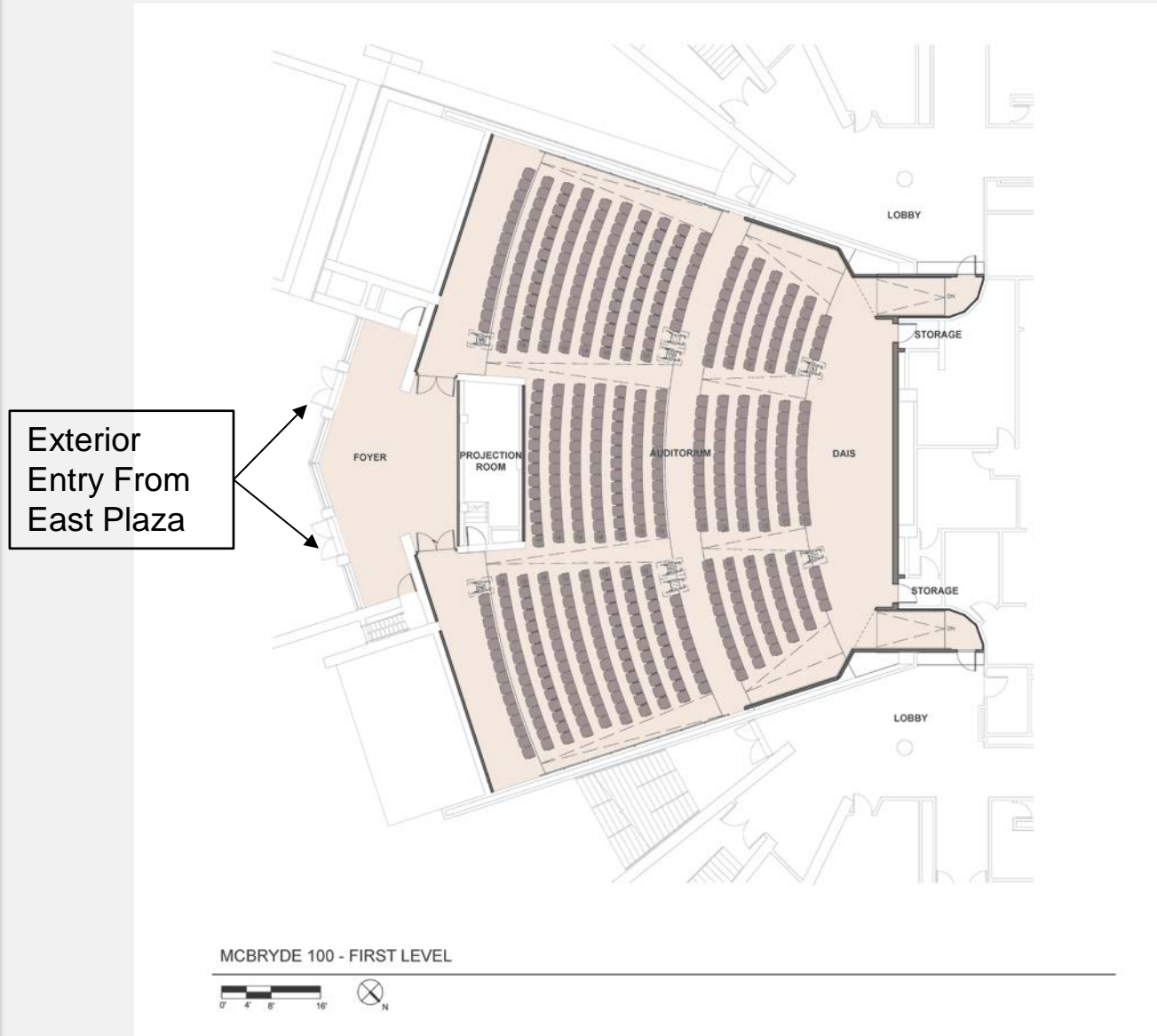
PROJECT LOCATION MAP



McBryde Hall

McBryde 100 Renovation

AUDITORIUM FLOOR PLAN



INTERIOR VIEW

Wood Veneer Ceiling Panels

Existing Hokie Stone

Wood Veneer Wall Panels



Existing Auditorium



New Seats
and
Carpeting

McBryde 100 Renovation

RECOMMENDATION:

That the Design Preview/Review graphics be approved and authorization be provided to continue with the project consistent with the drawings shown, with a construction completion date of summer 2015.

Drillfield Paths Update

Board of Visitors Meeting: *November 10, 2014*

Christopher H. Kiwus, PE, PhD
Associate Vice President and Chief Facilities Officer

In the September 2014 BOV Buildings and Grounds meeting, we were challenged with finding or inventing the best possible material for the Drillfield paths.



In response, we have formed an interdisciplinary team involving three colleges and additional stakeholders.

The team has been charged to:

- ***“explore (invent if necessary), test, and evaluate all weather and ADA compliant solutions to paths on the Drillfield in an effort to enhance the green-space aesthetic and multi-use purpose of this iconic area and provide a recommendation.”***

Team members include representatives from:

- College of Agriculture and Life Sciences
 - Crop and Soil Environmental Sciences
 - Horticulture
- College of Architecture and Urban Studies
 - Landscape Architecture
- College of Engineering
 - Civil and Environmental Engineering
- Corps of Cadets
- Graduate Student Body
- Human Resources (ADA)
- Recreational Sports
- Undergraduate Student Body
- University Planning

They have met twice and will continue meeting every two weeks, with a recommendation scheduled for the BOV in September 2015.

BUILDING AND GROUNDS COMMITTEE						
November 10, 2014						
Capital Project Status Report						
Project Name	Project Description	Estimated Total Project Cost	Non-General Funds	Project Teams	Contract Completion Date	Project Status
DESIGN						
Classroom Building	This project provides for the design and construction of a 73,275 square foot (SF) academic building which will contain state-of-the-art instructional space to accommodate the unmet demand for multi-discipline general assignment classrooms and labs. The new academic building will include approximately 15 flexible classrooms and 4 laboratory rooms of various sizes and configurations to accommodate multiple teaching methods. The building will provide approximately 1,600 student stations with wireless capability throughout.	\$42,500,000	\$0	EYP Architecture & Engineering - Washington D.C.	TBD	Construction documents bid by subcontractor within the anticipated budget. A construction funding supplement has been requested from the state to provide for the total project cost. Construction is anticipated to begin in November 2014.
				W M Jordan Company. - Newport News, VA		
Fire Alarm Systems and Access	This project provides for critical life safety improvements in several educational and general facilities on campus. Fire alarm systems will be installed or expanded in as many campus buildings as funding allows including Randolph Hall, War Memorial Hall, Food Science and Technology, Norris Hall, Lane Hall, Patton Hall, Litton Reaves Hall, Whittemore Hall, Architecture Annex and Newman Library.	\$5,500,000	\$0	Multiple A/E Firms	Multiple Sub-projects Varies	Release of construction funding is allocated subject to cost approval by the Department of General Services (DGS) for each building. Food Science and Technology Building has been approved and is out to bid. Preliminary design for Architecture Annex, War Memorial Gym, Whittemore Hall, and Wallace Annex have been submitted to DGS for cost review. Design is progressing on Randolph Hall, War Memorial Hall, Patton Hall, and Lane Hall.
				Multiple Contractors		
Health Center Improvements	This project provides for a 3,000 SF, one story addition and 1,700 SF renovation of existing space to support the clinical needs of the Schiffert Health Center. The project includes improvements for the Campus Alcohol and Prevention Center and infirmary space.	\$2,868,000	\$2,868,000	Lord, Aeck & Sargent, Inc. – Atlanta, GA	TBD	Funding has been authorized for project planning. Procurement of the A/E firm is complete and schematic design is in progress. This project will be bid for construction.
				TBD		
Improve Kentland Facilities	The project includes new construction of three buildings totaling approximately 28,900 gross square foot (GSF) including a metabolism research laboratory, an applied reproduction facility, an arena with animal demonstration and holding spaces for the College of Agriculture and Life Sciences.	\$7,600,000	\$0	Spectrum Design, PC - Roanoke, VA	TBD	Funding has been authorized for project planning / schematic design. Schematic design is complete and has been submitted to the Department of General Services for cost review. The project design will progress pending concurrence on project cost.
				TBD		
Marching Virginians Practice Facility	This project includes new construction of an equipment storage building, a covered open-air practice pavilion, and a soccer-size artificial turf field. The approximately 4,300 GSF building will provide the Marching Virginians with restrooms, lockers, instrument storage space, and a drum line room for percussion instruments. The 4,000 SF pavilion will be attached to the building and will provide a protected area for the Marching Virginians to practice during inclement weather. A lighted, soccer-size artificial turf field will be shared with Recreational Sports.	\$4,750,000	\$4,750,000	Thompson + Litton - Radford, VA	Apr-15	Construction bids have been received within budget and a contract awarded. A preconstruction meeting was held September 30, 2014. Project completion is targeted for summer 2015.
				TBD		
McBryde 100 Classroom Renovation	This project provides for a complete renovation of McBryde 100 auditorium, which is heavily used for large enrollment classroom lectures.	\$2,800,000	\$2,800,000	Westlak, Reed Leskosky - Washington D.C.	TBD	Preliminary design has been completed for review. Construction documents are scheduled for bidding in winter 2014. Construction is targeted to take place summer 2015 as soon as spring classes are adjourned.
				TBD		

Project Name	Project Description	Estimated Total Project Cost	Non-General Funds	Project Teams	Contract Completion Date	Project Status
Renovate/Renew Academic Buildings	This project will renovate three existing campus buildings - Sandy Hall, Liberal Arts Building and the original portion of Davidson Hall. Collectively, these renovations will increase the functionality of three underutilized building assets, address several deferred maintenance issues, and reduce critical space deficiencies. A small addition is planned for Sandy and Liberal Arts Buildings to provide for an elevator, ADA accomodations and circulation space improvements.	\$27,000,000	\$0	Glavè & Holmes Associates - Richmond, VA	TBD	Preliminary design documents have been submitted to the State for cost review. Working drawing document development and construction approval are contingent on further state funding.
				Grunley Construction-Rockville, MD		
South Recreation Field Surface Replacement	This project replaces existing natural turf fields, located on approximately 15 acres adjacent to the airport runway, with synthetic turf covering the size of six soccer fields for multi-sport use. The new fields will enhance the student experience and allow for expansion of the Recreational Sports intramural and club sports programs.	\$4,600,000	\$4,600,000	TBD	TBD	Construction document development is in progress. Project anticipated to bid in November 2014.
				TBD		
CONSTRUCTION						
Agriculture Programs Relocation	This project for relocation of the Dairy Program from Southgate Drive to Kentland Farm is required to accommodate expansion of the Airport runway and relocation of Tech Center Drive. Planning, design, construction and financing by the Virginia Tech Foundation and a capital lease, back to Virginia Tech, was authorized by the BOV at the May 7, 2013 meeting.	\$14,000,000	\$14,000,000	Thompson & Litton - Radford, VA	January 30, 2014	Construction is in progress. Site work and utilities are 98% complete. Modular buildings have been received and construction is in progress. Project completion is on schedule for completion in January 2015. Dairy herd relocation is needed by March 2015 to make way for Tech Center Drive road relocation and airport runway expansion.
				English Construction Company, Inc. - Lynchburg, VA		
Indoor Athletic Practice Facility	This project provides for the design and construction of a new indoor multi-sport practice facility large enough to accommodate football punting and kicking practice. The new facility will be located on the site of the existing football practice fields.	\$21,300,000	\$21,300,000	HKS - Richmond, VA	June 1, 2015	A design-build contract has been executed. A phased building permit has been issued for foundations and structural steel. Awaiting final permit for the building construction. Geopiers have been installed and concrete foundation complete. Structural steel erection is 30% complete.
				W.M. Jordan Company - Richmond, VA		
Goodwin Hall (Signature Engineering Building)	This project provides for a new 154,935 GSF state-of-the-art, technology enhanced flagship building for the College of Engineering to include research, classroom and office space.	\$95,218,249	\$47,609,125	Zimmer Gunsul Frasca Architects LLP - Washington, DC	December 14, 2013	Construction is substantially complete and a temporary occupancy permit was issued May 29, 2014. Punchlist is approximately 98% for final completion. Furniture and equipment installation continues. The contractor has submitted a \$1.4M time extension request. Evaluation is in progress.
				Gilbane Building Company - Richmond, VA		
Unified Communications and Network Renewal Project	This project replaces outdated equipment and upgrades campus communications systems, providing infrastructure and equipment enhancements over a five year period. The project scope includes upgrades to the Internet Protocol (IP) Network, the cable plant, and equipment rooms in buildings throughout campus.	\$16,508,000	\$16,508,000	Multiple A/E Firms	2016	Space allocation, architectural design and construction activities are underway for the addition and expansion of data rooms to house technology upgrades in 257 campus buildings. Wiring and equipment upgrades in 191 buildings are complete. Approximately 89% of active campus services have migrated. The project is scheduled for completion in fall 2016.
				Various Contractors		
Upper Quad Residential Facilities	This project provides for the demolition and reconstruction of Brodie and Rasche residence halls to serve the Corps of Cadets. The new residence halls totaling approximately 210,000 GSF will provide over 1,000 beds in double and triple rooms sharing hall community bathrooms. These new residence halls will be constructed at the approximate location of the original Rasche Hall and Brodie Hall. Both buildings will provide double and triple occupancy rooms that meet the residence and in-room storage space needs of the cadets. Both new residence halls will provide dedicated meeting, community, and group spaces, specifically designed to meet Corps program and organization needs. Thomas Hall and Monteith Hall will also be demolished as part of this project.	\$91,000,000	\$91,000,000	Clark Nexsen - Charlotte, NC	2016	Construction of Rasche Hall is in progress. Foundations are 100% complete. Structural framing and planks are complete for floors 1 & 2, 3rd floor in progress. Mechanical rough-in also in progress. Site utilities for Rasche are 75% complete. Targeted completion date for Rasche is July 2015 with demolition and reconstruction of Brodie to follow for completion in July 2016.
				Barton Malow Company - Charlottesville, VA		

Project Name	Project Description	Estimated Total Project Cost	Non-General Funds	Project Teams	Contract Completion Date	Project Status
CLOSE-OUT						
Moss Arts Center (Center for the Arts)	This project provided for design and construction of a new 92,000 GSF Performing Arts Center and the renovation of Shultz Hall for a 1,300-seat performance auditorium, a visual arts gallery, creative technologies program and support spaces.	\$100,087,000	\$72,700,448	Snohetta AS – New York, NY with STV Group, Inc. – Douglasville, PA	September 6, 2013	The project was substantially complete for occupancy on August 21, 2013. The punch list is progressing for final completion of the construction contract. Purchase and installation of equipment continues to complete the project.
				Holder Construction Company – Atlanta, GA		
Renovate Davidson Hall	This project provided for the demolition of the deteriorated and outdated center and rear section additions to Davidson Hall. The original building remains and a new replacement addition of 44,845 GSF was constructed to provide modern laboratory and research space.	\$31,118,739	\$0	Einhorn Yafee Prescott - Washington, DC	January 16, 2014	Building occupied and classes in session. Construction contract completion is pending resolution of roof acceptance. A state funding supplement has been received to pay for unanticipated expenses for contaminated soils and delays associated with Hokie Stone material supply.
				Barton Malow Company- Charlottesville, VA		
Human and Agricultural Biosciences Building I (HABBI)	This project provided for a new 93,860 GSF advanced agricultural research laboratory facility.	\$53,759,344	\$0	Lord, Aeck & Sargent, Inc. – Atlanta, GA	December 9, 2013	Construction is substantially complete. Faculty and staff have moved into the building. Purchase of research equipment continues. Punchlist and landscaping are nearing completion.
				Skanska USA Building, Inc. - Durham, NC		
Chiller Plant I	This project expanded the campus chilled water infrastructure and provided for the design and construction of a new 16,655 GSF chiller plant in the southwest side of campus to serve the new Human and Agricultural Biosciences Building (HABBI) and other buildings in the life sciences precinct.	\$20,097,729	\$8,039,092	Burns and Roe Service Corporation – Virginia Beach, VA	June 15, 2013	Building construction is substantially complete. Pending outcome of the chilled water planning process currently underway, the project may provide for additional distribution lines to increase load on the chiller plant.
				The Whiting-Turner Contracting Co. – Baltimore, MD		

CAPITAL PROJECT STATUS REPORT

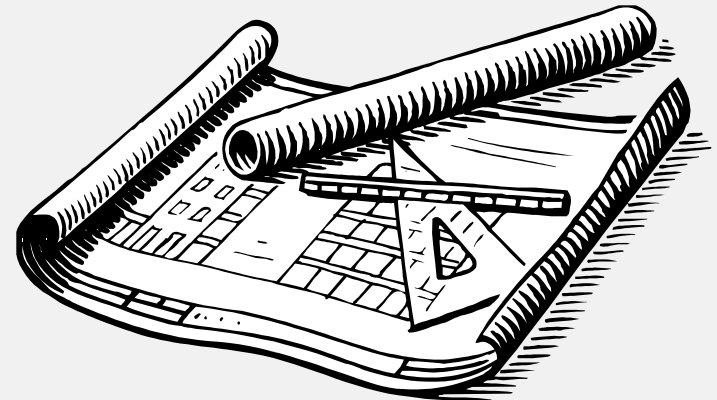
Board of Visitors Meeting: *November 10, 2014*

Christopher H. Kiwus, PE, PhD

PROJECTS IN DESIGN

Fire Alarm Systems

- ✓ **Classroom Building**
- ✓ **Health Center Improvements**
- ✓ **Improve Kentland Facilities**
- ✓ **Marching Virginians**
- ✓ **McBryde Hall 100 Classroom Renovation**
- ✓ **Renovate Academic Buildings**
- ✓ **South Recreation Field Replacement**



FIRE ALARM SYSTEMS

Approved and Out to Bid

- Food Science & Technology Building

Preliminary Design Submitted to DGS for Cost Review

- Architecture Annex
- War Memorial Hall (Gym)
- Whittemore Hall
- Wallace Annex



Preliminary Design Progressing

- Patton Hall
- Randolph Hall
- Lane Hall
- War Memorial Hall

PROJECTS UNDER CONSTRUCTION

**Agriculture Program
Relocation**

- ✓ **Indoor Athletic
Practice Facility**
- ✓ **Signature Engineering
Building**
- ✓ **Upper Quad Residence
Halls**



Agriculture Programs Relocation

- **Authorized by the Board of Visitors at the May 2, 2013 Meeting**
- **Construction in Progress to Relocate the Dairy Program from Southgate Drive to Kentland Farm**
- **Scheduled to Relocate the Dairy Herds by March 2015**



**RESOLUTION FOR PARTIAL RELOCATION OF BLACKSBURG-VIRGINIA
POLYTECHNIC INSTITUTE SANITATION AUTHORITY EASEMENT**

Virginia Tech has requested that the Board of Visitors authorize a revised easement to the Blacksburg-Virginia Polytechnic Institute Sanitation Authority (the “Sanitation Authority”) to partially relocate the sewer line traversing the Derring Hall parking lot in order to move forward with the new classroom building at the current location of the sewer line.

**RESOLUTION FOR PARTIAL RELOCATION OF BLACKSBURG-VIRGINIA
POLYTECHNIC INSTITUTE SANITATION AUTHORITY EASEMENT**

WHEREAS, at the March 27, 2006 Virginia Polytechnic Institute and State University ("Virginia Tech") Board of Visitors meeting the Board approved that an easement be granted to the Blacksburg-Virginia Polytechnic Institute Sanitation Authority (the "Sanitation Authority") for a sewer line extending approximately 1,373 feet and comprising approximately 2.02 acres on real property located between Turner Street and West Campus Drive, southwest of Prices Fork Road on the university's main campus; and

WHEREAS, the construction plans for a new classroom building were approved by the Board at its March 28, 2014 meeting; and

WHEREAS, Virginia Tech has secured the appropriate financing and set the main campus site location for the new classroom building; and

WHEREAS, the new classroom building location will impact the current location of the aforementioned sewer line; and

WHEREAS, Virginia Tech and the Sanitation Authority are agreeable to relocating the sewer line as indicated on the attached map entitled "Site Utility Profiles," designated Sheet No. C402 and made by EYP, Inc. and CHA; and

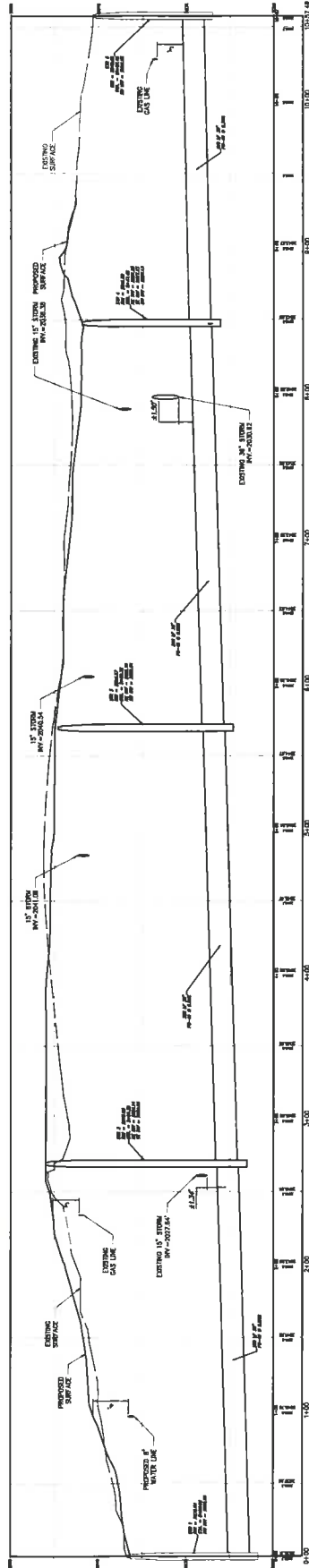
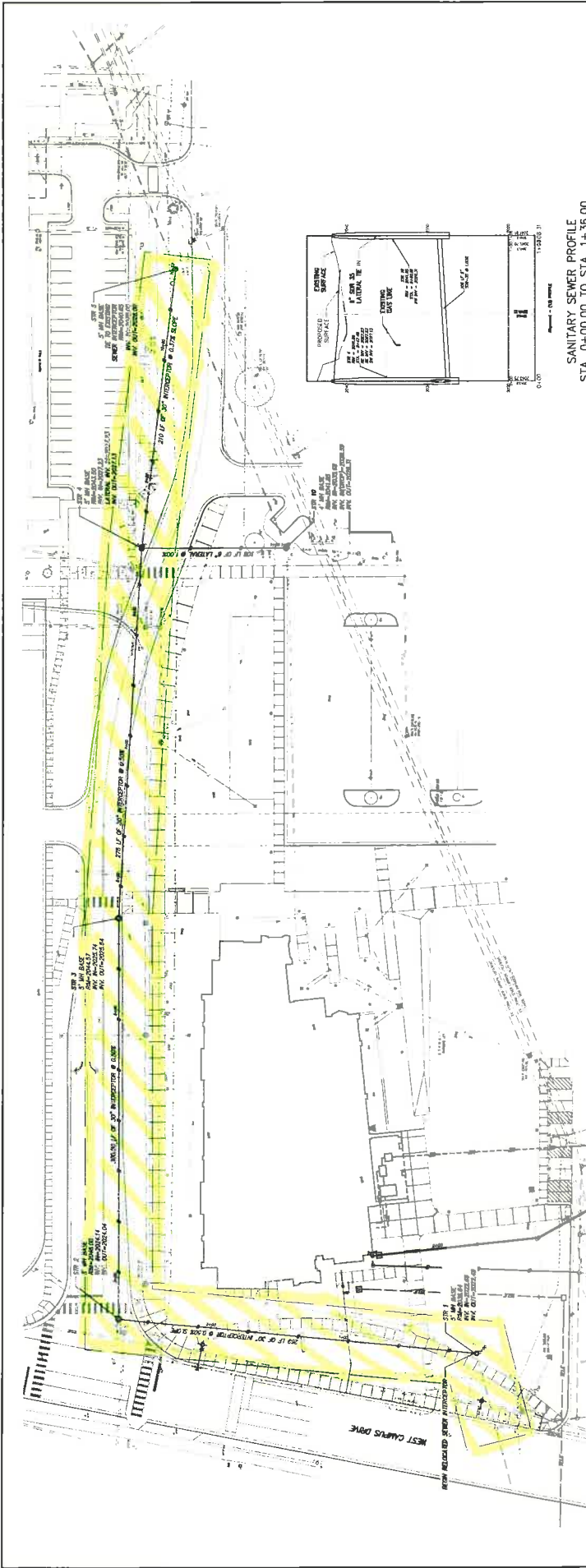
WHEREAS, Virginia Tech desires to grant a revised easement to the Sanitation Authority to partially relocate the sewer line and vacate a portion of the former sewer line easement area to be relocated;

NOW, THEREFORE, BE IT RESOLVED, that the Vice President for Administration be authorized to execute an easement to the Blacksburg-Virginia Polytechnic Institute Sanitation Authority to partially relocate the sewer line traversing the Derring Hall parking lot all in accordance with applicable procedures for said easement pursuant to the Code of Virginia, 1950 as amended.

RECOMMENDATION:

That the above resolution authorizing the Vice President for Administration to execute an easement to Blacksburg-Virginia Polytechnic Institute Sanitation Authority be approved.

November 10, 2014



SANITARY SEWER PROFILE
STA. 0+00.00 TO STA. 10+59.73

NOTE:
1. CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES.
2. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES.
3. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES.

DATE	06.01.2014
SCALE	1" = 30'
DESIGNED BY	200
DRAWN BY	200
CHECKED BY	200
APPROVED BY	200
DRAWING NAME	SANITARY SEWER PROFILE
SITE	UTILITY
PROFILES	

New Classroom Building
Virginia Polytechnic Institute and State University
Blacksburg, VA
Working Drawings

NO	REVISION	SUBMISSION	DATE

KEY PLAN	

General Notes



EYP
1000 Avenue of the Americas
New York, NY 10020
Tel: 212 512 2000
Fax: 212 512 2001
www.eyp.com

**RESOLUTION TO CLARIFY
VIRGINIA TECH/MONTGOMERY REGIONAL AIRPORT AUTHORITY
BOARD OF VISITORS NOVEMBER 18, 2013 RESOLUTION**

WHEREAS, the Virginia Polytechnic Institute and State University ("Virginia Tech") Board of Visitors approved a resolution on November 18, 2013 authorizing the transfer of approximately 26.361 acres in fee simple, 17.920 acres in a permanent easement for the Runway Protection Zone (RPZ), and 3.549 acres for a storm water easement (collectively known as the "Property"), to the Virginia Tech/Montgomery Regional Airport Authority (the "Airport Authority") in order to allow the expansion of the airport facility (the "Resolution"); and

WHEREAS, the draft Agreement for Purchase and Sale of Real Estate for the Property to be conveyed for the project was attached to the said November 18, 2013 Resolution authorized by the Board of Visitors; and

WHEREAS, the intent was for the Resolution to mirror the language in the Agreement for Purchase and Sale of Real Estate; and

WHEREAS, a recent review of the Resolution and the Agreement for Purchase and Sale of Real Estate revealed a discrepancy between the two documents; and

WHEREAS, Virginia Tech desires to eliminate the discrepancy between the two documents;

NOW, THEREFORE, BE IT RESOLVED, that the Resolution approved by the Board of Visitors on November 18, 2013 and entitled Resolution On Transfer Of Property To Virginia Tech/Montgomery Regional Airport Authority be amended, in part, to clarify and affirm the Board of Visitors is in agreement with Article VI Reversion Clause as stated in the Agreement For Purchase And Sale of Real Estate dated November 2013.

RECOMMENDATION:

That the above resolution clarifying the Board of Visitors Resolution dated November 18, 2013 entitled Resolution On Transfer Of Property To Virginia Tech/Montgomery Regional Airport Authority be amended, in part, to clarify and affirm the Board of Visitors is in agreement with Article VI Reversion Clause as stated in the Agreement For Purchase And Sale of Real Estate dated November 2013 be approved.

November 10, 2014

Language in November 18, 2013 Resolution:

WHEREAS, the sales contract and subsequent conveyance instrument for any Property currently owned by the university to be conveyed for the project will have an explicit reversionary clause stating that failure of full payment to the university from the grant anticipation notes [GAN] by July 1, 2044, *will cause the Property to revert back to the university with no further financial obligation from the university;*

Language in Sales Agreement presented with Resolution (Article VI Reversion Clause, page 6):

The Deed shall contain a reversion clause that provides:

2. If the GAN has not been fully paid by the Purchaser by July 1, 2044, *then the Property shall revert back to the Seller for a purchase price equal to the total amount of payments made to the Seller pursuant to the GAN from grant monies.*

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDING

The university requests approval to demolish Building 0206, which is a metal electrical substation control building on university property at the Lane Electrical Substation on the Virginia Tech campus in Blacksburg, Virginia. The building is too small to meet the increasing equipment needs serving the expanding substation, and the building envelope has deteriorated. Repeated repairs have not solved recurring leaking and flooding problems and, as a result, the building is in poor condition and is uneconomical to repair.

RESOLUTION ON DEMOLITION OF UNIVERSITY BUILDINGS

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

WHEREAS, the 466 gross square foot (GSF) Lane Electrical Substation Control Building 0206 is in poor condition and is uneconomical to repair; and

WHEREAS, the university will obtain the approvals of the Art and Architecture Review Board and the Department of Historic Resources for the demolition of this building prior to demolition;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors approve the demolition of the Lane Electrical Substation Control Building 0206 located on the Blacksburg campus, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

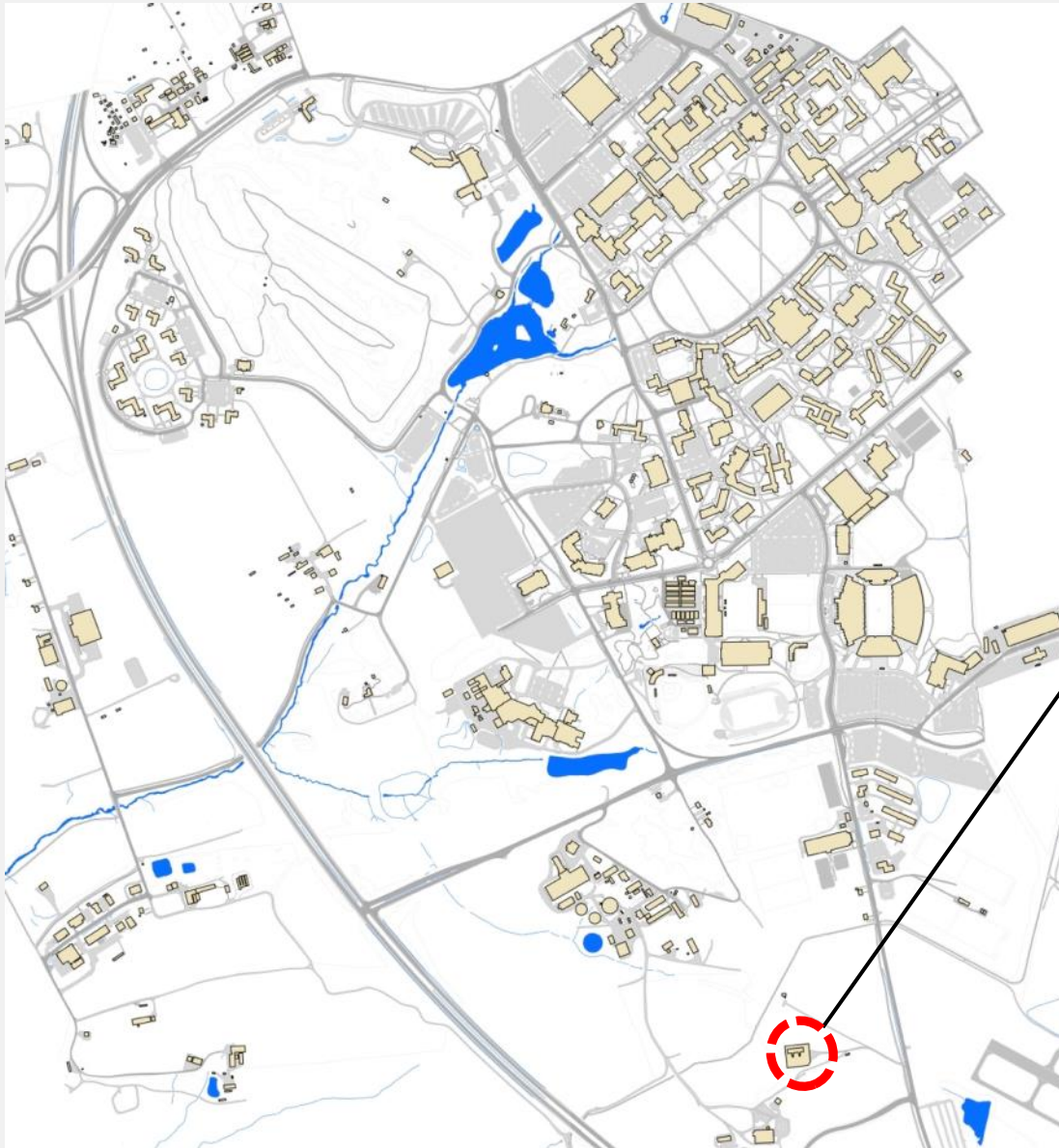
RECOMMENDATION:

That the above resolution authorizing the demolition of the Lane Electrical Substation Control Building 0206 be approved.

November 10, 2014

Resolution on:

**DEMOLITION OF UNIVERSITY BUILDING
0206**



**Lane Electrical Substation
Project Location**

DEMOLITION OF UNIVERSITY BUILDING 0206



East Elevation



South Elevation



West Elevation



North/West Elevations



DEMOLITION OF UNIVERSITY BUILDING 0206

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors approve the demolition of building number 0206, located in Blacksburg, in accordance with the applicable statutes of the Code of Virginia (1950), as amended.

RECOMMENDATION:

That the above resolution authorizing the demolition of building number 0206 be approved.

Committee Minutes

FINANCE AND AUDIT COMMITTEE

Duck Pond Room, The Inn at Virginia Tech

November 10, 2014

Audit Closed Session

Board Members Present: Mr. Jim Chapman, Ms. Deborah Petrine, Mr. Michael Quillen, Mr. Horacio Valeiras

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

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. Director of Internal Audit Performance Review: The Committee met in Closed Session to provide an annual performance review to the Director of Internal Audit.
3. 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. Jim Chapman, Mr. Dan Cook – Staff Representative, Mr. Michael Quillen, Mr. Horacio Valeiras

VPI & SU Staff: Mr. Bill Abplanalp, Ms. Beth Armstrong, Mr. Jared Bourne, Mr. Allen Campbell, Ms. Yohna Chambers, Mr. John Cusimano, Mr. Lifter Daku, Mr. Brian Daniels, Mr. John Dooley, Mr. John-Paul Gravelines, Ms. Deborah Fulton, Ms. Annabelle Fuselier, Ms. Elizabeth Hansen, Ms. Natalie Hart, Mr. Tim Hodge, Ms. Sharon Kurek, Ms. Nancy Meacham, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Laura Neff-Henderson, Ms. Kim O'Rourke, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Mr. Frank Shushok, Mr. Jeb Stewart, Mr. Brad Sumpter

Guests: Mr. Michael Reinholtz – Audit Director, Auditor of Public Accounts

1. Motion to Reconvene in Open Session

2. Approval of Items Discussed in Closed Session: The Committee reviewed and took action on items discussed in closed session.
3. Opening Remarks and Approval of Minutes of the September 15, 2014 Meeting: The Committee reviewed and approved the minutes of the September 15, 2014 meeting.
4. Review and Acceptance of the Auditor of Public Accounts Financial Statement Audit and Management Letter for the June 30, 2014 Audit: The Committee received a report from Mr. Reinholtz, Audit Director, Auditor of Public Accounts, on the status of the university's financial statement audit and management letter for the fiscal year ended June 30, 2014. The university has prepared its financial statements in accordance with generally accepted accounting principles and will carry an unmodified (clean) audit opinion. The auditors reported that there will be no written management letter comments.

The Committee accepted the report.

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. As of June 30, 2014, the university had 24 open recommendations. Eleven audit comments have been issued during the first quarter of this fiscal year. As of September 30, 2014, the university has addressed nine comments, leaving 26 open recommendations in progress. Through October 2014, Internal Audit has closed 12 of the 26 open recommendations leaving 14 open recommendations. The Committee received a briefing at the meeting that reviewed the status of the outstanding comments, including the comments that have been addressed since September 30, 2014.

The Committee accepted the report.

6. Review of The Department of Internal Audit's Status Report as of September 30, 2014: The Committee reviewed the Department of Internal Audit's Status Report as of September 30, 2014. One risk-based audit and one compliance review have been completed since the September board meeting. Additionally, two advisory service projects in the areas of Gift Accounting and the Equine Medical Center were completed at the request of management. Internal Audit has completed 12 percent of its audit plan in accordance with the fiscal year 2014-15 annual audit plan and previous reported modifications.

The Committee accepted the report.

7. Review and Acceptance of the following Internal Audit Reports/Memos Issued: The committee received and accepted the following internal audit reports.
 - a. Facilities Work Order System – The audit received a rating of improvements are recommended. Audit recommendations were issued to management in the areas of labor rates justification and system process improvements.
 - b. Vice President for Alumni Relations – The compliance review of the Vice President for Alumni Relations received a rating of effective.
8. Update on the Federal Audit of National Science Foundation Research Funds: The Committee received an update on the status of the Federal audit of the National Science Foundation research funds. The university has provided regular reports to the Finance and Audit committee on the status of the National Science Foundation audit. In the spring of 2013, the Office of the Inspector General (OIG) for the National Science Foundation (NSF) announced it would perform "cost incurred performance audits" of eleven large institutes of higher education which have received significant funding from NSF. Virginia Tech was one of the universities selected for the audit. The OIG selected Withum Smith and Brown (WSB), a public accounting firm, to perform Virginia Tech's audit.

The university reported on the results of the audit at an earlier meeting. At present, the university is continuing with the audit resolution process with NSF. It is anticipated that a final decision could be forthcoming in early 2015.

Finance Closed Session

Board Members Present: Mr. Jim Chapman, Ms. Deborah Petrine, Mr. Michael Quillen, Mr. Horacio Valeiras

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

1. Motion for Closed Session
- * 2. Ratification of Personnel Changes Report: The Committee met in Closed Session to review and take action on the quarterly personnel changes report.

The Committee recommended the personnel changes to the full Board for approval.

- * 3. Approval of 2014-15 Faculty Salary Program: The Committee met in Closed Session to review and take action on the 2014-15 Faculty Salary Program. As part of the discussions, the Committee noted the need to consider how the university can continue to appropriately compensate its faculty while controlling overall costs of the university. The Committee asked the university to look further at its cost structure and cost containment opportunities and to report back to the Committee at a future meeting.

The Committee recommended the 2014-15 Faculty Salary Program to the full Board for approval.

Finance Open Session

Board Members Present: Mr. Jim Chapman, Mr. Dan Cook – Staff Representative, Mr. Mike Quillen, Mr. Horacio Valeiras

VPI & SU Staff: Mr. Bill Abplanalp, Ms. Beth Armstrong, Mr. Jarod Bourne, Mr. Bob Broyden, Mr. Allen Campbell, Ms. Yohna Chambers, Mr. John Cusimano, Mr. Brian Daniels, Mr. Lefter Daku, Ms. Wanda Dean, Dr. John Dooley, Ms. Deborah Fulton, Ms. Annabelle Fuselier, Mr. John-Paul Gravelines, Ms. Elizabeth Hansen, Ms. Natalie Hart, Mr. Larry Hincker, Mr. Tim Hodge, Ms. Nancy Meacham, Ms. Sharon Kurek, Dr. Scott Midkiff, Mr. Ken Miller, Ms. Terri Mitchell, Ms. Laura Neff-Henderson, Ms. Kim O'Rourke, Ms. Savita Sharma, Mr. M. Dwight Shelton Jr., Dr. Frank Shushok, Mr. Jeb Stewart, Mr. Brad Sumpter

Guests: Mr. Mike Reinholtz – Audit Director, Auditor of Public Accounts

1. Opening Remarks and Approval of Minutes of the September 15, 2014 Meeting: The Committee reviewed and approved the minutes of the September 15, 2014 meeting.
2. Annual Report on University Support for Student Financial Aid: The Committee received a comprehensive report on the university's scholarship and financial aid program. Financial aid programs are critical to support access and affordability of higher education and to ensure the effective recruitment, retention, and graduation of students. In its Management Agreement with the Commonwealth, the university affirmed its commitment to increase the support for student financial aid and works proactively to ensure access and affordability. Financial Aid is provided to students as scholarships and grants, employment, loans, and payment options. The amount of aid awarded grew from \$423.2 million in FY 2013 to \$439.9 million in FY 2014. Fifty-five percent of the university's class of 2013 borrowed an average of \$26,925 in

student loan debt. National data for 2013 is not yet available; however the data for 2012 shows that 68 percent of class of 2012 borrowed an average of \$27,850 in student loans. Virginia Tech's cohort default rate for the Federal Direct Loan and Federal Family Education loan programs was 2.6 percent compared to 4.2 percent average default rate among university's peer group.

3. Annual Report on Virginia Tech Foundation Endowment Scholarship Funds Utilization and Expenditure Plans: The Committee received an annual report on the Endowment scholarship funds utilization and expenditure plans. The Office of Enrollment and Degree Management continued to facilitate actions to improve the utilization and administration of privately-funded scholarships. In fiscal year 2014, colleges and the Office of University Scholarships and Financial Aid (USFA) made significant progress in awarding endowed scholarships. Accounting for the approved "building reserve" and "hard to award" funds, colleges and USFA utilized 98.2 percent of available endowed scholarship funds. The unspent balance of endowed scholarships in fiscal year 2014 reduced to less than \$1.2 million (by more than 40 percent) compared to nearly \$2 million a year ago. This report provided information on the performance of each college in awarding available scholarships against established budgets for fiscal year 2013-14. The report also provided information regarding the endowed scholarship projected revenue and spending plans for fiscal year 2014-2015. The report also included a schedule of Endowment balances at fiscal year ending 2013 and 2014.
4. Annual Report on University Debt Ratio and Debt Capacity: The Committee received a report on the university's debt ratio and debt capacity. At the conclusion of fiscal year 2013-14, outstanding long-term debt of the university totaled \$506 million with a debt ratio of 4.01 percent. It is projected that the university's debt ratio will be 3.91 percent in 2014-15 and then will remain below 5 percent through 2019-20. Both the Restructured Higher Education Financial and Administrative Operations Act and the university's debt policy require the university to maintain a debt service to operations ratio of not greater than 7 percent. Further, based upon long-standing guidelines by the Finance and Audit Committee, university management internally targets a 5 percent benchmark for planning purposes and subsequent recommendations to the Board. The university is in full compliance with the internal debt ratio target of 5 percent and the Restructuring benchmark of 7 percent. The Committee affirmed its support for the continuation of the 5 percent internal debt ratio target.
5. Annual Report on Write-off of Delinquent Accounts: The Committee received a report on delinquent accounts of the university that were written off as of June 30, 2014. The amount of write-offs totaled \$722,253 which represents less than one-tenth of one percent of the fiscal year 2013 annual operating revenues, excluding federal appropriations. This current year write-off is consistent with the amount of the total

write-off in recent years. The university is in full compliance with the accounts receivable management standards established by the state.

6. Annual Report on Implementation of Increased Administrative Efficiencies through Expansion of Automated Systems: The Committee received an annual progress report highlighting some of the efficiencies and process improvements that have been achieved since the November 2013 report. The report provides a synopsis of top achievements from the previous year and highlights the key initiatives planned in the current year. Some of the items completed include the automation of Surplus property processes and the wage time keeping system implementation. The university has also initiated a significant University Data Initiative program for business analytics and reporting across the enterprise.
7. Update on JLARC Reports: The Committee received an update on the status of the reports issued by Joint Legislative Audit and Review Commission as part of the two-year study on higher education cost efficiency. The university has provided information on the previous four reports issued by JLARC to the Board. JLARC released the fifth and final report on addressing the cost of higher education the morning of November 10, 2014, the same day as the Finance and Audit Committee meeting. The university will provide an update to the committee at the next Board meeting.
8. Approval of Year-to-Date Financial Performance Report (July 1, 2014 – September 30, 2014): The Committee reviewed the Year-to-Date Financial Performance Report for July 1, 2014 – September 30, 2014. For the first quarter, budget adjustments were made to reflect revisions to projected revenues and expenditures. The General Fund revenue budget was decreased by \$4.8 million for finalization of state budget from the June 23rd state actions and by an additional \$6.13 million for the September General Fund reduction. The tuition and fee budget was increased by \$6.13 million for strong fall enrollments and reduced by \$577,818 for finalization of the budgets for tuition, E&G fees, and Veterinary Medicine capitation. Tuition and fee revenues are slightly ahead of projections due to the timing of collections. The projected annual revenue and expense budgets for Residence and Dining Halls was adjusted for increased dorm occupancy, increased orientation and summer school revenue, and increased planned maintenance reserve expenses.

For the quarter ending September 30, 2014, \$6.5 million had been expended for Educational and General capital projects, and \$11.4 million had been expended for Auxiliary Enterprises capital projects. Capital outlay expenditures for the quarter ending September 30, 2014 totaled \$17.9 million.

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

- * 9. Review and Approval of Revisions to the 2014–2020 Six-year Plan: The Committee reviewed for approval the revisions to the 2014–2020 six-year plans. The Higher Education Opportunity Act of 2011 (HEOA) initiated an updated six-year planning process for public institutions of higher education in Virginia that included biennial submissions of detailed plans in odd years and an opportunity to update progress and revisions to those plans in even years. The process requires Board of Visitors approval of the university's six-year plans and the revisions thereto. The process focuses on the first biennium.

The commonwealth required institutions to revise their six-year plans this year to update progress towards university and state goals, based on actual General Fund investment from the 2014 General Assembly session and actual nongeneral fund revenues in 2014-15. This 2014 revision to the original 2013 plan (submitted in summer of 2013), enabled the university to update the state on its progress to the plan in 2014-15 and modify the 2015-16 plan. The commonwealth was highly constrained in its funding for 2014-15; thus, it sought to fund universities at a level similar to 2013-14. As a result, progress toward the plan will be limited in 2014-15 and focused on the highest priority initiatives, as reflected in the revised 2014-15 plan.

The revisions to the six-year plans include updates to the academic, financial, and enrollment plans and nongeneral fund revenue projections. An element of the nongeneral fund revenues is the projection of tuition and fee rates for 2015-16. Currently, the plan includes a projected tuition and fee rate increase of 4.8 percent for 2015-16 for resident undergraduates and 3.1 percent for nonresident undergraduates. While the plan includes the projected increase for planning purposes, the Board retains the authority for approving the final tuition and fee rates. Tuition and Fees are traditionally approved by the Board in the spring.

The Committee recommended the 2014-20 six year plan to the full board for approval. The six-year plan constitutes a planning document and does not commit the Board to any specific costs or financial actions including but limited to a budget for 2015- 16 or a future tuition increase.

- * 10. Review and Acceptance of Pratt Fund Program and Expenditures Report: The Committee received a report on the Pratt Fund program and expenditures. Pratt bequest expenditures of \$773,687 for Engineering and \$1.15 million for Animal Nutrition were made during 2013-14.

The Pratt Funds for Engineering provided funding for scholarships and fellowships, graduate studies, and international programs. The Pratt Funds for Animal Nutrition provided scholarships, assistantships, and research funding for students. The Funds also supported scientific equipment purchases and enhancement of research programs.

The Committee recommended the Pratt Fund Program and Expenditures Report to the full board for approval.

11. Update on VT-Applied Research Corporation: The Committee received an update on the current status of VT-Applied Research Corporation (VT-ARC) and its progress in transitioning from its start-up status to a stable, fully operational research entity. The update included a discussion of the milestones established to monitor VT-ARC's performance. The VT-ARC continues to have uneven performance and may need to continue to draw upon existing lines of credit from the Foundation. The university continues to monitor VT-ARC's performance.

***Requires full Board approval.**

There being no further business, the meeting adjourned at 12:25 p.m.

Update of Responses to Open Internal Audit Comments

FINANCE AND AUDIT COMMITTEE

September 30, 2014

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 September 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 90 percent on-schedule rate for FY 2015 reflects closing 9 of 10 recommendations by the original target date and management has established a revised target date for the extended item.

The report presented at the September 15, 2014 meeting covered Internal Audit reports reviewed and accepted through June 30, 2014 and included 24 open medium and high priority recommendations. Activity for the quarter ended September 30, 2014 resulted in the following:

Open recommendations as of June 30, 2014	24
Add: Medium & High priority recommendations accepted September 15, 2014	11
Subtract: recommendations addressed since June 30, 2014	9
Remaining open recommendations as of September 30, 2014	<u>26</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 October 14, 2014, Internal Audit has closed 12 of the 26 outstanding medium and high priority recommendations for an adjusted total of 14 open recommendations. The remaining open recommendations are progressing as expected and are on track to meet their respective target due dates. Management continues to work conjointly with 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

September 30, 2014

Report Date	Audit Name	Audit Number	Total Recommendations						
			ISSUED	COMPLETED	OPEN				
					Extended		On-schedule		Total
					High	Medium	High	Medium	Open
08-Aug-13	International Affairs	13-1109	3	2				1	1
30-Oct-13	Housing and Residence Life	14-1134	2	1	1				1
04-Mar-14	Real Estate Management	14-1144	8	1			4	3	7
07-Mar-14	Fleet and Parking Services	14-1143	5				2	3	5
20-May-14	Procurement and Accounts Payable	14-1150	1					1	1
22-Aug-14	Athletics: Operations	14-1153	2				1	1	2
22-Aug-14	Vice President and Dean for Graduate Education	14-1169	1					1	1
22-Aug-14	Vice President for Student Affairs	14-1162	2					2	2
22-Aug-14	Wi-Fi Infrastructure Security	14-1160	1					1	1
27-Aug-14	Windows Server Security	14-1157	3					3	3
28-Aug-14	Human Resources: Hiring and Termination	14-1173	2					2	2
Totals:			30	4	1	0	7	18	26

ATTACHMENT B

Internal Audit Open Recommendations

FINANCE AND AUDIT COMMITTEE

September 30, 2014

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		
30-Oct-13	1	14-1134	Housing and Residence Life	Summer Conferences and Camps	High		15-Sep-14	15-Sep-15	1	The unit developed an appropriate checklist of standard components to be completed for summer conferences and camps to address the identified risks. The unit did not consistently complete the checklist; thus proper documentation was not obtained for approximately 30% of events held in the summer of 2014. A revised management action plan and target date has been established based on Internal Audit's follow up with the unit.
08-Aug-13	2	13-1109	International Affairs	Education Abroad	Medium		01-Oct-14		2	
04-Mar-14	3	14-1144	Real Estate Management	Reconciliations of Central Leases	High		01-Oct-14		2	
04-Mar-14	4	14-1144	Real Estate Management	Lease Amendments	High		01-Oct-14		2	
04-Mar-14	5	14-1144	Real Estate Management	Lease Terminations	Medium		01-Oct-14		2	
07-Mar-14	6	14-1143	Fleet and Parking Services	Long-Term Visitor Permits and VIP Vehicles	Medium		01-Oct-14		2	
07-Mar-14	7	14-1143	Fleet and Parking Services	Inconsistently Applied Permit Refunds	Medium		01-Oct-14		2	
07-Mar-14	8	14-1143	Fleet and Parking Services	Inadequate Monitoring of Fuel Inventory Leak Checks	Medium		01-Oct-14		2	
22-Aug-14	9	14-1169	Vice President and Dean for Graduate Education	Leave Reporting	Medium		15-Oct-14		2	
22-Aug-14	10	14-1153	Athletics: Operations	Contract Administration	Medium		31-Oct-14		2	
28-Aug-14	11	14-1173	Human Resources: Hiring and Termination	Missing Faculty Transcripts	Medium		31-Oct-14		2	
28-Aug-14	12	14-1173	Human Resources: Hiring and Termination	System Access to Personnel Records	Medium		31-Oct-14		2	
04-Mar-14	13	14-1144	Real Estate Management	Federal Funds Activity	Medium		01-Nov-14		2	

ATTACHMENT B

Internal Audit Open Recommendations

FINANCE AND AUDIT COMMITTEE

September 30, 2014

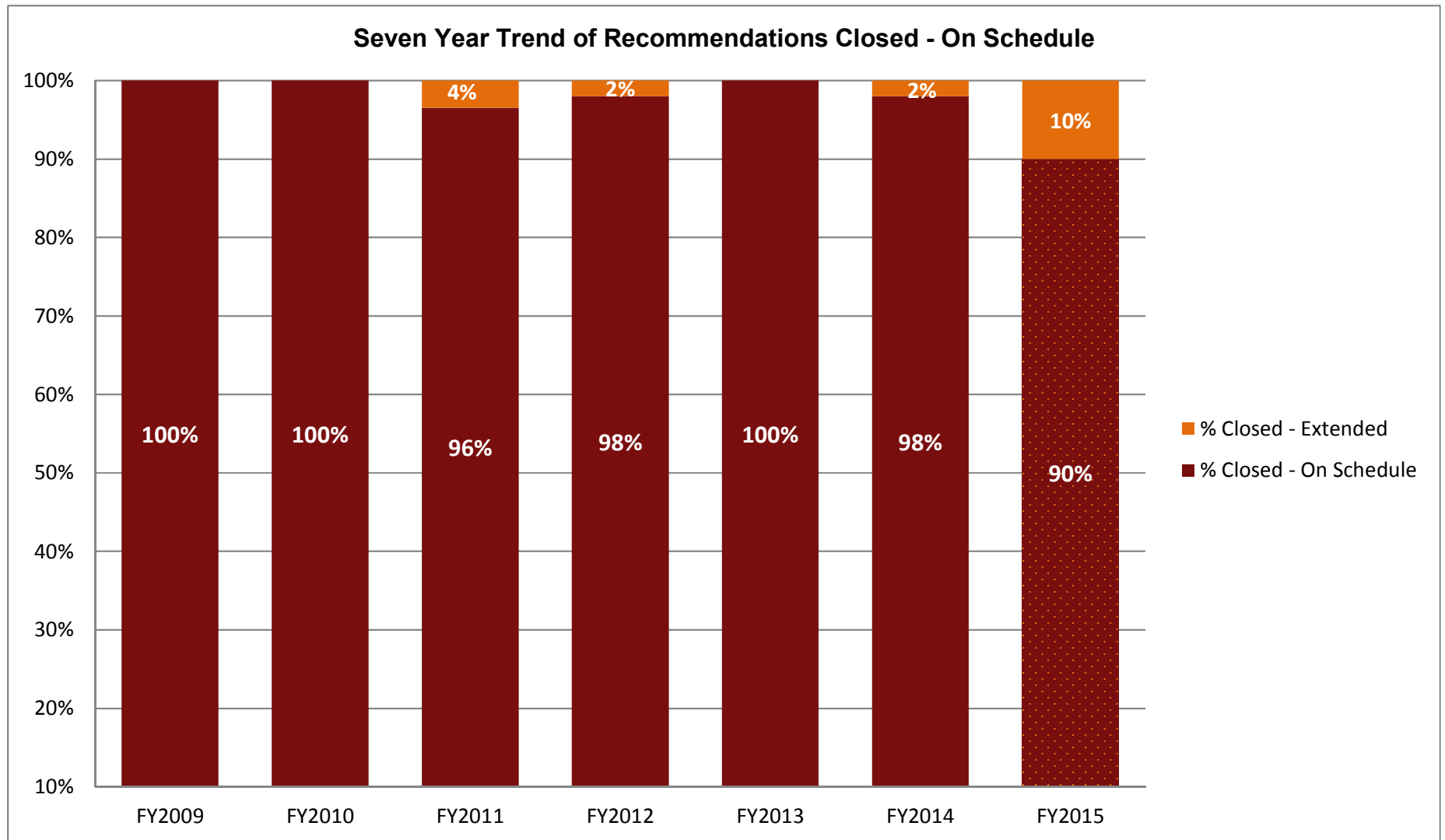
Report Date	Item	Audit Number	Audit Name	Recommendation Name	Priority		Target Date		Follow Up Status	Status of Recommendations with Revised Priority / Target Dates
					Original	Revised	Original	Revised		
07-Mar-14	14	14-1143	Fleet and Parking Services	Inappropriately Voided Citations	High		01-Dec-14		2	
22-Aug-14	15	14-1162	Vice President for Student Affairs	Fiscal Responsibility	Medium		01-Dec-14		2	
22-Aug-14	16	14-1162	Vice President for Student Affairs	Wage Payroll	Medium		01-Dec-14		2	
04-Mar-14	17	14-1144	Real Estate Management	Lease Portfolio and Payments	High		15-Jan-15		3	
04-Mar-14	18	14-1144	Real Estate Management	Income Leases and License Agreements	High		15-Jan-15		3	
04-Mar-14	19	14-1144	Real Estate Management	Deeds, Easements, and Conveyances	Medium		15-Jan-15		3	
07-Mar-14	20	14-1143	Fleet and Parking Services	Inadequate Safeguards for Cash Handling	High		31-Jan-15		3	
20-May-14	21	14-1150	Procurement and Accounts Payable	Increasing Awareness of Related-Party Vendors	Medium		31-Jan-15		3	
22-Aug-14	22	14-1153	Athletics: Operations	Equipment Inventory Management	High		28-Feb-15		3	
22-Aug-14	23	14-1160	Wi-Fi Infrastructure Security	Unauthorized Access Points	Medium		01-Jun-15		3	
27-Aug-14	24	14-1157	Windows Server Security	University Password Policy	Medium		01-Jun-15		3	
27-Aug-14	25	14-1157	Windows Server Security	Log Management	Medium		01-Jun-15		3	
27-Aug-14	26	14-1157	Windows Server Security	Windows Server Control Environment	Medium		01-Jun-15		3	

- (1) A revised management action plan and target date has been established based on Internal Audit's follow up with the unit.
- (2) As of September 30, 2014, 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.
- (3) Target date is beyond current calendar quarter. Management has follow-up discussions with the auditor to monitor progress, to assist with actions that may be needed to meet target dates, and to assess the feasibility of the target date.

ATTACHMENT C

Management Performance and Trends Regarding Internal Audit Recommendations

FINANCE AND AUDIT COMMITTEE



Internal Audit Status Report
FINANCE AND AUDIT COMMITTEE

October 22, 2014

Audit Plan Update

Audits were performed in accordance with the fiscal year 2014-15 annual audit plan at a level consistent with the resources of the Department of Internal Audit. One risk-based audit and one compliance review have been completed since the September board meeting. Additionally, two advisory service projects in the areas of Gift Accounting and the Equine Medical Center were completed at the request of management.

The following nine audit projects are underway: Conflicts of Interest and Commitment, School of Education, IT: Security Incident Response, Civil and Environmental Engineering, Materials Science and Engineering, IT: Oracle Database, University Building Official, Virginia Tech Electric Service, and Fralin Life Science Institute. Additionally, a review of the Hume Center is being conducted at the request of management. So far in fiscal year 2014-15, Internal Audit has completed 12 percent of its audit plan as depicted in Exhibit 1.

Exhibit 1
FY 2014-15 Completion of Audit Plan

Audits	
Total # of Audits Planned	28
Total # of Supplemental Audits	1
Total # of Carry Forwards	4
Total # of Planned Audits Canceled and/or Deferred	0
Total Audits in Plan as Amended	33
Total Audits Completed	4
Audits - Percentage Complete	12%
Note: Includes Compliance Reviews and Advisory Services	

Review and Acceptance of Internal Audit Reports Issued

FINANCE AND AUDIT COMMITTEE

October 14, 2014

Background

In concurrence with the fiscal year 2014-15 Internal Audit Plan approved by the Finance and Audit Committee at the September 15, 2014 Board of Visitors meeting, the department has completed one risk-based audit, one compliance review, and two advisory service projects 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

Facilities Work Order System	Improvements are Recommended
Vice President for Alumni Relations	Effective

Summary of Audit Ratings

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

Definitions of each assessment option

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

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

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

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

RECOMMENDATION:

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

University Support for Student Financial Aid

FINANCE AND AUDIT COMMITTEE

November 10, 2014

Consistent with prior years, the university is providing the Finance and Audit Committee of the Board of Visitors with an update on the university's Student Financial Aid program. This annual report provides an overview of the types of student financial assistance programs available at the university, sources of funding for programs, and a review of the institutional undergraduate aid programs that can be controlled or influenced by the university.

Funding Environment

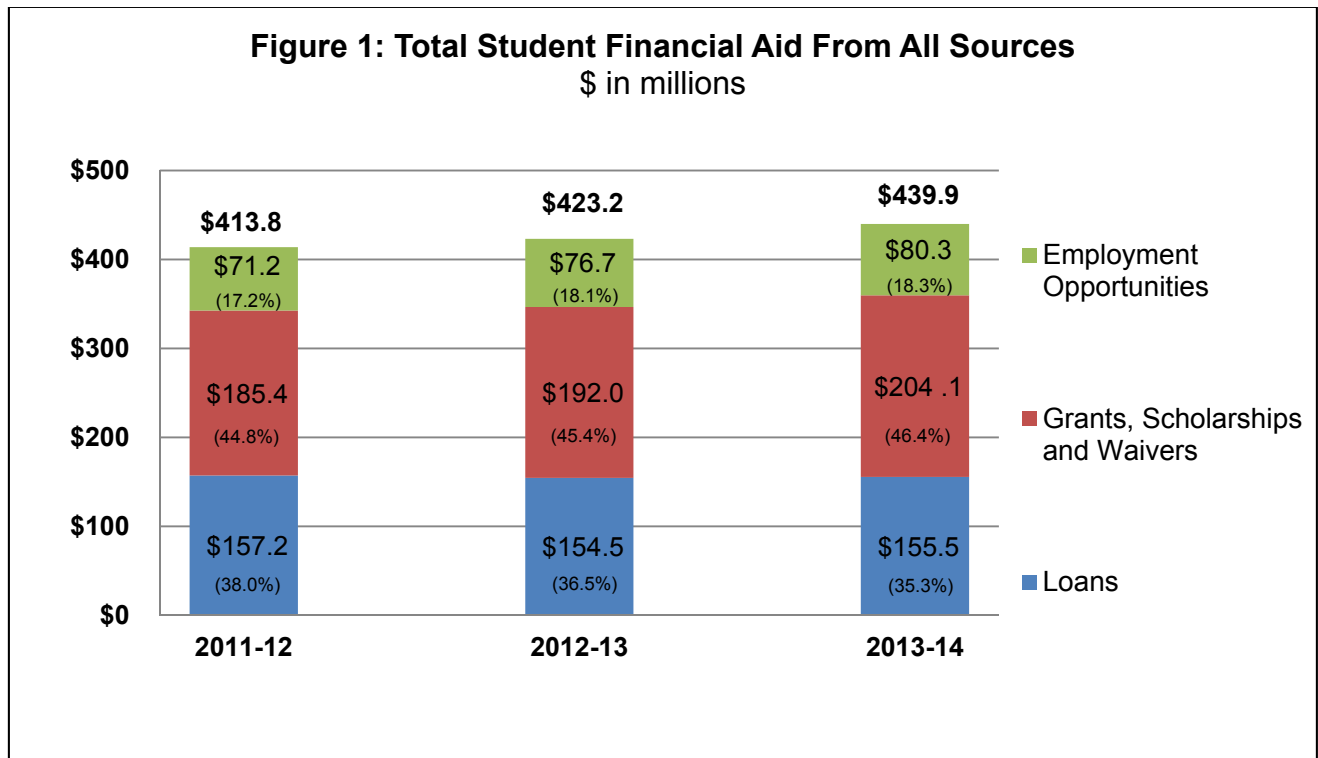
Virginia Tech is experiencing an ongoing shift in the types of resources available to support its instructional programs. These changes include periodic increases in tuition and required fees as driven by a combination of increasing costs, the requirement to maintain the quality and integrity of the instructional programs, enrollment growth to support additional Virginia students, and the inability of the state to maintain its historic level of financial support.

The state-funded share of support per student is impacted by declining General Fund resources, enrollment growth, and inflation; as a result, increases in tuition and fees are increasingly relied upon to support the university's instructional activities. In this environment, the role of student financial assistance of all types has become a more critical element of financial planning in the university's efforts to ensure access and affordability. Financial aid programs are critical to support those goals, as well as promoting the recruitment, retention, and graduation of students. The university's financial aid efforts seek to ensure that qualified students can access a Virginia Tech education and help to promote a diverse and inclusive community in support of the university's goals and objectives.

Historically, the university has strived to manage increases in tuition and fees at a reasonable level to enhance access and affordability; this strategy was predicated on a certain level of state support. However, the funding mix of higher education continues to evolve. As state support continues to erode, the state share of the cost of education continues to decrease while the student share grows. Understanding this shift, the university has proactively focused its efforts to increase support for student financial aid. These efforts are specifically designed to ensure access and affordability and meet the goals of the university as described in its Management Agreement with the Commonwealth. The university continues to proactively work towards these goals.

Types of Student Financial Aid

The university facilitates a multifaceted scholarship and financial aid program that provides assistance to graduate and undergraduate students through grants and scholarships, employment opportunities, loans, and payment strategies. Fund sources for this assistance are varied as are their accompanying eligibility protocols. For fiscal year 2013-14, total aid reached \$439.9 million, as seen in Figure 1 below.



Financial assistance to students is provided in the four main categories of grants and scholarships, employment, loans, and payment options:

1. **Grants and Scholarships** provide aid based on academic or extracurricular achievement, or financial need, and require no exchange of service. Some of these are need-based, while others are merit-based. No repayment is expected.

Need-based awards are offered to students who demonstrate financial need as determined by federal and institutional standards. Such standards involve the computation of the cost of attendance including estimated books and supplies, transportation, personal expenses, and room and board whether on or off campus, in addition to tuition and required fees. From this total cost of attendance the university subtracts the Expected Family Contribution (standardized through the Free Application for Federal Student Aid, the FAFSA), and any outside aid the student has obtained from sources other than the university to determine the student's financial need.

Merit-based awards are offered to students who demonstrate exceptional aptitude and achievement, both academic and/or extracurricular.

2. **Employment** includes wage employment, student work-study opportunities at the undergraduate level, and graduate assistantships at the graduate level. In 2013-14, 33% (10,329) of Virginia Tech students participated in an employment opportunity.

Federal work-study opportunities - provide a one-time award (currently \$2,000) and a wage employment position. This program is subsidized by the federal government and is supported in part by the university. Work-study participants are employed throughout the university, as well as off-campus through a community service component or through the Literacy Corps, gaining valuable work experience along with financial assistance. In 2013-14, 676 students participated in Federal Work Study programs; 635 at the undergraduate level and 41 at the graduate/professional level.

Wage employment opportunities - provide university employment to students based upon individual qualifications subject to departmental needs and resources. The university employed 6,648 students in wage positions during 2013-14; 5,693 at the undergraduate level and 955 at the graduate/professional level.

Assistantships - offer tuition remission and a stipend in return for the student's (typically graduate-level) effort through research, service, or teaching. This funding supports both the graduate student and the university's programs. The university employed 3,902 graduate students as graduate assistants in administrative, teaching, and research positions in 2013-14.

3. **Loans** are offered through institutional, federal, and private lenders and provide financial assistance. These loans have repayment requirements. Loans may be subsidized or unsubsidized.

Subsidized loans - are generally from the federal government, carry a lower interest rate, and do not accrue interest or require payment during qualifying enrollment and deferment periods.

Unsubsidized loans - generally accrue higher, market-based interest rates from the date the loan is disbursed, and may not require repayment during qualifying enrollment and deferment periods.

4. **Payment Options** include prepaid tuition plans offered by the Commonwealth of Virginia (such as tax sheltered savings plans) and the Budget Tuition Plan operated by the university. The Budget Tuition Plan is an installment payment plan which provides students and families the opportunity to spread the cost of tuition and fees over the course of the semester.

The university is involved in the administration and distribution of each of these types of financial aid. Many programs are administered outside of the university, and students arrive with financial aid arrangements (which are in general termed “outside aid” in this report) that the university facilitates on their behalf. Other programs are developed within the institution.

Sources of Funding for Grants and Scholarships

A diverse array of resources supports grants and scholarships, including federal, state, institutional, and outside aid, as seen below in Table 1.

Table 1: Grants, Scholarships, & Waivers
(\$ in millions)

	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
<u>Undergraduate</u>			
Federal	\$ 17.5	\$ 17.6	\$ 18.0
State	14.1	14.7	15.4
Institutional			
Unfunded Scholarships ⁽¹⁾	12.8	13.4	13.8
Internal Resources	1.1	0.9	0.9
Other Undergraduate ⁽²⁾	4.5	5.2	6.0
Private (Foundation)	<u>18.3</u>	<u>19.3</u>	<u>20.4</u>
<i>Subtotal Institutional</i>	36.7	38.8	41.1
Outside	<u>50.1</u>	<u>48.5</u>	<u>51.7</u>
<i>Subtotal Undergraduate</i>	118.4	119.6	126.2
<u>Graduate</u>			
Federal	0.1	0.1	0.2
State	4.2	4.2	4.5
Institutional			
Graduate Tuition Remission	51.5	57.0	60.1
Other Graduate ⁽³⁾	2.4	2.7	3.6
Private (Foundation)	<u>2.3</u>	<u>2.7</u>	<u>2.8</u>
<i>Subtotal Institutional</i>	56.2	62.4	66.5
Outside	<u>6.5</u>	<u>5.7</u>	<u>6.7</u>
<i>Subtotal Graduate</i>	<u>67.0</u>	<u>72.4</u>	<u>77.9</u>
<u>Total Aid</u>	<u>\$185.4</u>	<u>\$192.0</u>	<u>\$204.1</u>

(1) Undergraduate unfunded scholarships, along with institutionally-controlled hard dollar resources and general fund support, are currently measured in the University Scorecard performance metric for Student Financial Aid.

(2) Other Undergraduate includes external grants and contracts, waivers codified in the Code of Virginia, and educational benefits for employees.

(3) Other Graduate includes waivers codified in the Code of Virginia, educational benefits for employees and internal resources used to support graduate students.

Federal Support comes from the federal government and is provided through Pell Grants and Federal Supplemental Educational Opportunity (FSEOG) support. These programs are administered by, and flow to the student through, the university. The appropriations for these programs are often congressionally approved and, in the case of Pell Grants, follow the student to their university.

State Support is provided by the Commonwealth from the state General Fund in several ways. The bulk of the Commonwealth's appropriation is directed to the university in support of undergraduate need-based scholarships. Funding is also appropriated to support graduate student assistantships. Additionally, the Commonwealth directs a small portion of funding to the university to fund students in the Soil Sciences and students participating in the Multicultural Affairs and Opportunities Program. Other state funding may flow to the university on behalf of students, and is not under the university's control.

Institutional Support is the area of financial aid that the university can impact directly, providing financial assistance in the form of scholarships and grants at the undergraduate level and assistantships at the graduate level. Institutional support comes through six main categories: unfunded scholarships, Tuition & Fee Revenue Used for Financial Aid, internal resources, codified waivers, graduate tuition remission, and private funding. In 2013-14, institutional support provided \$41.1 million to 10,083 undergraduate students, an average of \$4,075 per student.

Unfunded Scholarships: Section §23-31 of the Code of Virginia authorizes institutions of higher education to create need-based scholarships through the remission of tuition and fees up to certain limits at both the student and institutional level. These programs are supported by the tuition budget and are reflected in the net tuition revenue collected by the university.

Tuition & Fee Revenue Used for Financial Aid: The 2014 General Assembly session added language in Section §4-5.01 b.1.a) of the Appropriation Act that authorizes institutions of higher education to create nongeneral fund appropriations for student financial assistance, as follows: (i) funds derived from in-state student tuition will not subsidize out-of-state students, (ii) students receiving these funds must be making satisfactory academic progress, (iii) awards made to students should be based primarily on financial need, and (iv) institutions should make larger grant and scholarship awards to students taking the number of credit hours necessary to complete a degree in a timely manner.

Internal Resources: Some institutional support is available from specific resources. Such resources are normally from an externally sponsored grant or contract – this is a key source of graduate tuition remission. Given the public nature of much of the university's resources, the university is limited in its ability to generate resources for flexible scholarship support. Examples of this type of support are revenue from Virginia Tech license plate sales and net revenues from licensing and trademark activities.

Codified Waivers: While the university is generally unable to waive student charges, codified waivers are specific programs that are enacted in the Code of Virginia that authorize the waiver of charges to support specific groups targeted by the Commonwealth. These groups include:

- dependents and spouses of military personnel such as members of the United States Armed Forces or Virginia National Guard who were killed or severely disabled in action,
- surviving spouses and children of Virginia public safety personnel such as law-enforcement officers, campus police officers, and firefighters killed in the line of duty,
- senior citizens with income less than \$15,000 per year, as long as tuition paying students are not displaced.

Since the costs of these programs are managed by the institution, these programs are considered institutional support. The university also supports graduate students on assistantship through the waiver of the nonresident differential (the difference in the tuition rate between resident and nonresident graduate students) as authorized by the Appropriation Act for significantly employed graduate students.

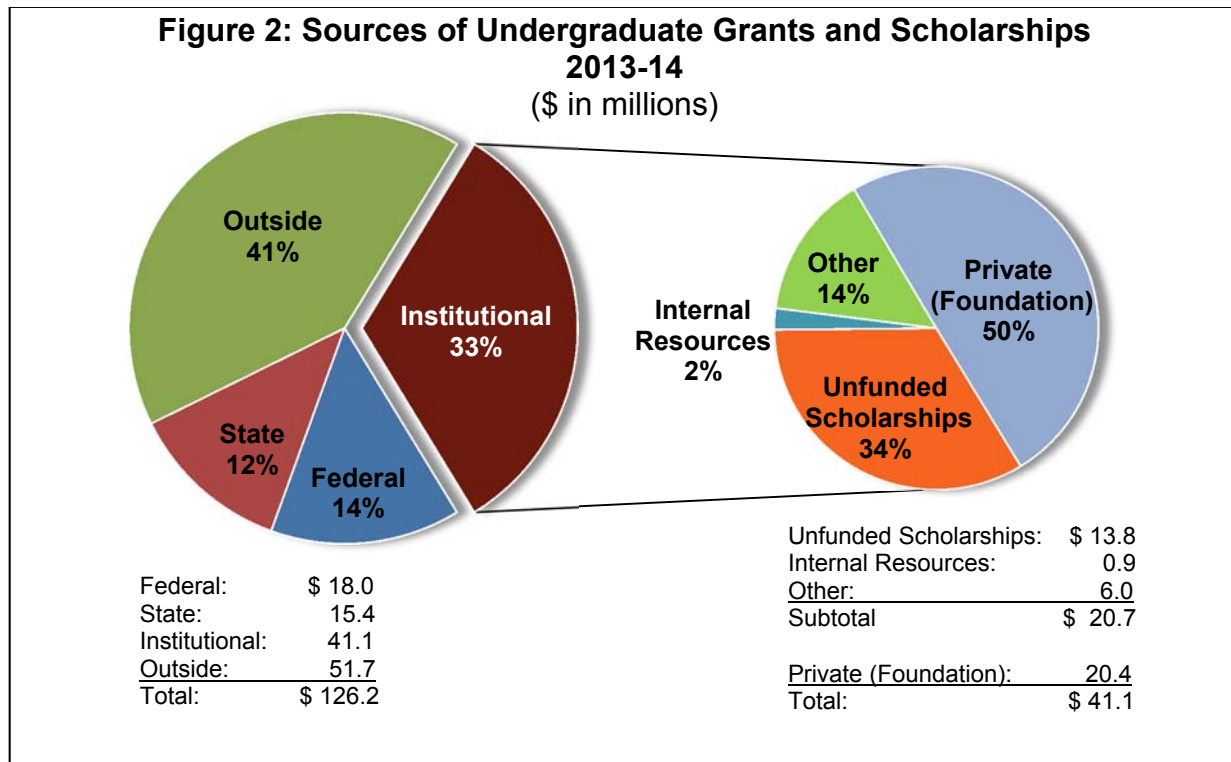
Graduate Tuition Remission: The most common source of support for graduate students is the graduate assistantship. An assistantship is comprised of a stipend, health insurance, and graduate tuition remission. Assistantships support teaching, research, or other service within the university. The university funds a portion of the graduate tuition remission program, as do grants and contracts tied to specific externally sponsored activities, primarily research.

Private Funding: Additional support is available through the Virginia Tech Foundation. Private funds come through philanthropy in annual fund or endowment. Annual support is available to be utilized on a one-time basis. Endowments are held to create ongoing stream of earning for a perpetual benefit.

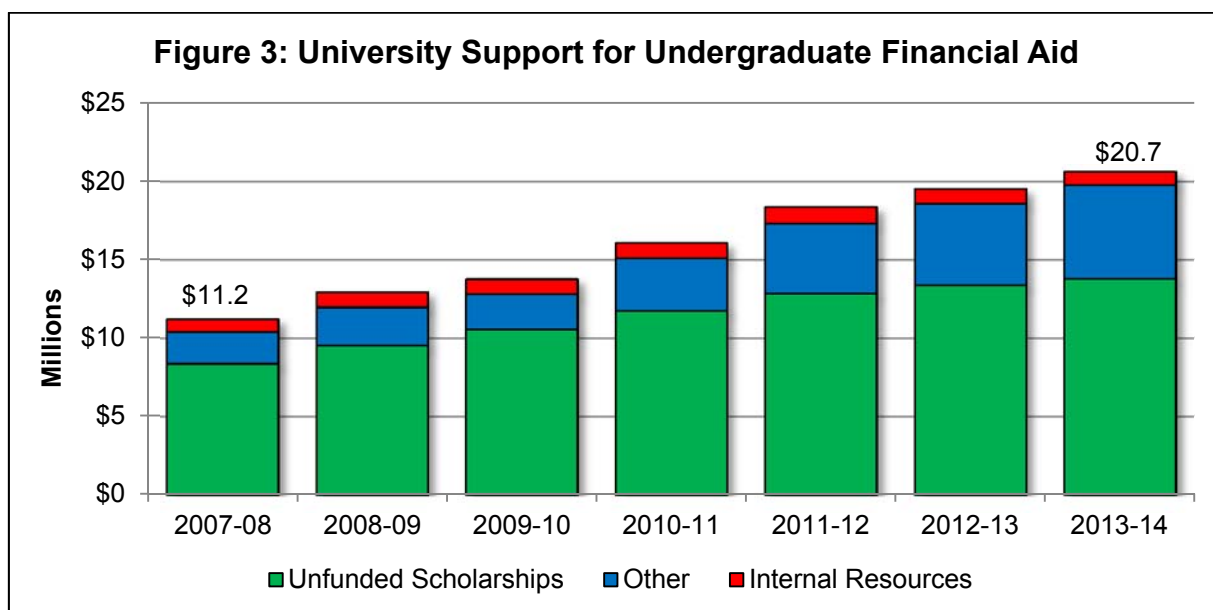
Outside Aid is aid which normally comes with a student from private external parties. This could include private organizations, nonprofit organizations, businesses, governmental entities, international organizations, and other special-interest groups. The university does not control this fund source but works to facilitate and coordinate the delivery of such support. Often these awards are tied to academic progress eligibility which the university may monitor on behalf of the awarding entity.

Undergraduate Scholarships

Of the sources of undergraduate scholarships and grants, approximately one-third are derived from institutional sources, as seen in Figure 2 below.



Institutional resources to support undergraduate student financial aid, excluding private awards, have increased over time, as seen in Figure 3.



Uses of Funds

The university has leveraged these sources of funds to advance access and affordability and has also created several innovative, very successful programs. Two major undergraduate Grant and Scholarship programs are:

Funds for the Future –This is the university’s largest undergraduate financial aid program, designed to assist returning students with financial need by mitigating all or a portion of increases in tuition and required fees based on level of family income. This program is specifically designed to provide support to both low and middle-income undergraduates. Depending upon the adjusted gross income of the student’s family, the student can be fully protected from tuition and required fee increases in each year the student returns to the university. Table 2 displays the income categories and resulting percentage of tuition and required fee increases that the student will be protected against. The program is available to both resident and nonresident undergraduate students. Table 3 shows the number of resident and nonresident students receiving this aid.

Table 2: Funds for the Future Protection Levels

Family Income (AGI)	Undergraduate Tuition & Fee Increase Protection *	Example Impact of FFF Protection for Undergraduate Student	
		Total Tuition & E&G Fee Increase	Net Impact of Tuition & Fee Increase
\$0 - \$29,999	100%	4.9%	0%
\$30,000 - \$49,999	75%	4.9%	1.2%
\$50,000 - \$74,999	30%	4.9%	3.4%
\$75,000 - \$99,999	20%	4.9%	3.9%

* Increase protection is same for in-state and out-of state students

Table 3: Funds for the Future Award Recipients

Family Income (AGI)	Number of Virginia Undergraduates Receiving Award	Number of Nonresident Undergraduates Receiving Award
\$0 - \$29,999	1,053	216
\$30,000 - \$49,999	667	124
\$50,000 - \$74,999	823	198
\$75,000 - \$99,999	798	197
Total	3,341	735

VT Grant – In addition to protecting students with financial need from tuition and required fee increases, the university has also been methodically working to expand its total aid program, with the goal of reducing unmet need. Additional funds have been allocated to this program annually with the goal of reducing unmet need at a measured pace over time.

Other programs that have been designed to offset the costs of college, achieve enrollment goals, and recognize academically talented students include:

- the Presidential Scholarship Initiative to assist low-income and first-generation Virginia students with significant financial need,
- the VT Scholars award to recruit academically talented students and advance university first generation enrollment goals,
- the Emerging Leaders Scholarship for participants in the Corps of Cadets,
- the Presidential Campus Enrichment Grants and Alumni Presidential Scholar Program that serve both students with need and students who demonstrate merit to achieve university enrollment goals,
- the university match of the federal Yellow Ribbon program for military veterans and dependents, and
- scholarships to defray a portion of a student's costs to study at the Steger Center for International Scholarship
- Scholarship support to help offset the higher costs of study abroad programs.

These programs help address the commitment to access and affordability that the university undertook as part of the Restructured Higher Education Financial and Administrative Operations Act initiative. Further, these programs have been well received by students, families, and the Commonwealth and help advance strategic goals.

Trends in Student Indebtedness

Loans

The university continues to monitor students' borrowing behavior. The table below displays the average borrower debt of the graduation class at Virginia Tech and nationally for the past 3 years, as well as the percentage of each class who carried student loan debt upon graduation. According to the Institute for College Access and Success, "68 percent of 2012 graduates of public and nonprofit four-year colleges combined had student debt, with an average of \$27,850 per borrower." At Virginia Tech, only 54 percent (3,004) of the class of 2012 graduated with any debt, with an average debt 8 percent below the national average.

Class of:		2010	2011	2012	2013
VT	\$	\$23,100	\$24,320	\$25,759	\$26,925
	%	52%	52%	54%	55%
National* Average	\$	\$25,250	\$26,600	\$27,850	Not Yet Available
	%	66%	66%	68%	

Default Rate

Virginia Tech's 2011 cohort default rate for the Federal Direct Loan (FDL) and Federal Family Education Loan (FFEL) programs was 2.6 percent, compared with a 4.2 percent average default rate among the university's peer group. Though the use of student loans remains a personal decision, the university provides students and parents with information and counseling to understand the benefits and responsibilities of student loan resources.

Current Events

The university will continue to work to assist students and families with managing the cost of education in the future. For 2013-14, 10,585 full-time Virginia Tech undergraduate students (44 percent of the university's undergraduate population) were determined to have financial need. For 2014-15, the university worked to moderate tuition increases while increasing the allocation of unfunded scholarship support for undergraduates. This plan ties into the university's commitment in its Management Agreement to increase support need-based student financial aid to help ensure access and affordability.

The university has increased its unfunded scholarships commitment each year since expanding the program in 2001-02. While the university has been leveraging the unfunded scholarship authority to expand need-based aid, the use of unfunded scholarships has legal and practical limits. As a result, it will be important for the university to work to expand funding from other sources moving forward, including the previously described Tuition & Fee Revenue Used for Financial Aid, increasing private fund raising, and working to expand new innovative sources.

The university employs a wide variety of programs and fund sources to support student access to higher education in concert with the commonwealth. Moving forward, access and affordability will continue to be an important objective.



University Support for Student Financial Aid

Board of Visitors - Finance and Audit Committee
November 10, 2014

Forms of Student Financial Aid

Grants and Scholarships

Need-based

Merit-based

Employment

Federal Work Study

General Wage

Graduate Assistantship

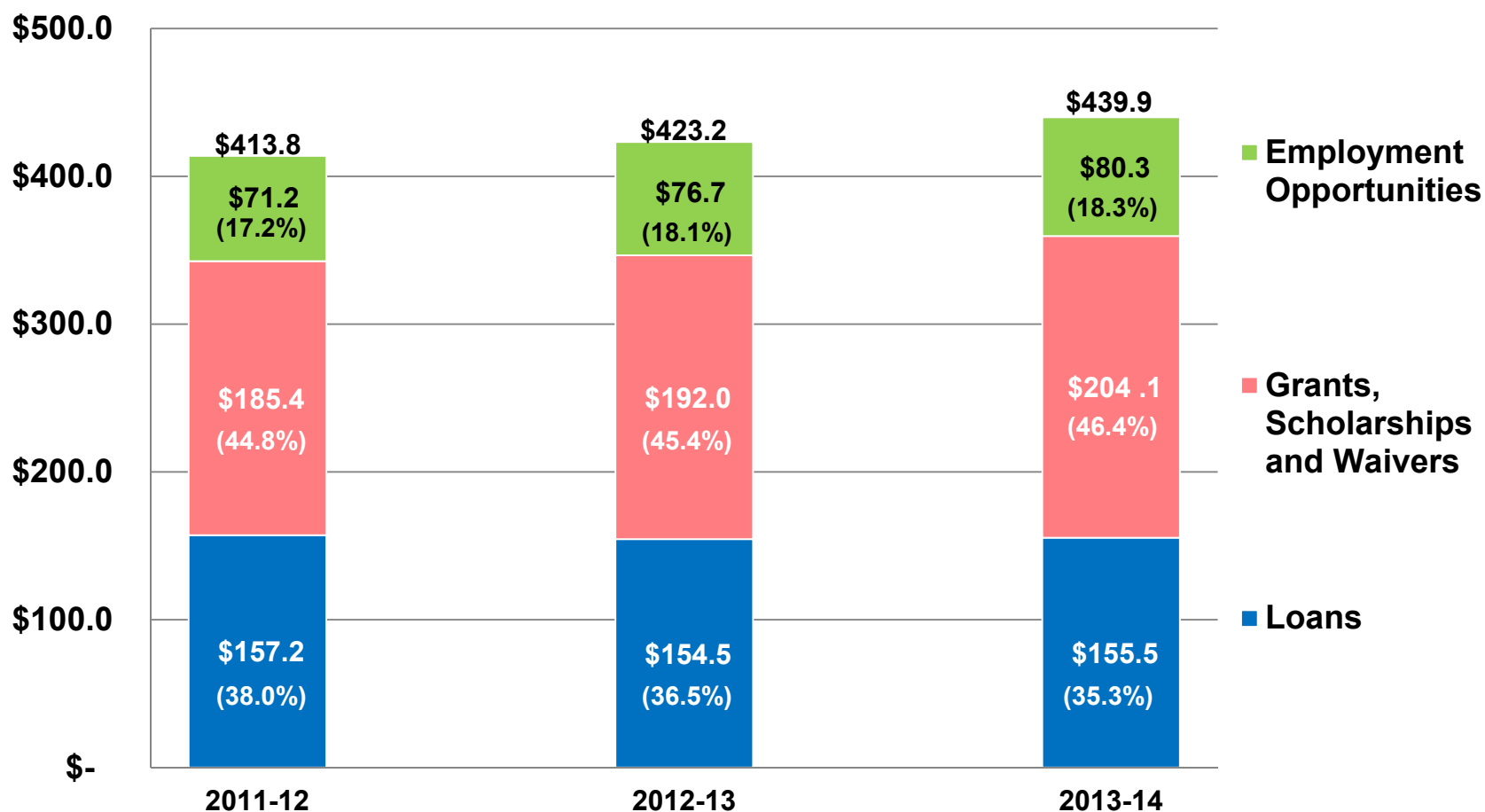
Loans

Subsidized

Unsubsidized

Payment Options

Student Financial Aid at Virginia Tech



Grants, Scholarships, & Waivers

Sources of Funding:

Federal

State

Institutional

- Unfunded Scholarships

- Tuition and Fee Revenue Used for Financial Aid

- Internal Resources

- Codified Waivers

- Graduate Tuition Remission

- Private (Foundation)

Outside

Undergraduate Grants and Scholarships

<u>Undergraduate</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Federal	\$17.5	\$ 17.6	\$18.0
State	14.1	14.7	15.4
Institutional			
<i>Unfunded Scholarships</i>	12.8	13.4	13.8
<i>Internal and Other*</i>	5.6	6.1	6.9
<i>Private (Foundation)</i>	<u>18.3</u>	<u>19.3</u>	<u>20.4</u>
Subtotal Institutional	36.7	38.8	41.1
Outside	<u>50.1</u>	<u>48.5</u>	<u>51.7</u>
Total Undergraduate	<u>\$ 118.4</u>	<u>\$ 119.6</u>	<u>\$ 126.2</u>

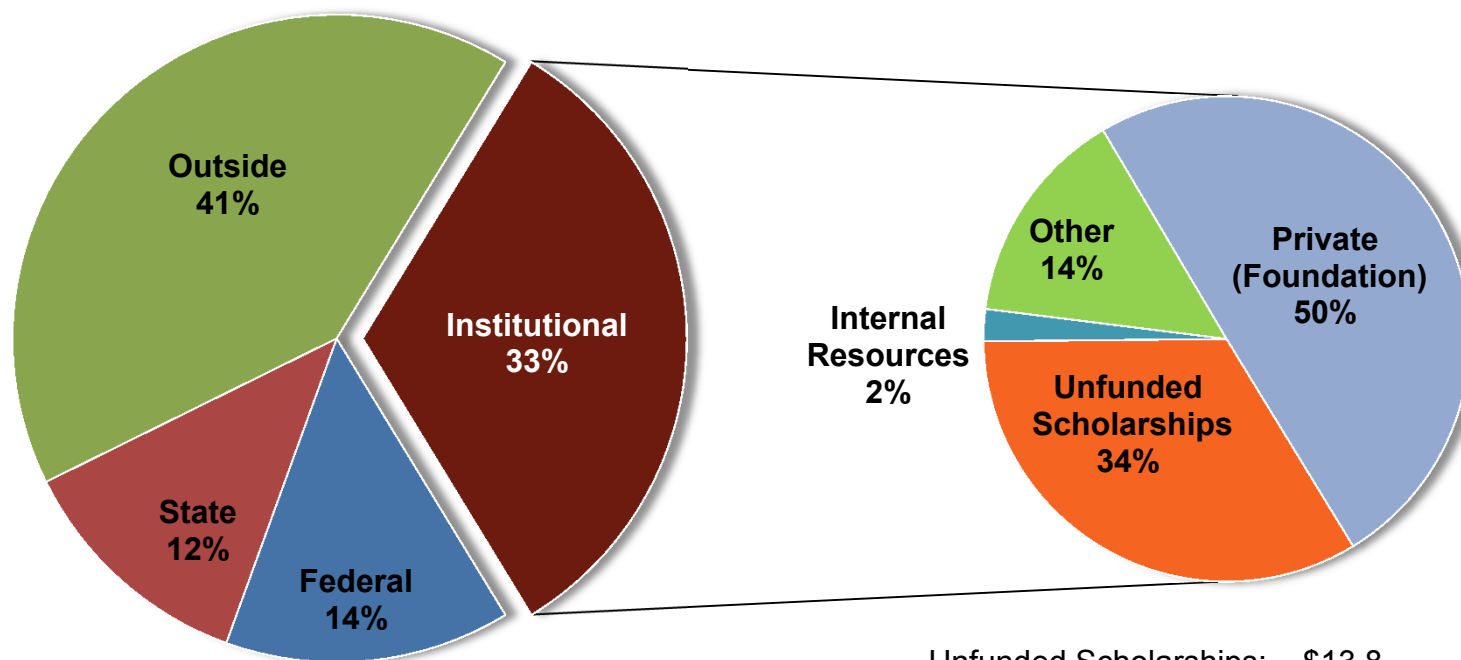
*Other Undergraduate includes external grants and contracts, waivers codified in the Code of Virginia, and educational benefits for employees.

Graduate Financial Aid

<u>Graduate</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Federal	\$0.1	\$0.1	0.2
State	4.2	4.2	4.5
Institutional			
<i>Graduate Tuition</i>			
<i>Remission</i>	<i>51.5</i>	<i>57.0</i>	<i>60.1</i>
<i>Other Graduate*</i>	<i>2.4</i>	<i>2.7</i>	<i>3.6</i>
<i>Private (Foundation)</i>	<u><i>2.3</i></u>	<u><i>2.7</i></u>	<u><i>2.8</i></u>
Subtotal Institutional	56.2	62.4	66.5
Outside	<u>6.5</u>	<u>5.7</u>	<u>6.7</u>
Total Graduate	<u>\$ 67.0</u>	<u>\$ 72.4</u>	<u>\$ 77.9</u>

* Other Graduate includes waivers codified in the Code of Virginia, educational benefits for employees, and internal resources used to support graduate students.

Undergraduate Grants and Scholarships 2013-14

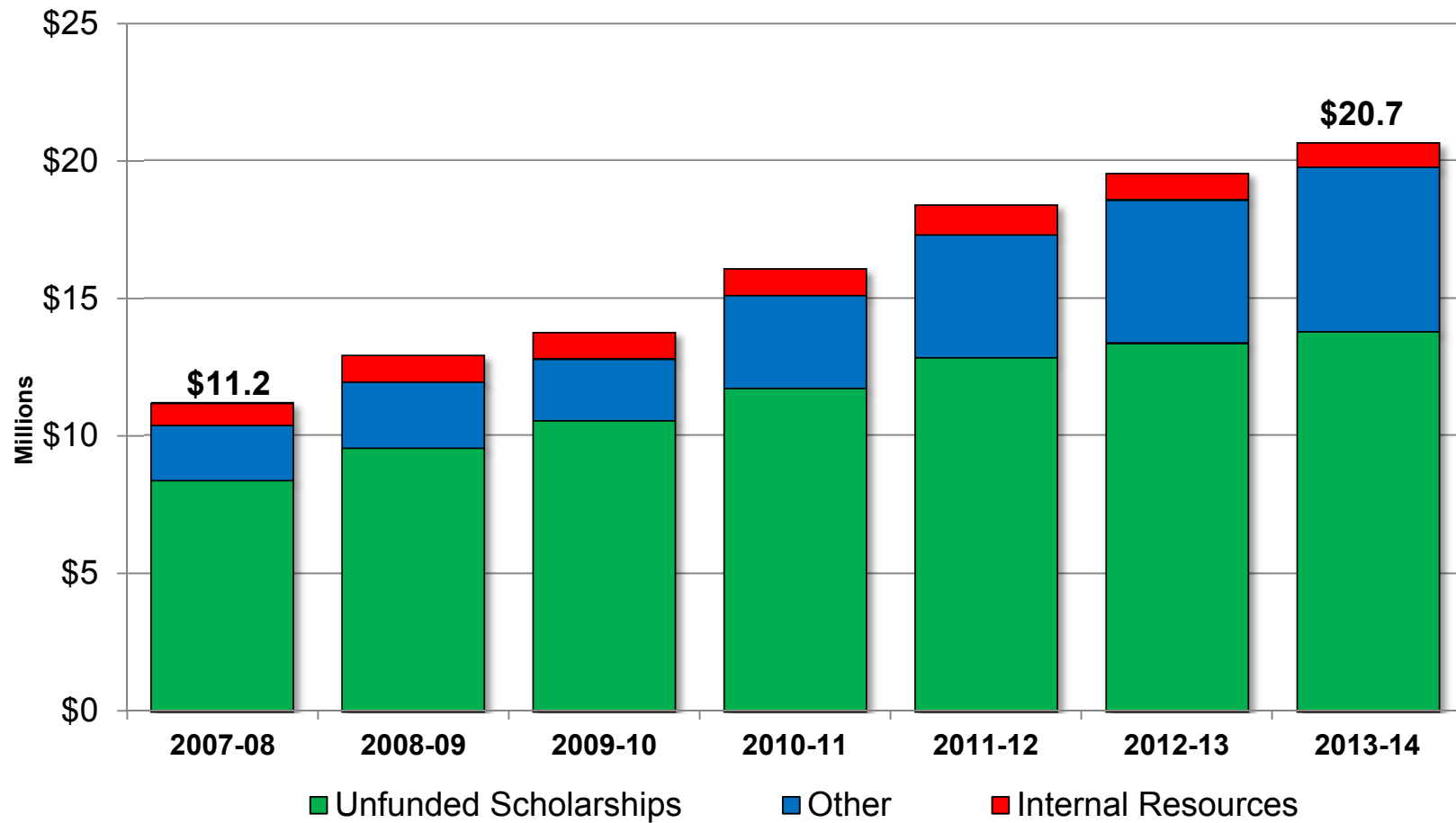


Federal:	\$ 18.0
State:	15.4
Institutional:	41.1
Outside:	51.7
Total:	\$ 126.2

Unfunded Scholarships:	\$ 13.8
Internal Resources:	0.9
Other:	6.0
Subtotal	\$ 20.7
Private (Foundation):	20.4
Total:	\$ 41.1

Institutional resources provided \$40.1 million of financial aid to 10,083 undergraduate students in 2013-14, an average of \$4,075 per student.

University Support for Undergraduate Financial Aid



Undergraduate Scholarships Institutional Programs

Funds For the Future

- Shelters returning students from tuition increases at increasing levels dependent upon need.
- Ensures that students with the most need are not priced out due to tuition increases.

Family Income (AGI)	Tuition & Fee Increase Protection	Example Impact of FFF Protection for Undergraduate Student	
		Total Tuition & E&G Fee Increase	Net Impact of Tuition & Fee Increase
\$0 - \$29,999	100%	4.9%	0%
\$30,000 - \$49,999	75%	4.9%	1.2%
\$50,000 - \$74,999	30%	4.9%	3.4%
\$75,000 - \$99,999	20%	4.9%	3.9%

Undergraduate Scholarships Institutional Programs

Funds For the Future

- 4,076 undergraduates received FFF awards in 2013-14

Family Income (AGI)	Number of Virginia Undergraduates Receiving Award	Number of Nonresident Undergraduates Receiving Award
\$0 - \$29,999	1,053	216
\$30,000 - \$49,999	667	124
\$50,000 - \$74,999	823	198
\$75,000 - \$99,999	798	197
Total	3,341	735

Undergraduate Scholarships Institutional Programs

VT Grant

Provides additional need based aid to undergraduate students to reduce unmet need.

Other

- Presidential Scholarship Initiative to assist low-income and first-generation Virginia students with significant financial need
- VT Scholars award to recruit academically talented students and advance university first generation enrollment goals
- Emerging Leaders Scholarship for participants in the Corps of Cadets

Undergraduate Scholarships Institutional Programs

Other continued

- Presidential Campus Enrichment Grants and Alumni Presidential Scholar Program serve both students with need and students who demonstrate merit to achieve university enrollment goals
- University match of the federal Yellow Ribbon program for military veterans and dependents
- Scholarships to defray a portion of a student's costs to study at the Steger Center for International Scholarship
- Scholarship support to help offset the higher costs of study abroad programs

Trends in Student Indebtedness

Percentage of Students Graduating with Debt and Average Debt per Borrower

Class of:		2009	2010	2011	2012	2013
VT	\$	\$ 22,070	\$ 23,100	\$ 24,320	\$ 25,579	\$26,925
	%	52%	52%	52%	54% *	55%
National Average	\$	\$ 24,000	\$ 25,250	\$ 26,600	\$27,850	Not Yet Available
	%	65%	66%	66%	68%	

* In 2012, 54% is 3,004 graduates.

Data from the Project on Student Loan Debt, an aggregator of Common Data Set submissions. www.projectonstudentdebt.org

Trends in Student Indebtedness

Default Rate for Federal Direct Loan and Federal Family Education Loans

2011 Cohort

Virginia Tech	2.6%
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Peer Group average	4.2%
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Current Events

- The university received no additional General Fund support for undergraduate financial aid for 2014-15.
- In an era of modest tuition increases, institutional unfunded support for financial aid is significantly constrained.
- The 2014 General Assembly added new language in the Appropriation Act that permits the use of nongeneral fund revenue for student financial aid. The university is exploring this new authority.
- Unfunded scholarship support has practical limits. As a result, the university will need to work to expand student financial aid funding from other sources, including NGF revenue and private philanthropy.

Questions?

Virginia Tech Foundation Endowment Scholarship Funds Utilization and Expenditure Plans

FINANCE AND AUDIT COMMITTEE

October 9, 2014

Background

University Development supports the vision of Virginia Tech by generating private resources for scholarships and awards for students. These privately-funded scholarships and resources are received, managed, and disbursed by the Virginia Tech Foundation (Foundation). University colleges and departments are responsible for awarding and administering the scholarships to eligible students based upon donor intent. Beginning with the March 2006 Board meeting, the Finance and Audit Committee received an annual report on the Virginia Tech Foundation Endowment Scholarship Funds Expenditure Plans. The report was presented in response to the Board's request to provide information regarding the utilization of scholarship funds and the establishment of a proper level of reserve for colleges and departments.

In fiscal year 2013, Enrollment and Degree Management conducted a thorough review of the policy, procedures, and practices related to the administration of privately-funded scholarships. As a result of the review, Enrollment and Degree Management implemented comprehensive actions plans to improve the utilization of scholarship funds for the benefit of the students. Additionally, the title and format of the report was changed to provide relevant information related to scholarship utilization for the fiscal year and the scholarship expenditure plans for the upcoming year.

2014 Initiatives

To facilitate effective management and utilization of available scholarships in fiscal year 2014, the Office of Enrollment and Degree Management provided extensive guidance and training to scholarship managing units through a series of workshops. These day long scholarship management workshops, held on October 25, 2013, included business managers from all senior management areas. Additionally, Enrollment Management in collaboration with the Foundation and University Development held two subsequent full-day meetings on February 12 and 24, 2014 with senior management units reporting "hard to award" scholarships in their FY 2013-14 spending plans. In these meetings, over 165 endowed and operating funds with restrictive criteria were reviewed. Results of the review included a recommended plan for collaborating with University Development in facilitating discussions with donors to amend fund criteria to enable awarding to eligible students. Additional enhancements to support the goal of full utilization include

creation of new reports by the Foundation to provide improved monitoring of scholarship fund income and expenditure by university units during the fiscal year; and, improved reporting and procedures by Enrollment Management to help guide departments in utilization of their scholarship funding.

These improvements and continuous support have and will assist the university in reaching the ultimate goal of leveraging financial resources to meet Virginia Tech's enrollment, diversity, and affordability goals.

Report

The attached reports provide relevant information related to the scholarship utilization for fiscal year 2013-14 and the scholarship expenditure plans for the upcoming year. Attachment A displays the Endowed Scholarship Utilization for fiscal year 2013-14. The report demonstrates the performance of each college in awarding available scholarships against established budgets. As shown on the schedule, university policy allows colleges to establish a "building reserve" from the total resources available to the college. The reserve allows the units to plan for scholarship commitments and needs beyond the current fiscal year. The total available resources are also reduced by the "hard to award" scholarships. The hard to award scholarships are funds where a donor agreement provides awarding criteria that are vague, restrictive, or do not provide adequate clarification. Enrollment Management implemented appropriate controls to monitor the reserve amounts as well as the hard to award scholarships to ensure that the scholarship amounts are fully utilized while balancing the needs for the units. As such, units are now required to provide appropriate justification for the requested reserve amount and review with Enrollment and Degree Management and University Development identified scholarships categorized as hard to award during the spending plan process and approval. The Vice Provost for Enrollment and Degree Management reviews and approves the spending plan annually. The scholarship spending plan by each university unit has proven to be an effective tool in helping the university improve the percentage of awarded scholarships.

Attachment B provides information on the Endowed Scholarship Spending plan for fiscal year 2014-15. Colleges, Office of University Scholarships and Financial Aid (USFA), and other senior management areas managing privately funded scholarships are required to develop a spending plan for the upcoming fiscal year that specifies how the departmental scholarship monies will be spent to achieve university enrollment goals and enhance student access to a Virginia Tech education. Another component of the spending plan is the aforementioned "hard to award" scholarships. The revised policy requires awarding units to proactively identify such scholarship funds and gives guidance on the appropriate handling of such funds. The Office of Enrollment and

Degree Management reviews the justification provided by the units for the hard to award scholarships and coordinates with the units, Foundation, and University Development to identify and implement actions that can be taken to minimize such scholarships. University policy recommends working with University Development and Foundation to propose a change of criteria for an award or purpose of a fund agreement. Such changes have to be approved by the donor or the donor's representative.

Attachment C shows the beginning and ending balance of the Endowments for each College and USFA.

Results of 2013-14 Scholarship Utilization

In fiscal year 2014, colleges and the Office of University Scholarships and Financial Aid (USFA) made significant progress in awarding endowed scholarships, consistent with the approved spending plan and in compliance with Policy 3400 *Administration of Privately-funded Scholarships*. Accounting for the approved “building reserve” and “hard to award” funds, colleges and USFA utilized 98.2 percent of available endowed scholarship funds. The unspent balance of endowed scholarships in fiscal year 2014 reduced to less than \$1.2 million (by more than 40 percent) compared to nearly \$2 million a year ago. The building reserve and hard to award funds account for 78 percent of the FY 2014 unspent balance.

As a result of improved planning and intervention, the hard to award funds for endowed scholarships in FY 2014-15 spending plan were reduced by 50 percent, specifically from \$698,432 to \$332,772. Reviewing the hard to award scholarships requires significant dedication of resources from Enrollment Management, University Development, and individual units. However, the task will be an ongoing annual goal until the university has made attempts to revise all hard to award funds.

Additionally, nearly half a million in additional income were added to endowed funds after the start of the fiscal year. The latter amount was unknown to units during the planning stage. A significant portion of this additional income was posted to the respective funds in the 2nd half of the fiscal year. Due to the timing of the additional income, strategic and intentional utilization of the scholarship fund is challenging. The university fully expects to make further progress in its goal for strategic and complete utilization of scholarship funds during the current and forthcoming years.

VIRGINIA TECH
Endowed Scholarship Activities
Year ended June 30, 2014

College or Operating Unit	Available Resources			Scholarship Awards and Other Actions					Ending Cash Balance		
	Beginning Cash Balance ⁽¹⁾	Actual Cash Earnings ⁽²⁾	Total Resources Available (c = a + b)	Building Reserve	Hard to Award ⁽³⁾	Scholarship Budget ⁽⁴⁾	Actual Awards	Returned Funds ⁽⁵⁾	Remaining Balance	Adjustments To Balance ⁽⁶⁾	Ending Cash Balance
	(a)	(b)	(c = a + b)	(d)	(e)	(f = c - d - e)	(g)	(h)	i = (c - g - h)	(j)	k = (i + j)
College of Agriculture & Life Sciences	328,810	718,757	1,047,567	23,381	186,496	837,690	745,601	72,783	229,183		229,183
College of Architecture & Urban Studies	84,353	181,692	266,045	17,118	643	248,284	245,775	-	20,270		20,270
College of Business	383,875	1,264,113	1,647,988	12,704	24,392	1,610,892	1,564,112	-	83,876		83,876
College of Engineering	559,754	2,336,804	2,896,558	123,874	236,515	2,536,169	2,434,700	60,348	401,510		401,510
College of Liberal Arts and Human Sciences	159,100	338,659	497,759	23,291	24,285	450,182	414,377	1,560	81,823		81,823
College of Science	11,171	335,553	346,724	4,676	913	341,135	340,049	14,388	(7,713)		(7,713)
College of Veterinary Medicine	259,619	764,720	1,024,338	50,258	162,299	811,781	769,832	3,042	251,464		251,464
College of Natural Resources and Environment	25,833	162,698	188,531	8,719	25,980	153,831	141,103	2,241	45,187		45,187
University Student Financial Aid ⁽⁷⁾	164,530	2,107,894	2,272,424	-	67,422	2,205,002	2,193,010	10,274	69,140	94,198	163,338
Grand Total	1,977,044	8,210,889	10,187,934	264,021	728,947	9,194,966	8,848,559	164,635	1,174,740	94,198	1,268,938

⁽¹⁾ The beginning cash balances in this report varies from the beginning cash balance reported in FY 2013-14 spending plan because of the reclassification of scholarship funds that occurred during the FY 2013-14. Such scholarship funds were reclassified by the Foundation as non-scholarship funds based on donor intent.

⁽²⁾ The actual cash earnings include the annual endowment payout plus any adjustment recorded to fund income after the start of the fiscal year.

⁽³⁾ Hard to Award scholarships are funds where the donor agreements provide awarding criteria that are vague, restrictive, and do not provide adequate clarification for awarding. University policy, "Administration of Privately-funded Scholarships and Other Awards" provides guidance on handling of such funds.

⁽⁴⁾ The scholarship budget is defined as the total resources available minus funds set aside to build reserve and hard to award scholarships.

⁽⁵⁾ The returned funds include endowed income not awarded and returned to the endowed fund principal per fund agreement. The departments must make every effort to award all income payout per donor intent in the agreement before considering returning funds to the endowment.

⁽⁶⁾ The remaining balance is adjusted for a number of transactions to reconcile to the Ending Cash Balance per the Foundation report. Such adjustments are made for awards processed in summer FY 2014 that will be billed to VT Foundation in FY 2015. This adjustment includes \$94,198 from the general endowed scholarships awarded by USFA in summer 2013-14 but billed to VT Foundation after close of FY 2013-14.

⁽⁷⁾ USFA funds do not include Brookings loans. Brookings loans is an endowed scholarship where the money awarded to students must be repaid to comply with the Fund agreement.

Source: Office of Enrollment and Degree Management

VIRGINIA TECH
Endowed Scholarship Spending Plan: Fiscal Year 2014-15

College or Operating Unit	Year Ended June 30, 2015						
	Total Available Resources			Spending Plan			
	Beginning Cash Balance (a)	Projected Cash Earnings (b)	Total Resources Available (c = a + b)	Building Reserve ⁽¹⁾ (d)	Hard to Award ⁽²⁾ (e)	Scholarship Budget ⁽³⁾ (f = c - d - e)	Projected Ending Cash Balance ⁽⁴⁾ (g = c - f)
College of Agriculture & Life Sciences	229,183	715,365	944,548	-	114,956	829,592	114,956
College of Architecture & Urban Studies	20,270	184,341	204,611	4,255	5,263	195,093	9,518
College of Business	83,876	1,214,493	1,298,368	15,774	-	1,282,595	15,774
College of Engineering	401,510	2,300,789	2,702,299	229,674	30,907	2,441,717	260,581
College of Liberal Arts and Human Sciences	81,823	337,701	419,524	1,813	14,254	403,458	16,066
College of Science	(7,713)	337,280	329,568	2,521	-	327,047	2,521
College of Veterinary Medicine	251,464	543,681	795,145	-	28,422	766,723	28,422
College of Natural Resources and Environment	45,187	166,398	211,585	-	1,993	209,592	1,993
University Student Financial Aid ⁽⁵⁾	163,338	2,120,860	2,284,197	-	136,978	2,147,220	136,978
Grand Total	1,268,938	7,920,908	9,189,846	254,036	332,772	8,603,038	586,809

- (1)** Departments are allowed to set aside up to 5% of the total resources available to build reserve for future use or to address emergency situations.
- (2)** Hard to Award scholarships are funds where the donor agreements provide awarding criteria that are vague, restrictive, and do not provide adequate clarification for awarding. University policy, "Administration of Privately-funded Scholarships and Other Awards" provides guidance on handling of such funds.
- (3)** The scholarship budget is defined as the total resources available minus funds set aside to build reserve and the hard to award scholarships.
- (4)** The projected ending cash balance includes \$254,036 building reserve funds and \$332,772 from hard to award scholarship funds that cannot be awarded due to unrealistic and/or overly restrictive selection criteria.
- (5)** USFA funds do not include Brookings loans. Brookings loans are endowed scholarships where the money awarded to students must be repaid to comply with Fund agreement.

Source: Office of Enrollment and Degree Management

VIRGINIA TECH
Scholarship Endowment Market Value
Year ended June 30, 2014

College or Operating Unit	Ending Balance 06-30-2013	Ending Balance 06-30-2014
College of Agriculture & Life Sciences	15,306,774	17,883,767
College of Architecture & Urban Studies	3,822,858	4,431,276
College of Business	26,159,768	30,130,151
College of Engineering	49,398,452	58,884,582
College of Liberal Arts and Human Sciences	7,082,021	8,510,559
College of Science	6,990,291	8,541,348
College of Veterinary Medicine	11,792,248	14,443,404
College of Natural Resources and Environment	3,575,362	4,123,326
University Student Financial Aid	46,936,287	55,729,363
Grand Total	171,064,061	202,677,776

Source: VT Foundation / Office of Enrollment and Degree Management

University Debt Ratio and Debt Capacity

FINANCE AND AUDIT COMMITTEE

November 4, 2014

The university's debt policy approved by the Board of Visitors requires periodic review of its debt ratio and debt capacity. As a part of that process, the university's debt ratio and debt capacity are reported annually to the Finance and Audit Committee. The management of debt at the university is critical to the success of its capital program. An established committee including representatives from Investments and Debt Management, the Controller's Office, Capital Assets and Financial Management, and the Budget Office meets regularly to review debt activities and the timing of debt issuances to ensure compliance with the debt policy. The Vice President for Finance and Chief Financial Officer provides oversight of these activities.

Both the university's debt policy and the Restructured Higher Education Financial and Administrative Operations Act require that the university maintain a debt service to operations ratio of not greater than seven percent. In addition to those seven percent limitations, and based on guidelines provided by the Board of Visitors, management internally targets a five percent benchmark for planning purposes and subsequent recommendations to the Board. At the conclusion of fiscal year 2013-14, outstanding long-term debt of the university totaled \$506 million with a debt ratio of 4.01 percent.

Attachment A provides an estimate of future capacity and debt ratios each year through fiscal year 2019-20. The analysis includes authorized projects currently underway, select items on the first biennium of the university's six-year capital outlay plan with a high probability of issuance, and capital leases. During this period, it is anticipated that the university's debt ratio will not exceed five percent. It is also anticipated that the available capacity is sufficient to support the university's nongeneral fund component of the academic projects in the first biennium of the capital plan.

Attachment B shows a list of specific projects, amounts, and timing for debt issuances for each year of the analysis through fiscal year 2019-20. Attachment C shows a trend of the university's debt ratio from fiscal year 2002 to 2014 with projections through fiscal year 2020. Attachment D shows a benchmark comparison of fiscal year 2013 debt ratios from Moody's for Virginia Tech and 14 other peer institutions. The university currently has a Aa1 rating from Moody's and a AA rating from S&P.

As part of the university's capital outlay planning and debt management program, the university will continue to develop capital outlay plans that advance projects within the debt policy and restructuring initiatives and will carefully review each project in accordance with our debt capacity before submitting project authorizations for debt to the Board.

University Debt Ratio and Debt Capacity Based on Expected Debt Issuance

FINANCE AND AUDIT COMMITTEE

November 4, 2014

(Dollars in Thousands)

Fiscal Year	Actual	Estimated					
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Total Long-Term Debt Outstanding, Beginning of Fiscal Year	\$ 533,714 ⁽²⁾	\$ 506,113	\$ 494,569	\$ 518,573	\$ 592,603	\$ 639,950	\$ 683,360
Net New Long-Term Debt Issuance	2,950	17,500	56,980	105,872	80,800	80,800	80,800
Bond Premium	590						
Current Year Refunding Bonds	4,831						
Current Year Refunded / Defeased Bonds	(5,317)						
Net Long-Term Debt Repayment	(30,655)	(29,044)	(32,976)	(31,842)	(33,453)	(37,389)	(40,813)
Total Long-Term Debt Outstanding, End of Fiscal Year	\$ 506,113 ⁽¹⁾	\$ 494,569	\$ 518,573	\$ 592,603	\$ 639,950	\$ 683,360	\$ 723,347
Total Debt Service	\$ 49,260 ⁽¹⁾	\$ 50,254	\$ 54,572	\$ 53,335	\$ 55,812	\$ 62,579	\$ 67,869
Total Operating Expenditures	1,229,150 ⁽¹⁾	1,284,462	1,329,418	1,372,624	1,417,234	1,463,294	1,510,851
Debt Ratio	4.01%	3.91%	4.10%	3.89%	3.94%	4.28%	4.49%
5% of Operating Expenditures	\$ 61,458	\$ 64,223	\$ 66,471	\$ 68,631	\$ 70,862	\$ 73,165	\$ 75,543
Additional Allowable Debt Service	12,198	13,969	11,899	15,296	15,050	10,586	7,674
Additional Debt Capacity (at 5%)	\$160,048	\$198,717	\$162,423	\$206,055	\$200,079	\$140,114	\$100,690
7% of Operating Expenditures	\$ 86,041	\$ 89,912	\$ 93,059	\$ 96,084	\$ 99,206	\$ 102,431	\$ 105,760
Additional Allowable Debt Service	36,781	39,659	38,487	42,749	43,395	39,851	37,891
Additional Debt Capacity (at 7%)	\$482,611	\$564,154	\$525,373	\$575,861	\$576,904	\$527,487	\$497,180

Assumptions:

* Total Operating Expenditures for FY15 through FY20 are estimated based on the following growth rate: 4.5% for FY15, 3.5% for FY16, and 3.25% thereafter.

* Estimated Cost of Capital includes: 3.49% for FY15; 3.95% for FY16; 4.10% for FY17; 4.25% for FY18; 4.30% for FY19, 4.40% for FY20 and thereafter.

Notes:

⁽¹⁾ Unaudited actual.

⁽²⁾ Restated for change in accounting for gains and losses on defeased debt (GASB Statement 65).

Projection Of Issuances For Debt Supported Capital Projects

FINANCE AND AUDIT COMMITTEE

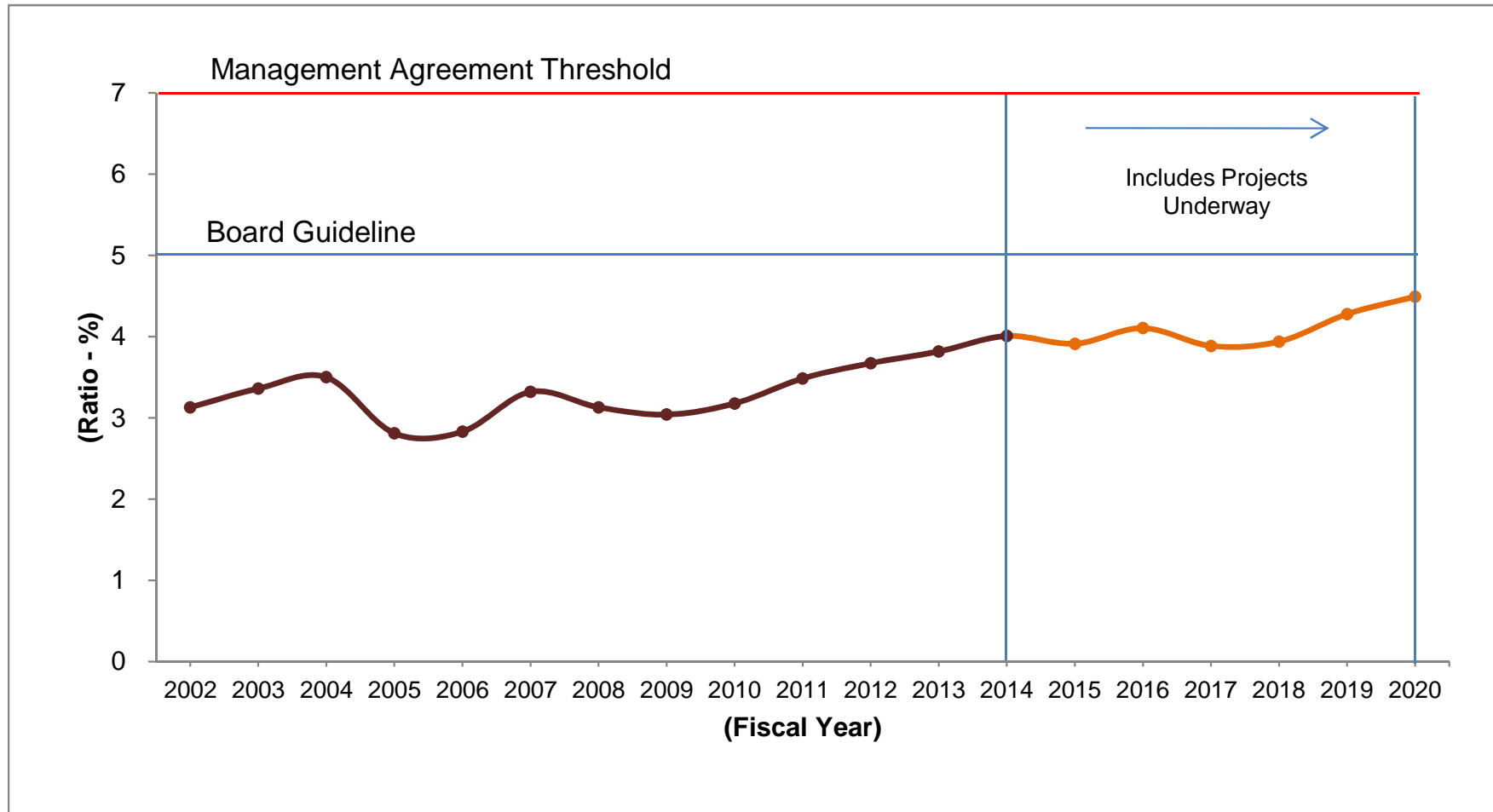
As of November 4, 2014

(Dollars in Thousands)

	Actual 2013-14	Projections					Projected Total
		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
<u>Projects Authorized and Underway</u>							
Unified Communications & Network Renewal			\$ 8,803				\$ 8,803
Indoor Athletic Training Facility			500				500
Upper Quad Residential Facilities			28,209	\$ 25,072			53,281
Health Center Improvements			2,868				2,868
South Rec. Fields Replacement			4,600				4,600
<u>Potential Projects with Debt Components</u>							
Placeholder: NGF Component of Top E&G Capital Plan Priorities				35,800	\$ 35,800	\$ 35,800	\$ 35,800
Placeholder: Asset Repairs			12,000	12,000	12,000	12,000	12,000
Placeholder: Balance for New Initiatives and Aux. Enterprises				33,000	33,000	33,000	33,000
<u>Capital Leases</u>							
601 Prince Street Acquisition	\$ 2,950						0
Propulsion Laboratory		\$ 3,500					3,500
Dairy Center Relocation		14,000					14,000
Total New Planned Debt	\$ 2,950	\$ 17,500	\$ 56,980	\$ 105,872	\$ 80,800	\$ 80,800	\$ 80,800
<u>Capacity to Advance Upcoming Capital Plan Items (5%)</u>	\$160,048	\$198,717	\$162,423	\$206,055	\$200,079	\$140,114	\$100,690
<u>Capacity to Advance Upcoming Capital Plan Items (7%)</u>	\$482,611	\$564,154	\$525,373	\$575,861	\$576,904	\$527,487	\$497,180

FINANCE AND AUDIT COMMITTEE

November 4, 2014

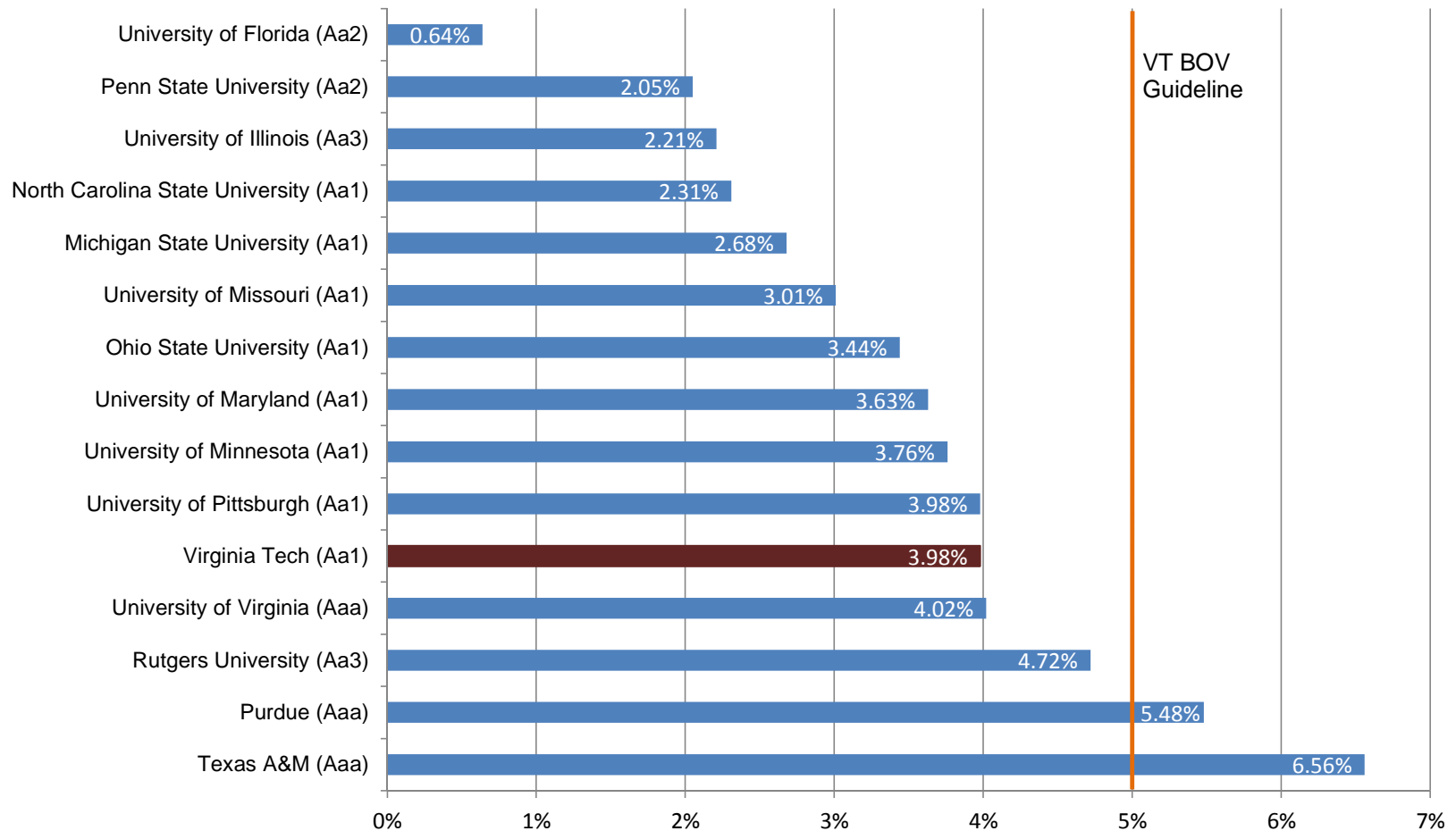


Maroon = Actual Debt Burden Ratio
 Orange = Projected Debt Burden Ratio

Presentation Date: November 10, 2014

FINANCE AND AUDIT COMMITTEE

November 4, 2014



Source: Moody's Investors Service, October 1, 2014; 2013 Data.

**Accounts Receivable and the Write-off of Delinquent Accounts
For the Fiscal Year Ended June 30, 2014**

FINANCE AND AUDIT COMMITTEE

September 24, 2014

Overview

Current accounts receivable are generated by several components within the university as part of the annual operating activities. Student accounts receivable and the receivables generated through the sponsored research program represent the largest components of the total receivables. Current and noncurrent notes receivable are generally comprised of student loan receivables administered by the university. To properly account for and control these assets, the university uses a combination of centralized and decentralized systems.

The Bursar's Office is responsible for the centralized accounts receivable system operation and monitoring the activities of the decentralized operations through reviews of reports and discussions with personnel who have been delegated the responsibility for billing and collecting accounts. The Bursar's Office is also responsible for managing the collection process for all delinquent accounts. Information from the receivable systems is consolidated quarterly by the Controller's Office and reported to senior management and the State Comptroller. The quarterly report uses a combination of narratives, tables, and graphs to report receivables, analyze trends, and identify areas where emphasis or action is needed. The Controller's Office is responsible for the implementation of corrective action to ensure that the receivables are properly managed.

Composition and Aging of the Receivables

Accounts receivable: Attachment A provides the composition of the current gross receivables at June 30, 2014, with comparative data for the previous year. Attachment B provides a graph for the aging analysis of the gross receivables at June 30, 2014, with comparative data for the previous three years. The total current receivables write-offs for these four years are also overlaid on this graph as another way to put them in perspective.

Notes receivable: Federal and Institutional (issued by Virginia Tech from gifts and donated funds designated to be used for loans) Loans to students require the execution of a promissory note. These loan receivables are repaid over 10 or more years after a student's last enrollment at the university and the amount due in the next 12 months is classified as a current notes receivable for the university's financial statements. Attachment F provides the composition of the total gross federal and institutional student loan receivables at June 30, 2014, with comparative data for the previous year.

Collection Efforts and Write-offs

Because of the nature of the receivables and the university's aggressive policy for collecting delinquent accounts, the annual write-off of uncollectible accounts is relatively small. The average annual write-off for accounts receivable for the past three years is \$714,415. The fiscal year 2014 write-off total of \$722,253 represents only 0.08 percent (less than one tenth of one percent) of the annual operating revenues¹ per the audited financial statements for fiscal year 2013, excluding federal appropriations.

Various techniques are used for collecting delinquent accounts receivables depending on the customer and type of account. For example, students must pay past due amounts before they are allowed to enroll for the next school term. Other delinquent accounts are placed with commercial collection agencies and the State Attorney General's Office for collection. The State Comptroller provides guidance on collection policies and procedures, and the university generally complies with the State Comptroller's recommendations, except where improved practices have been implemented under Restructuring.

Accounts Written Off at June 30, 2014

As authorized by a resolution passed by the Board of Visitors on August 13, 1976, the Vice President for Finance and Chief Financial Officer and the Assistant Vice President for Finance and University Controller periodically review the university's accounts and notes receivable. The review is performed to determine those delinquent accounts that are deemed to be uncollectible. Subsequently, the accounts are written off the university's records in accordance with generally accepted accounting practices. However, such accounts are not discharged or forgiven, and the university continues to track these accounts and sometimes collects portions of these accounts after being written off.

Normally, accounts are written off at the close of the fiscal year. For the fiscal year ended June 30, 2014, the accounts receivable written off totaled \$722,253. The increase of \$71,025 over the previous year is primarily the result of two large Sponsored Program accounts compared to only one account written off last year. See Attachment C for a summary of the accounts written off at June 30, 2014, with comparative data for the two previous fiscal years.

For each accounts receivable written off, appropriate collection procedures were utilized. Further collection efforts were not justified for various reasons such as bankruptcies, the inability to locate the debtor, and the cost versus the benefit for small receivable amounts. As shown in Attachment D, the \$722,253 write-off total consists of 997 customers with an average account value of \$724. In fact, as shown on Attachment E, of the total number of accounts written off, 62.09 percent (619) were valued at less than \$100, and these low dollar accounts represent only 3.25 percent of the total dollar value of the write-offs.

¹ Operating revenue for FY13 of \$883,264,000 was used for this calculation.

Additionally, the total of notes receivable written off at the close of the fiscal year included \$12,950 of the institutional student loan portfolio. Institutional student loans are subject to the same collection techniques as other university receivables. For each loan written off, appropriate collection procedures were utilized. The notes receivable write-off consists of five loans, past due 900 or more days, with an average loan balance of \$2,590. Attachment F provides the composition of notes receivable at year end. The institutional student loans are most often awarded to students with financial need who have exhausted other avenues of financial aid. Since these are long-term loan programs, issued to borrowers with limited resources, generally we have allowed more time before deeming the loan uncollectible and writing these amounts off.

Federal notes receivable are issued from funds received from the federal Department of Education over many previous years for the Perkins and Health Professional Student Loan programs, and from required matching contributions from the university. Again the same collection procedures are followed for these loans. When these loans are deemed to be uncollectible Federal regulations require that Perkins loans be assigned and returned to the Department of Education for additional collection efforts and final resolution.

State Management Standards

The university's Management Agreement under the Restructured Higher Education Financial and Administrative Operations Act includes several financial and administrative performance standards. The university must achieve compliance with all of these performance standards to retain the financial benefits provided under the Management Agreement. There are two management standards related to accounts receivable, and both are calculated annually. The two standards are:

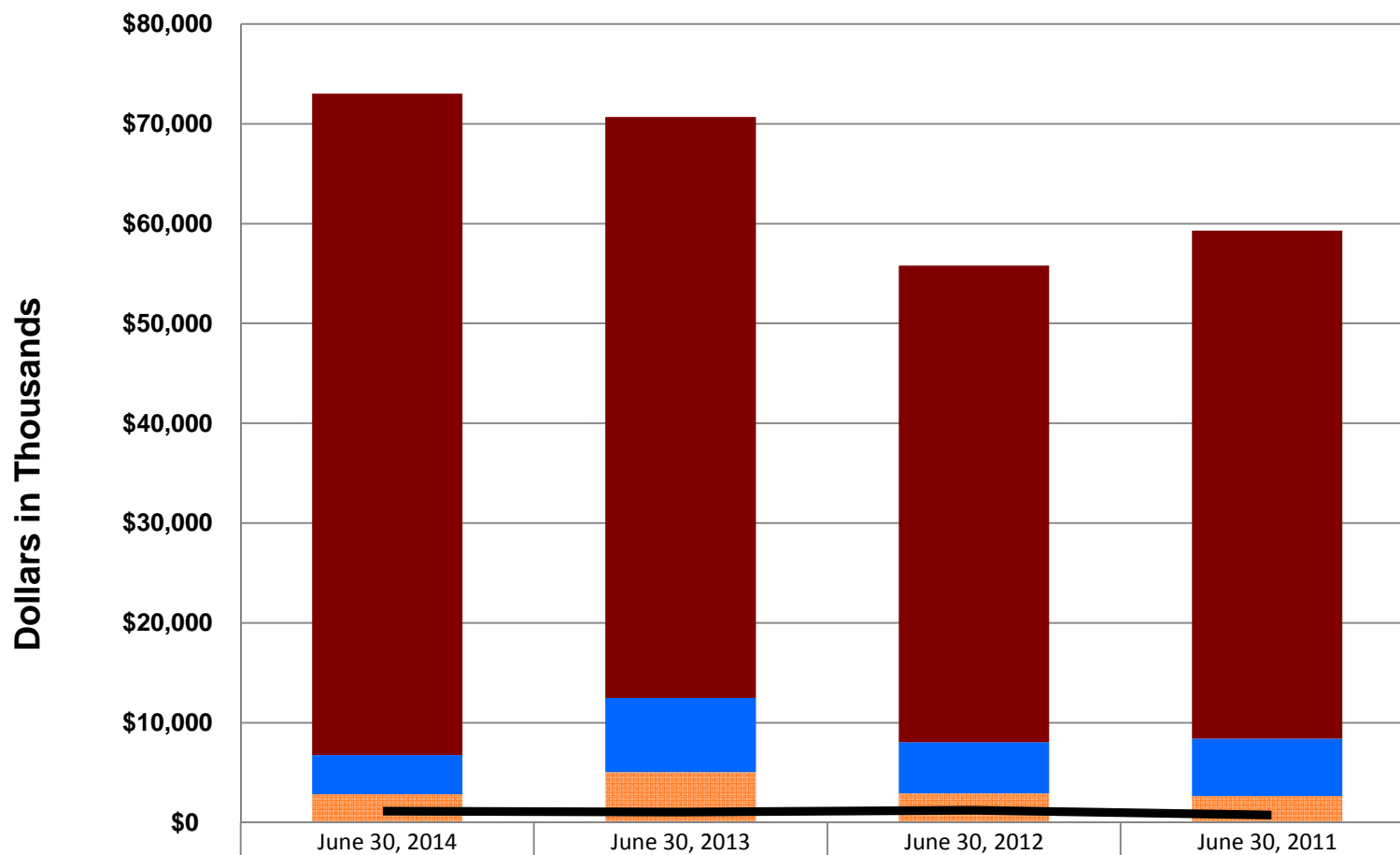
- a. A four quarter average past due rate of 10 percent or less on receivables 121 days or more past due as a percentage of all receivables.
- b. An average past due rate of 10 percent or less on Federal student loans.

The university is currently in compliance with both standards. As of June 30, 2014, the average past due rate on current receivables 121 days or more past due is 2.69 percent for the four quarters ended and the Federal Perkins Student Loan default rate is 1.65 percent.

**Composition of Gross Accounts Receivable
Compared to Same Quarter Previous Year
(Dollars in Thousands)**

	<u>June 30, 2014</u>		<u>June 30, 2013</u>	
	<u>Receivable</u>		<u>Receivable</u>	
	<u>Balance</u>	<u>Percent</u>	<u>Balance</u>	<u>Percent</u>
Student Accounts	\$ 2,925	4.0%	\$ 3,242	4.6%
Sponsored Programs	51,792	70.9%	52,630	74.6%
Electric Service	862	1.2%	862	1.2%
Parking Service	89	0.1%	82	0.1%
Telecommunications (CNS)	42	0.1%	73	0.1%
CEC and IVTSCC	403	0.6%	655	0.9%
Veterinary Medicine	692	0.9%	637	0.9%
Equine Medical Center	186	0.3%	96	0.1%
Short Term Loans/Notes	51	0.1%	24	0.1%
Other Receivables	15,969	21.8%	12,382	17.4%
Total Gross Receivables	\$ 73,011	100.0%	\$ 70,683	100.0%

Aging of Current Gross Accounts Receivable
From June 30, 2011 to June 30, 2014
(Dollars in Thousands)



Receivables Not Past Due	June 30, 2014	June 30, 2013	June 30, 2012	June 30, 2011
1 - 120 Days Past Due	\$66,239	\$58,190	\$47,758	\$50,907
121 to Over 1 Year Past Due	\$3,948	\$7,433	\$5,126	\$5,726
Total Gross Receivables	\$2,824	\$5,060	\$2,925	\$2,669
Write-Offs	\$73,011	\$70,683	\$55,809	\$59,302
	\$722	\$651	\$770	\$465

Current Accounts Receivable Write-Offs for June 30, 2014 with Comparison to 2013 and 2012

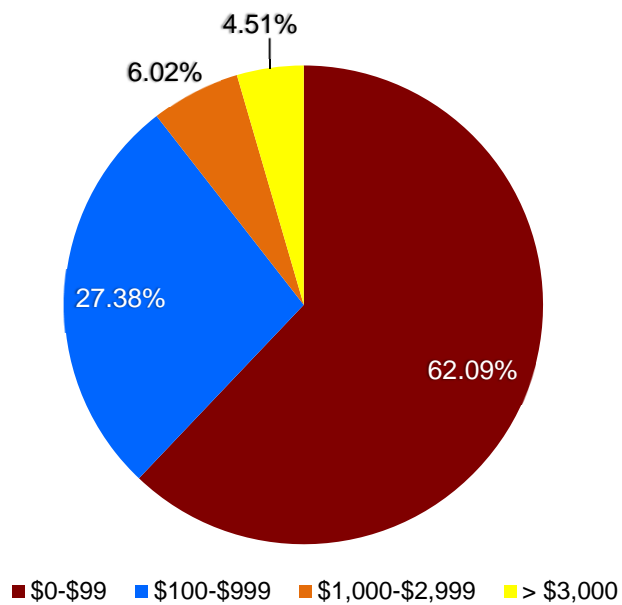
<u>Accounts Receivable</u>	<u>June 30, 2014</u>	<u>June 30, 2013</u>	<u>June 30, 2012</u>	<u>Three Year Average</u>
Student Accounts	\$ 329,390	\$ 298,742	\$ 447,690	\$ 358,607
Sponsored Programs	220,764	65,972	10,836	99,191
Electric Service	17,041	21,215	20,347	19,534
Parking Services	20,741	20,248	26,750	22,580
Telecommunications (CNS)	13	-	11,973	3,995
CEC and IVTSCC	187	15,146	4,143	6,492
Veterinary Medicine	81,524	82,883	81,633	82,013
Equine Medical Center	6,709	59,597	72,669	46,325
Short Term Loans/Notes	2,633	2,711	5,673	3,672
Other Receivables	<u>43,251</u>	<u>84,714</u>	<u>88,049</u>	<u>72,005</u>
Total Current Accounts Receivable Write-Offs	<u>\$ 722,253</u>	<u>\$ 651,228</u>	<u>\$ 769,763</u>	<u>\$ 714,414</u>

Current Accounts Receivable Write-Off Summary for June 30, 2014

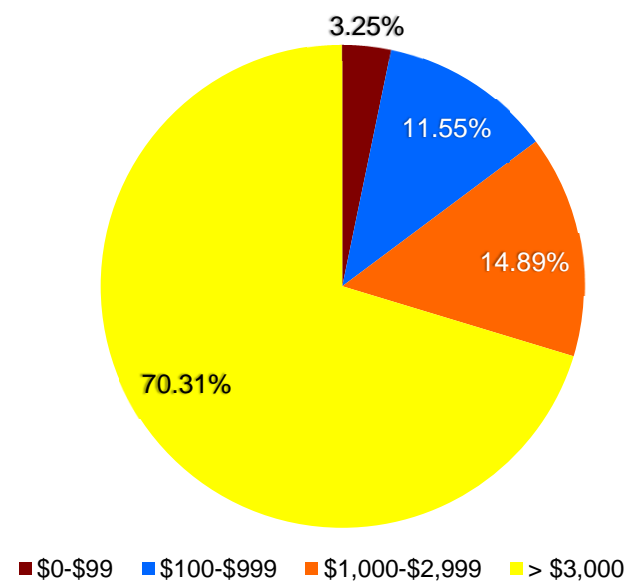
TYPE	Total Number of Accounts	Total Dollars	Average Write Off Amount (\$)	Percent of Total Dollar Value	Percent of Total Number of Accounts
Student Accounts	113	\$ 329,390	\$ 2,915	45.61%	11.33%
Sponsored Programs	2	220,764	110,382	30.57%	0.20%
Electric Service	59	17,041	289	2.36%	5.92%
Parking Services	372	20,741	56	2.87%	37.31%
Telecommunications (CNS)	2	13	6	0.00%	0.20%
CEC & IVTSCC	1	187	187	0.02%	0.11%
Veterinary Medicine	140	81,524	582	11.29%	14.04%
Equine Medical Center	5	6,709	1,342	0.93%	0.50%
Short Term Loans/Notes	7	2,633	376	0.36%	0.70%
Other Receivables	296	43,251	146	5.99%	29.69%
	997	\$ 722,253	\$ 724	100.00%	100.00%

Stratification of Current Accounts Receivable Write-Offs for Fiscal Year 2014

Total Number of Accounts



Total Dollar Value



**Composition of Total Federal and Institutional Student Notes Receivable
Compared to Same Quarter Previous Year
(Dollars in Thousands)**

	June 30, 2014		June 30, 2013		
	Receivable		Receivable		Increase/
	Balance	Percent	Balance	Percent	Decrease
Federal Loans					
Federal - Perkins Loan	\$ 14,139	86.4%	\$ 14,259	87.9%	\$ (120)
Federal - Health Professions Student Loan (HPSL)	604	3.7%	573	3.5%	31
	14,743	90.1%	14,832	91.4%	(89)
Institutional Loans					
Brookings Student Loan	\$ 1,225	7.5%	\$ 968	6.0%	\$ 257 ⁽²⁾
Milks Student Loan ⁽³⁾	1	0.0%	3	0.0%	(2)
Horizons-Brookings Student Loan	96	0.6%	103	0.6%	(7)
Charles W Thomas Student Loan ^(1,3)	221	1.4%	238	1.5%	-
Virginia Tech Carilion School of Medicine Student Loan (VTCSON) ^(1,3)	81	0.4%	81	0.5%	-
	1,624	9.9%	1,393	8.6%	231
Total Federal & Institutional Notes Receivables	\$ 16,367	100.0%	\$ 16,225	100.0%	\$ 142

(1) The university implemented two institutional student loan programs in fall 2010 to provide student aid to the inaugural class of the Virginia Tech Carilion School of Medicine (VTCSON) students.

(2) The increase in note receivables at year end is due to an increase in new Brookings Loans awarded for the 2013-2014 academic year.

(3) The university is not currently awarding new loans for this program.

Increasing Administrative Efficiencies through Expansion of Automated Systems

FINANCE AND AUDIT COMMITTEE

October 17, 2014

Background

A resolution was passed at the June 2008 meeting that charges the university's Vice President for Finance and Chief Financial Officer and the Vice President for Information Technology and Chief Information Officer to develop a plan to continue to automate the university's administrative systems utilizing modern information technology processes to gain process efficiencies. In addition, the plan should be implemented in a way that addresses business processes and the manner in which they are being conducted. Lastly, a timetable should be established for the ongoing automation of administrative processes in accordance with the plan to identify available resources such that the strategic systems improvements are implemented as soon as is practical to achieve administrative cost savings.

Report

This is the most recent progress report highlighting some of the efficiencies and process improvements that have been achieved since the November 2013 report. Following submission of the November 2009 report, the chair of the Finance and Audit Committee of the Board of Visitors and the Vice President for Finance and Chief Financial Officer agreed that this should become an annual report submitted for the November board meeting. In addition, it was agreed that the format of the report should change to only include a synopsis of the top four or five achievements from the previous year and to highlight the top four or five initiatives planned for next year. The university IT projects range from short-term automation projects to comprehensive, multi-year projects. To more effectively communicate these IT initiatives, the format of this report is being changed in 2014. The report is expanded to include a matrix that lists all of the programs and initiatives that are either ongoing or new in fiscal year 2014 with indicators for those completed and those estimated to complete during the upcoming year.

Significant Achievements for 2014

Virginia Tech continues to emphasize the importance of implementing automated systems to gain process efficiencies and steady progress is being made towards this goal. The university has completed two initiatives this year, begun several additional initiatives for next year, and launched two over-arching, comprehensive programs to meet critical university needs.

The two completed initiatives for this past year are Surplus Property Automation and the Wage Timekeeping System Implementation:

- During this past year, Virginia Tech provided notable improvements to the surplus property processes. Surplus Property operations enable the removal of surplus property for redistribution within the university departments or for final disposition through auctions and sales. Specifically, this automation project eliminated the need to photocopy 26,000 paper forms per year resulting in the saving of an estimated 200 hours annually in surplus auction activities and an additional 70 hours in fixed asset transfers. These improvements have received overwhelmingly positive response from the campus.
- The wage timekeeping project, TimeClock Plus was implemented as a centralized wage timekeeping system for the campus. This has enabled the electronic entry, routing, and approval of timekeeping for all university wage employees. The Timeclock Plus system has streamlined the wage payroll process and provided cost savings to departments by eliminating the need for departments to create and store paper timekeeping documents for the thousands of wage employees at Virginia Tech.

In addition to these completed initiatives, Virginia Tech has commenced two broad programs that will include multiple sub-projects with multi-year implementation timelines.

- Virginia Tech has begun the University Data Initiative Program for the purchase, implementation, and adoption of business analytics and reporting across the enterprise. The rapid expansion of institutional data and the rising demand for accessible means to analyze these data have created a pressing need to address Virginia Tech's current business intelligence capabilities. This program currently has three active projects including the installation of Microstrategy as the new enterprise business intelligence tool using Student Perceptions of Teaching data as the first data domain; the creation of a self-service collaborative community for training and supporting users; and the evaluation of information access policies and procedures to ensure their appropriateness for successful deployment of the system. Additional projects will be added to the program as the implementation of the system continues.

- The second multi-year program is the Electronic Research Administration program. This program is to provide a comprehensive research administration system being developed by Virginia Tech as a customized solution for university research needs that will address efficiencies throughout the research administration life cycle from proposals to awards. The first deliverable for this program is a system module to improve communication and visibility during the research proposal development and submission process while reducing the administrative burden. It is anticipated that this will reduce delays and improve the iterative communications between faculty and sponsored programs staff needed for the completion and submission of each externally funded research proposal/grant. Additional projects will be introduced in this program as the project team progresses toward the overall goal of a comprehensive research administration system.

Beyond these programs, Virginia Tech has also begun or is continuing an additional seven initiatives toward our commitment to increasing administrative efficiencies. A matrix of significant completed and ongoing projects is provided on page 4 and 5 of the report. Finally, Attachment A provides a detailed description for each program and initiative, the status from last year's report, significant accomplishments from the previous year, and the status of the project as of this report.

Initiatives for Increasing Administrative Efficiencies through Expansion of Automated Systems						
Initiative	Description	Beginning		Completion		
		Prior to 2014	In 2014	By 10/2014	Est. by 10/2015	Ongoing
Enterprise Information Technology: University Data Initiative Program						
Installation of Business Intelligence System (BI)	Microstrategy business intelligence system implementation for the Student Perceptions of Teaching data domain.	X			X	
Self Service Business Intelligence	Creation of self-service BI training and collaboration modules to enable users to access and query data effectively.		X		X	
Information Governance	Evaluation of information access policies and procedures and recommendations to promote successful BI deployment.		X			X
Research: Electronic Research Administration Program						
Proposal Development and Submission	Develop system module for routing, communications, and approvals for proposal development and submission.	X			X	
Finance						
Travel and Expense Management System	Development and implementation of electronic routing, approvals, and documentation for travel and reimbursement.	X			X	
Effort Reporting	Implementation of automated solution for completion and approval of Personnel Activity Reports for effort certification.	X				X
Cash Receipts and Installment Plan	Cashiering and installment payment plan system implementation to replace obsolete systems.		X		X	
Surplus Property Automation	Automation of surplus property processes for the Procurement Department and the university.		X	X		
Human Resources/Payroll						
Wage/Timekeeping System	Implementation of central wage timekeeping system including entry, routing, and approvals.	X		X		

Initiatives for Increasing Administrative Efficiencies through Expansion of Automated Systems						
Initiative	Description	Beginning		Completion		
		Prior to 2014	In 2014	By 10/2014	Est. by 10/2015	Ongoing
10	Leave System		X			X
Provost and VP for Administration						
11	Event Management		X		X	
Provost						
12	Faculty Activities Data Management System		X			X
13	Degree Planning		X			X

Appendix A. Summary of IT Programs and Initiatives

Enterprise Information Technology: University Data Initiative Program

Business intelligence is a broad category of applications and technologies for gathering, storing, analyzing, and providing access to data to help users make better data-driven decisions. The increasingly rapid expansion of institutional data and the rising demand for accessible means to analyze these data have created a pressing need to address Virginia Tech's current business intelligence capabilities. As a result of these more sophisticated data needs, Virginia Tech has undertaken a University Data Initiative (UDI) Program to implement a Business Intelligence System (BIS) and new self-service business intelligence functionality that leverages the existing VT data warehouse in combination with Ellucian Banner Enterprise Resource Planning (ERP) system data and data from other systems. The system is also intended to replace outdated software that is currently used for the scheduling and distribution of reports.

Status from November 2013

It is anticipated that in the next year, this new solution will be purchased, installed and several pilot groups will begin using the solution to assist in making informed data-driven decisions.

Accomplishments this Year

In December 2013, the first significant milestone of the university data initiative program occurred with the purchase of the Microstrategy Business Intelligence System. This tool will provide a consistent resource for university users to access information from disparate systems while enabling the overarching goal of self-service information reporting and analytics. The first project within the UDI program is the installation of the business intelligence (BI) system and the completion of a pilot project to migrate the existing Student Perceptions of Teaching (SPOT) system to the new BI technology. The purpose of the pilot project is to establish supporting administrative and technical structures, as well as learn the new BI technology. Work has begun on the second project of the program to create self-service business intelligence models which will enable users to access and query institutional data effectively and appropriately with little IT involvement. The third project that is underway is an evaluation of information access policies and procedures to ensure they are appropriate to enable successful deployment of the system.

Status as of November 2014

All three of the initial projects with the UDI program, the BIS Pilot Implementation, Self Service BI, and Information Governance, are progressing on schedule and on budget per the respective project plans. The project team for the Microstrategy pilot implementation project for the Student Perceptions of Teaching (SPOT) system is configuring the system, modeling SPOT data, and producing SPOT reporting and

metrics using Microstrategy for delivery to the university by the end of this semester. The self-service BI project team is currently developing training materials and a collaborative site for users of the Microstrategy system. The information governance project team has led focus group meetings and will be conducting a survey concerning university information needs and access. This project team plans to deliver findings and recommendations to the UDI Steering team early in 2015. Additional projects are being initiated within the UDI program to implement additional university data models in Microstrategy. These models will begin to migrate to production in the spring semester of 2015.

Research: Electronic Research Administration

The electronic research administration system is a comprehensive research administration system that is being developed by Virginia Tech as a customized solution for Virginia Tech research needs that will address efficiencies throughout the research administration life cycle from proposals to awards.

Status from November 2013

During fall semester 2013 an intensive test of the Cayuse system is being conducted using Virginia Tech data and proposals to determine the enhancements needed in the Cayuse proposal entry system prior to campus-wide implementation. The results of the ongoing tests, along with a new software roadmap expected from the vendor, will determine the timing of the future implementation of Cayuse Research Suite modules.

Accomplishments this Year

The university continues to work on system initiatives to improve research administration. However, due to a change in management and ownership of the Cayuse system and the lack of commitment of the new management team to make enhancements needed by Virginia Tech for an effective implementation, the university decided that a university developed system would be required to meet short-term needs, but with a design that could accommodate more complete and sustainable commercial software when and if it becomes available. The Comprehensive Research Enterprise Solutions Team (CREST) was established across IT and the Research Division to assess the scope of work, and prioritize and manage the development and implementation of the research administration system. The team will develop technical infrastructure and integrated software modules to enhance the efficiency and effectiveness of the university's research administrative processes. The team is currently developing a system module to improve communication and visibility while reducing the administrative burden during the proposal development and submission process. Additionally, during spring 2014, an application was deployed that provides concise monthly financial information for Principal Investigators (PI) and departmental business managers to use in the management of sponsored research.

Status as of November 2014

The proposal development and submission system should dramatically reduce the use of email and attachments as the means of communication and coordination for administrative aspects of proposal routing and approvals. It is anticipated that this will reduce delays, and improve the iterative communications between faculty and sponsored programs staff needed to complete each proposal created and submitted to obtain externally funded research. This system should be available during the spring semester of 2015.

Finance: Travel and Expense Management System

The university currently processes about 25,000 travel reimbursements annually. The goal of the Travel and Expense Management (TEM) system is to gain efficiencies in the travel and expense reimbursement process through electronic routing of travel and reimbursement documents, electronic approvals, and electronic images of supporting documentation. Implementation of this solution should reduce the cost of processing expense reimbursements and improve the speed and accuracy of authorizing and paying business travel expenditures.

Status from November 2013

A phased implementation of the TEM system is scheduled to start in the spring semester of 2014.

Accomplishments this Year

Within the last year, an assessment was conducted to ensure that Virginia Tech is on the right path for a satisfactory solution for travel and expense for the university. To accomplish this objective, the assessment team researched solutions used by peer institutions, evaluated the market for best of breed solutions, and assessed the success of the Virginia Tech pilot implementation of TEM. The assessment team concluded that the TEM system is the best option for Virginia Tech at this time. A survey of users of the pilot project had a 78% satisfaction rate and provided valuable feedback on the pilot project. In July 2014, Virginia Tech deployed a web application that serves as a launching point for the multiple applications used by TEM. This web application, developed by Virginia Tech, provides query functionality that is needed for campus-wide deployment of the TEM system and addressed many of the concerns highlighted in the survey. As of October 3, 2014, the TEM system is being used by 354 organizations within 1 academic college (which includes all the cooperative extension and agricultural experiment station locations) and 10 administrative senior management areas. Through October 3, 2014, 3,460 travel reimbursements for 1,149 travelers have been processed through the system.

Status as of November 2014

The phased implementation of the TEM system is in process. All administrative areas are scheduled to be completed by the end of December 2014 and the goal is to complete the implementation of all academic areas by the end of June 2015.

Finance: Effort Reporting

The university receives significant funding for sponsored projects from federal and state agencies, private foundations, organizations, and industry. Proper effort certification verifies that these funds are properly expended for salaries and wages of faculty, staff, and students who work on these projects. The Personnel Activity Report (PAR) documents the allocation of departmental funds between direct activities (such as instruction, research, public service, other) and indirect activities like departmental administration. The information is a vital component of the university's facilities and administrative cost proposal. The university plans to replace its current paper-based system with an automated solution for completing PAR documents. The result of this project should be a more secure, efficient process that results in significant cost savings by eliminating the need for creation, duplication, and storage of paper documents.

Status from November 2013

This systems effort is scheduled for completion during the spring semester of 2014.

Accomplishments this Year

This systems effort was originally scheduled for completion during the spring semester of 2014. However, retirement and turnover of key staff in the Controller's Office and the required completion of the university's Facilities and Administrative (F&A or Indirect) Cost Proposal have delayed work on this project. The delays afford the university the opportunity of assessing alternative effort reporting processes currently under review by the federal government due to the changes in federal regulations scheduled to take effect in December 2014. These alternative processes seem to be more positively received by faculty at the pilot institutions than the current effort reporting processes used by VT.

Status as of November 2014

The effort reporting process will be reassessed under new federal government regulations and a new implementation plan determined.

Finance: Cash Receipts and Installment Plan

Virginia Tech has embarked upon an effort to procure and implement a cashiering system to replace the existing cash receipts system which is no longer being supported by the vendor. The Office of the University Bursar (OUB) is responsible for central

cashiering at the university, processing in excess of 62,000 transactions annually. OUB is also responsible for the collection of student tuition and fees. OUB currently provides students with an option to pay their tuition and fees through a university-provided installment payment plan administered through an integrated system that was developed by Virginia Tech many years ago. This system has reached the end of its effective technical life and needs to be replaced. Currently, approximately 4,000 students use this payment plan system.

Status from November 2013

This project is new for 2014.

Accomplishments this Year

A secure web-based cashiering product from Higher One was selected as the central cash receipts system. This solution should provide enhanced security and efficiency with the administrative functions of cash receipts, funds handling, and accounts receivable while also providing improved customer service to university departments. A tuition payment plan product from Higher One has also been selected as the replacement for the installment payment plan system. In addition to providing enhanced features and improved customer service to Virginia Tech students and parents, this solution will address security and maintenance concerns with the existing system.

Status as of November 2014

The Higher One cashiering system implementation project is scheduled for completion by the end of the spring semester in 2015. The implementation of the installment payment plan system is scheduled to be completed prior to the start of the fall semester in 2015.

Finance: Surplus Property Automation

The Procurement Department at Virginia Tech oversees a process that enables the removal of surplus material within the university for redistribution or final disposition. Surplus material is defined as personal property, including but not limited to, materials, supplies, equipment and recyclable items, that are determined to be surplus by the university. Virginia Tech analyzed processes and implemented new systems to automate and improve the surplus property activities for the Procurement Department and for university departments.

Status from November 2013

This project is new for 2014.

Accomplishments this Year

Over the past year, automation was implemented into the surplus property process which led to significant cost savings by eliminating the need to photocopy 26,000 paper forms a year and an estimated 200 hours of annual time savings in surplus auction processes and another 70 hours of fixed asset transfers. The improved data flows to the Fixed Assets & Inventory Services department has reduced time spent reconciling the auction list and disposing of assets in Banner by approximately 40 hours per year. Once the system was in place, surplus property legacy data was interfaced to the new system. The creation of “pick-up dockets” has given campus departments the ability to sign one document instead of one per item being surplus. In addition, an application dubbed “Hokieswap” was created to encourage the redistribution of surplus property throughout the university. This free service is intended to promote cost savings and sustainability by providing a marketplace for the display of items available for transfer from one university department to another. It may also be used to request items that may be available in other departments.

Status as of November 2014

Campus feedback on the surplus property improvements has been overwhelmingly positive. In addition, Hokieswap has been favorably received.

Human Resources/Payroll: Wage Timekeeping System

In March 2012, a two-phased project began with a goal of addressing the control challenges presented by the university’s decentralized, paper-driven, labor intensive wage timekeeping process. To support centralizing administration of a single wage employee timekeeping system, the university invested in the TimeClock Plus (TCP) system. The implementation of the system will enable the electronic entry, routing, and approval of wage employee timekeeping.

Status from November 2013

The second phase to expand the use of TimeClock Plus to provide electronic timekeeping for all wage employees is well underway. The implementation is progressing incrementally by adding a senior management area each pay period. This is scheduled to be completed during the upcoming spring semester.

Accomplishments this Year

By the end of the Spring Semester in 2014, the final phase of the project was completed to expand the use of TimeClock Plus to provide electronic timekeeping for all wage employees. This phase of the project streamlines the wage payroll process and provides cost savings to departments by eliminating the need for departments to create and store paper timekeeping documents for the thousands of wage employees at Virginia Tech. Based on feedback obtained from research-intensive departments, an

alternative electronic time card process was implemented within the system that allowed the capture of total hours worked each day without the need to clock-in and clock-out by employees.

Status as of November 2014

The TimeClock project has completed and the system has transitioned to maintenance.

Human Resources/Payroll: Leave System

Every month, Virginia Tech employees are responsible for accurately reporting leave usage. In the current VT-developed Leave Entry and Reporting System, leave usage is recorded electronically; however, a leave report has to be printed for signature approval. The university initiated a project to enhance the Leave Entry and Reporting System to enable the electronic routing, storage, and approval of leave reports. In addition to leave reporting, salaried non-exempt employees will be able to use the enhanced leave system to report non-exempt hours worked, replacing the current paper-based process. The university expects to realize a more secure and efficient process that results in significant cost savings by eliminating the need for creation, duplication, and storage of paper documents through implementation of this project.

Status from November 2013

The first phase of this project is expected to be completed near the end of the current fiscal year.

Accomplishments this Year

Over the past year, requirements and specifications for the solution have been analyzed and compiled. Development of the first module of the system has begun using an open-source web application framework that is based on the java platform. This technology is consistent with the direction Ellucian is taking with Banner software, so this application is also being used as a project to educate developers in Enterprise Systems.

Status as of November 2014

Due to staff retirements and changing technologies, the project plan for this system is currently being revised. The current projected implementation of the system is fall 2015.

Provost and VP for Administration: Event Management

Currently events are facilitated by a myriad of offices and managed through many disparate business practices across the campus ranging from departmental electronic systems to spreadsheets. Improving the coordination and standardization of event

management is needed to insure consistent compliance with university health and safety processes and to provide greater transparency for events, group activities, and campus usage. It is envisioned that this solution will reduce administrative time and cost while enhancing the university's ability to promote, secure, and coordinate campus events. In addition, the system will provide better information and analytical tools for supporting the year-round campus utilization goals of the Virginia Higher Education Act of 2011. The university-wide implementation should enable improved services to students and organizations while also optimizing the use of university space.

Status from November 2013

The university is beginning an initiative to purchase a scheduling and space management system for making event scheduling, resources management, and campus-wide calendaring easier, more accurate, and efficient.

Accomplishments this Year

A committee of campus representatives analyzed requirements, reviewed university processes and current systems, and selected CollegeNet 25Live as the university event management system for academic and university events. The team has created an implementation project plan and completed training on the system. Data loads are in progress to configure the system and facilitate Virginia Tech processes.

Status as of November 2014

Implementation of academic scheduling is expected to be in use by early summer of 2015 to schedule classes and exams for spring semester of 2016. The implementation of university event scheduling is expected to be available by summer 2015.

Provost: Faculty Activities Data Management System

Virginia Tech is implementing an electronic faculty activity reporting system to automate the production of annual faculty activity reports and other types of reports about faculty activities and accomplishments. The system will be used to manage faculty activities information in the domains of learning, discovery, and engagement derived from existing university data systems, external public and commercial databases, and manual data entry. System functionality includes individual and unit level annual reporting and accreditation documentation, populating websites, and a searchable expertise database. Once the system is fully implemented, it will be used to produce promotion and tenure dossiers and CVs for individual faculty members as well as department, college, and university level reports.

Status from November 2013

This project is new for 2014.

Accomplishments this Year

In 2014, the Provost Office determined that the existing Digital Measures faculty activities system was not meeting Virginia Tech needs. After careful review of available systems, Symplectic Elements was selected as a replacement system. The system has been procured and an implementation plan developed. Features of the system include the ability to import publication information from external databases, integration with institutional repository databases, and reporting capabilities.

Status as of November 2014

The project team is currently converting data from Digital Measures to Symplectic Elements, developing data feeds from other university systems, and developing custom reports. The project team is preparing a pilot test of the system in spring 2015. Implementation of the system with pilot departments/units will begin in fall 2015.

Provost: Degree Planning

The Provost is implementing the CollegeSource uDirect system that leverages degree audit data to create interactive roadmaps defining paths to graduation. Students can use roadmaps to build personal plans and the aggregate data can be used by the university for demand analysis and course planning. The uDirect system utilizes degree requirements and course equivalency information from the CollegeSource uAchieve system, which the university is also implementing.

Status from November 2013

This project is new for 2014.

Accomplishments this Year

The CollegeSource uDirect and uAchieve applications have been procured and an implementation plan is being developed. The CollegeSource applications are current, modern versions that replace an obsolete legacy degree audit system that Virginia Tech has been using and modifying for many years. As a result, the implementation plan will need to include data conversions and software upgrades of the legacy system.

Status as of November 2014

Installation of the software in a development environment is currently in progress. The project team is developing a project plan in coordination with vendor engagements and assistance.



Financial Performance Report

First Quarter 2014-15

Tim Hodge, Assistant Vice President for
Budget and Financial Planning

November 10, 2014



Overview

- The university continuously monitors financial performance
- Each quarter the university provides the Board with an update on financial performance
- The annual budget represents the university's projection of operations
 - The original budget is as reviewed with the Board in June
 - The adjusted budget is revised as new information becomes available



E&G Operating Budget

Key Annual Budget Changes

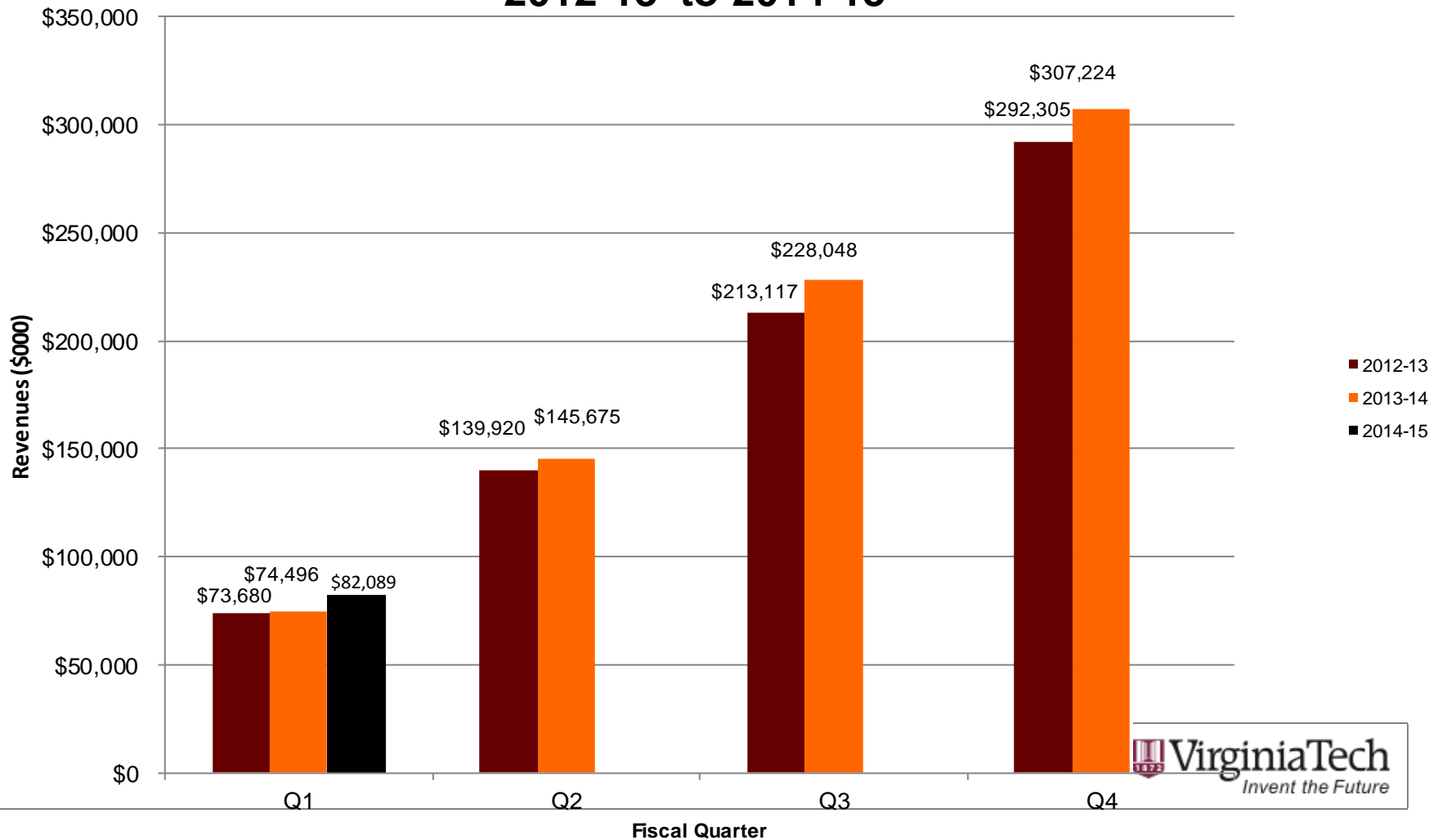
- Tuition: \$5.8 million budget increase from strong fall enrollment
- E&G Fee: \$300,000 budget increase from Language & Culture Institute
- General Fund (GF):
 - Mid-June: state budget finalization removed \$8.9 million GF, \$2.7 million Equipment Trust Fund (ETF) and \$270,000 of interest earnings.
 - September: \$6.1 million GF reduction in Agency 208.

Performance

- Cooperative Extension/Agricultural Experiment Station (CE/AES)
 - Improvement in collections of Federal funds in Agency 229.
 - Delay of locality recoveries of \$1.2 million



Sponsored Programs Revenue 2012-13 to 2014-15





Auxiliary Enterprises

- Key Annual Budget Changes:
 - \$10.1 million carryover of outstanding commitments & obligations:
 - \$3.2 million Athletics,
 - \$2.7 million Residential
 - \$4.2 million in other commitments
 - Compensation & Fringe placeholders
 - Residential, Dining, Parking, and Fleet Services Business Volume
- Performance:
 - Dorms and Dining: strong occupancy and dining sales
 - Athletics: \$2.6 million settlement from conference litigation (UMD exit)
 - Other activities are performing well.



Capital Outlay

- **Total capital program level currently authorized**
 - \$640.2 million over several years
- **Cumulative program expenses**
 - \$371.4 million inception-to-date
- **Significant total program adjustments**
 - McBryde 100 Classroom Renovation: The total budget was increased to \$2.8 million to reflect the project's approval to move forward.
 - South Recreation Field Surface Replacement: The total budget was increased to \$4.6 million to reflect construction approval for the project.



Capital Outlay

- **Annual capital budget as of first quarter**
 - \$96.2 million
- **Annual expenses as of first quarter**
 - \$17.9 million
- **Annual budget adjustments this quarter**
 - Total project budgets unchanged

❖ Maintenance Reserve	\$2.2 million
❖ McBryde 100 Classroom Renovation	\$0.5 million
❖ South Recreation Field Surface Replacement	\$3.9 million

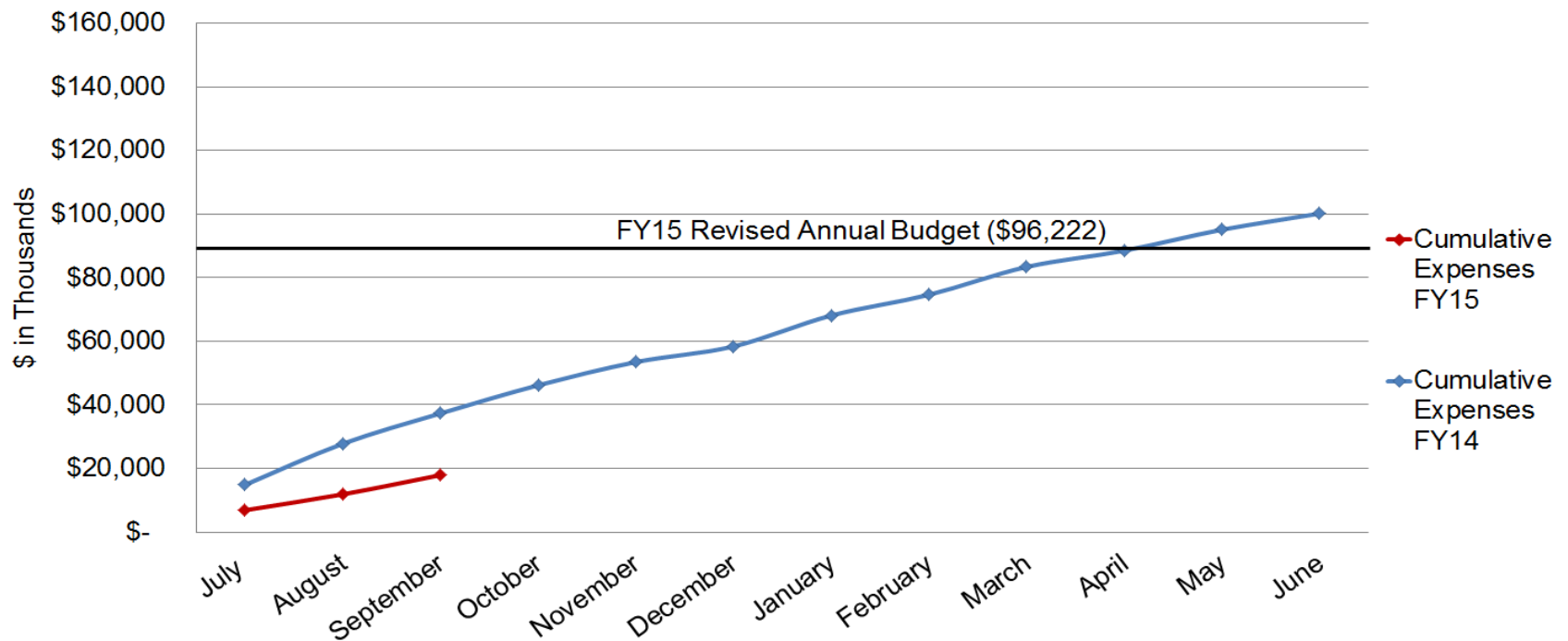


Capital Outlay Trends: Annual Performance

CAPITAL PROGRAM ANNUAL PERFORMANCE

Cumulative Monthly Expenditures

Fiscal Year 2014 and Fiscal Year 2015





Capital Outlay

- **Major Construction Underway**
 - Fire Alarm Systems and Access
 - Indoor Athletic Training Facility
 - Marching Virginians Practice Facility
 - South Recreation Field Surface Replacement
 - Upper Quad Residential Facilities



Questions?



Six-Year Plans for 2014-2020

November 10, 2014

M. Dwight Shelton, Jr.

VP for Finance and Chief Financial Officer

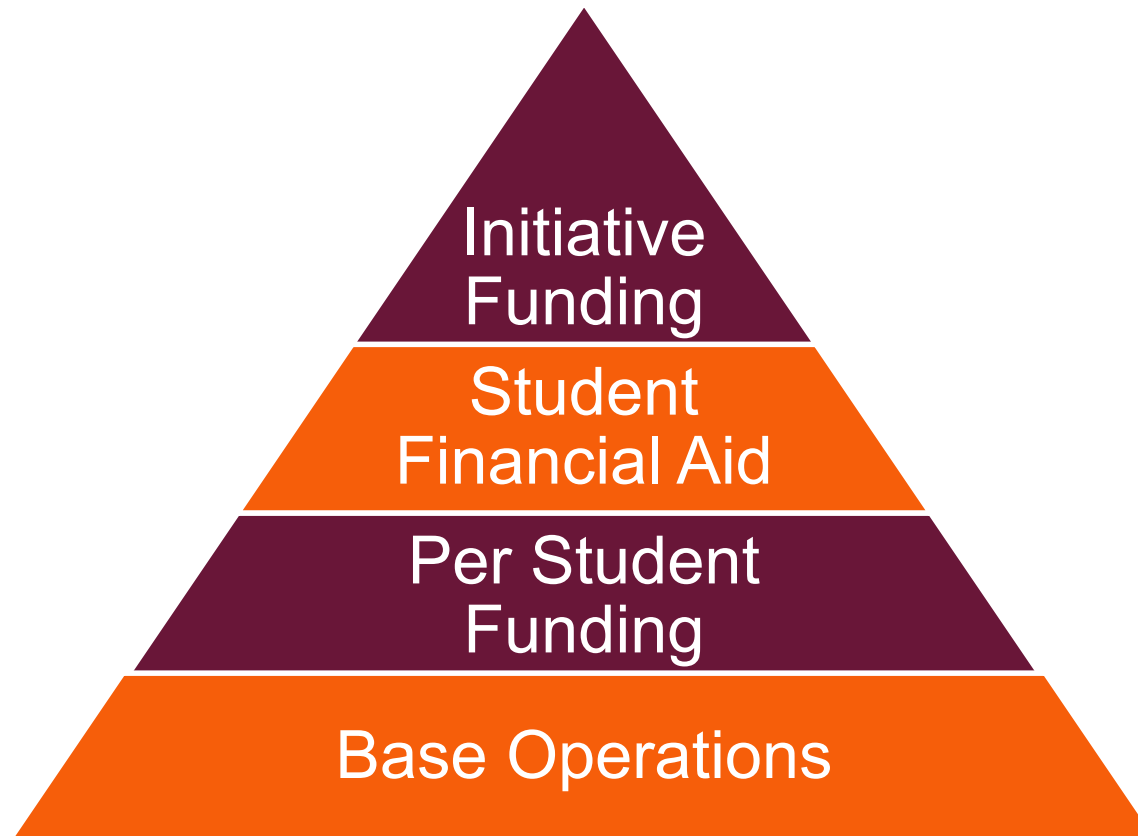
Background

Higher Education Opportunity Act of 2011 (HEOA)

- **Six-Year Plan is a requirement of the HEOA**
 - **Based on the Commonwealth's goals and objectives for higher education**
 - **Focuses on four key areas:**
 - Financial Aid for low and middle-income families
 - Optimal year-round use of facilities
 - Instructional resource sharing program with other institutions of higher education in Virginia
 - Enrollment growth and degree completion
-

Funding Model for Higher Education

Funding Components



Six-Year Planning Process

- **Six-Year plans aid state officials in understanding institutional resource needs**
 - Submission in July of every odd year
 - Revision in August of every even year
 - Serves as starting point for Executive Budget development
 - **August review with:**
 - Secretaries of Education and Finance
 - Directors of Department of Planning and Budget (DPB) and State Council of Higher Education of Virginia (SCHEV)
 - Staff of House Appropriations and Senate Finance Committees
 - **University has opportunity to respond to state feedback each October.**
 - **Plans are to be approved by the Boards of Visitors each fall.**
-

Six-Year Planning Process

- **This is the university's second time through this process.**
 - The first Six-Year Plans were submitted to the state in July of 2011.
 - Current plan was originally submitted in July, 2013.
 - Revisions were submitted in August, 2014.

 - **The Six-Year Plan process signals university intentions**
 - Demonstrates commitment to Commonwealth Goals
 - Followed-up with Executive Budget requests and General Assembly advocacy to garner support and partnership
-

Virginia Tech's 2014 Update to Six-Year Plan Submissions

Basis of University Submission

- **Six-Year Plan Initiatives are based upon goals identified in the university's strategic planning process**
 - "A Plan for a New Horizon" adopted June 4, 2012, extends through 2018
 - Implementation Plan "A Plan for a New Horizon: Envisioning Virginia Tech 2012-2018" from April 2013
 - Focus on first biennium (2014-16)
 - **Operating Budgets - Additional cost assumptions are based upon university projections and codified cost assessments, such as Virginia Retirement System (VRS) increases.**
 - **Enrollment Plan – 2013 SCHEV Approved 2B Plan**
-

2014-16 Academic Plan and Financial & Operating Plan Revision

Revised 2014-16 Academic Initiatives

- All academic initiatives in the original 2013 plan were continued.
 - Progress towards many initiatives in 2014-15 was limited due to lack of General Fund support.
 - Out-year initiative forecasts were updated to reflect progress-to-date and projected resource availability.
-

University Division - Academic Strategies

(\$ in millions)

2014-15*

2015-16*

<u>Initiative</u>	Original	Revised	Original	Revised
Advance Strategic Research Opportunities	\$8.9	\$0.9	\$18.1	\$6.8
Increase Virginia Undergraduate Enrollment	0.8	0.8	0.8	0.8
Expand and Enhance STEM-H Degree Production	5.3	1.3	9.9	5.9
Support Faculty Startup Packages, Particularly for New Faculty in the STEM-H Fields	1.9	1.5	3.8	2.0
Enhance Degree Attainment and Core Education Through Creative Technologies and the Expansion of Computational Thinking in Degree Programs.	1.5	0.1	2.2	0.8
Support Creation of Faculty of Health Science and Translational Biology, Medicine, and Health Degree Program	2.1	0.9	3.6	1.8
Expand Year-Round Academic Opportunities to Accelerate Degree Completion	0.5	0.6	1.1	1.0
Position the University for Growth in On-Line, Distance, and E-Learning Environments	1.4	0.1	2.4	1.1
Increase Graduate Enrollment	2.2	0.6	4.1	1.2

* Includes GF, NGF, and strategic reallocations.

University Division - Academic Strategies, Continued

(\$ in millions)

2014-15*

2015-16*

<u>Initiative</u>	Original	Revised	Original	Revised
Expand Effective Economic Development Program and Enhance Statewide Job Creation Opportunities	1.0	0.0	1.7	0.8
Support Existing Virginia Student Enrollment Growth and Degree Attainment	3.9	0.0	7.8	3.1
Ensure Access for Low and Middle-Income Families by Continuing to Expand Need-based Financial Aid to Undergraduate Students	0.7	0.3	1.5	1.9
Expand Enrollment in the University's Veterinary Medicine Program	1.3	0.8	1.8	1.4
Enhance Student Advising Services and Degree Completion	0.7	0.2	0.8	0.3
Increase Support for Unique Military Activities	0.0	0.0	0.0	0.2
Advance Institutional Efficiencies and Effectiveness	1.6	0.7	3.7	2.1
Total	\$33.8	\$8.8	\$63.3	\$31.2

* Includes GF, NGF, and strategic reallocations.

2014-16 Financial and Operating Costs

(\$ in millions)

<u>Initiatives</u>	2014-15	2015-16
Faculty Merit Increase	\$7.9	\$20.8
Increase Number of Full-time Faculty	0.0	2.2
Retirement Rate Increase	5.5	5.5
Health Insurance and Other Fringe Benefit Rate Increases	2.8	5.1
Library Enhancement	0.6	1.2
O&M of New Facilities	2.3	4.0
Staff Merit Increase	2.2	5.3
Utility and Fixed Cost Increases	0.9	1.8
State Auto Insurance Rate Increase	0.5	0.5
Total Fixed Cost Increases	\$22.7	\$46.4

University Division - Summary

\$ in millions

	<u>2014-15</u>		<u>2015-16</u>	
	Original	Revised	Original	Revised
Academic Initiatives*	\$ 31.4	\$ 7.7	\$ 61.2	\$ 30.7
Financial and Operating Initiatives	\$ 25.0	\$ 22.7	\$ 45.7	\$ 46.4

- Limited resources were first applied against significant fixed costs and state assigned fringe benefit increases.
- Remaining resources allowed limited progress towards the goals set forth in the academic plan.

** Net of strategic reallocations.*

University Division - Nongeneral Fund (NGF) Revenue Estimate

- Key components are tuition and fee revenue estimates by degree level and residency for first biennium of plan.
- Six-Year plan does not recommend or commit to specific set of rates. Tuition and fee rates remain authority of Board of Visitors.
- Tuition and Fee revenue estimates in Six-Year plan are based on:
 - Enrollment plan
 - Rates sufficient to cover the university's share of projected costs.
- Plan is not balanced – projected incremental NGF revenue does not satisfy the additional expenses of the plan. State General Fund support will be necessary to fully implement all proposed strategies.

University Division - Nongeneral Fund Revenue Estimate

	<u>Resident</u>		<u>Non-resident</u>	
<u>2014-15</u>	<u>Original</u>	<u>Actual</u>	<u>Original</u>	<u>Actual</u>
Undergraduate	4.7%	4.9%	4.8%	3.1%
Graduate	4.8%	4.3%	4.8%	5.3%
Vet Med	3.1%	3.0%	3.0%	2.3%

University Division - Nongeneral Fund Revenue Estimate

	<u>Resident</u>		<u>Non-resident</u>	
<u>2015-16</u>	<u>Original</u>	<u>Revised</u>	<u>Original</u>	<u>Revised</u>
Undergraduate	4.7%	4.8%	4.8%	3.1%
Graduate	4.8%	4.0%	4.8%	4.8%
Vet Med	3.1%	3.0%	3.0%	2.9%

* Rates are planning estimates only

University Division Financial Plan Summary

\$s in millions

- Plan is not balanced
 - Projected expenses exceed projected NGF revenue.
 - State General Fund support needed to fully implement all envisioned strategies.

Uses

	2015-16*
Academic Initiatives	\$30.7
Operating Need	46.4
Total	77.1

Sources

2014-15 General Fund**	5.4
NGF Revenue Estimate	42.6
Internal Reallocations	0.4
Implicit GF Request	\$28.7

*2015-16 is cumulative of 2014-16 biennium.

**As estimated in 6-Year plan submission.

Cooperative Extension & Agricultural Experiment Station Division (CE/AES)

CE/AES

Financial Plan Summary

- Major cost drivers in plan include:
 - Faculty & Staff compensation
 - Food safety and agricultural profitability initiative
- State General Fund support is required to fully implement any planned strategies
- CE/AES has limited ability to increase NGF revenues.
 - **Federal and local funding environments** will continue to be very challenging.
 - **No tuition revenue** to supplant General Fund support.

CE/AES Division-

Academic Strategies / Financial & Operating Costs

(\$ in millions)

2014-15*

2015-16*

<u>Academic Initiative</u>	Original	Revised	Original	Revised
Generation and Dissemination of Advancements in Food Safety and Agricultural Productivity Enhancements	\$0.8	\$0.0	\$1.5	\$0.8
Subtotal	\$0.8	\$0.0	\$1.5	\$0.8

<u>Financial and Operating Costs</u>	Original	Revised	Original	Revised
Increase Faculty Salaries	\$1.6	\$1.0	\$3.2	\$2.7
O&M for New Facilities	1.2	1.2	1.2	1.3
Utility and Fixed Cost Increases	0.3	0.5	0.5	1.0
Fringe/health insurance benefits increase	0.1	0.5	0.1	0.5
VRS increase	0.4	1.2	0.4	1.2
Increase Staff Salaries	0.5	0.3	1.1	0.9
Reallocation	0.0	(\$1.8)	0.0	(\$1.8)
Subtotal	\$4.1	\$2.9	\$5.7	\$5.8

CE/AES Division

Financial Plan Summary

(\$ in millions)

- Plan is not balanced – projected expenses exceed projected NGF revenue.
- State General Fund support needed to fully implement all envisioned strategies.

Uses

	2015-16*
Academic Initiatives	\$0.8
Operating Need	5.8
<hr/> Total	<hr/> 6.6

Sources

2014-15 General Fund**	3.0
NGF Revenue Estimate	0
<hr/>	<hr/>
Implicit GF Request	\$3.6

*2015-16 is cumulative of 2014-16 biennium.

**As estimated in 6-Year plan submission.

Current Status

Status Update

- Revised plans were submitted to the state on August 4.
- State officials reviewed and had no institution-specific questions or comments for Virginia Tech.
 - All institutions were asked to respond to questions regarding compensation and potential impact of General Fund reductions.
 - Virginia Tech's response was submitted in September and no further action was required.
- Board approval of plan is required by SCHEV

Questions

Financial Performance Report - Operating and Capital

FINANCE AND AUDIT COMMITTEE

July 1, 2014 to September 30, 2014

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 September 2014-15 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.

1. Tuition and Fee revenues are slightly exceeding historical projections due to the timing of collections.
2. All Other Income is higher than projections due to increased caseloads in the Veterinary Medicine Clinic and Equine Medical Center.
3. Academic Program and Support expenditures are ahead of historical projections due to the timing of 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 revenue in the Cooperative Extension/Agricultural Experiment Station Division was greater than the projected budget due the timing of receipt of federal drawdowns. Expenditures are temporarily exceeding projections due to the timing of local recoveries.
5. Quarterly and projected annual variances are explained in the Auxiliary Enterprises section of this report.
6. 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 expenses are less than projected, but sponsored research revenues are ahead of 2013-14 activity levels.
7. The General Fund revenue budget has been increased by \$28,896 for the Virtual Library of Virginia distribution costs, and \$4,500 for a transfer from Student Financial Assistance to the Educational and General program for assistantships in the Multicultural Academic Opportunities Program. It has been decreased by \$4,806,037 for finalization of the state budget on June 23rd and by \$6,133,525 for the September General Fund reduction. The corresponding expenditure budgets have been adjusted accordingly.
8. The annual budget for Tuition and Fees has been decreased by \$577,818 for the finalization of the budgets for tuition, E&G fees, and Veterinary Medicine capitation, and by \$81,000 for reduced Virginia racing revenue. It was increased by \$6,128,765 for strong fall enrollment. The corresponding expenditure budgets have been adjusted accordingly.
9. The All Other Income revenue budget for the University Division has been decreased by \$270,000 for the commonwealth's capture of interest earnings, and increased by \$44,704 for budget finalization. The corresponding expenditure budgets have been adjusted accordingly.
10. The General Fund revenue budget has been decreased by \$622,096 for for finalization of the state budget on June 23rd. The corresponding expenditure budgets have been adjusted accordingly.
11. The revenue and expense budgets for Sponsored Programs were reduced by \$3,200,000 for finalization of the state budget on June 23rd.
12. The projected year-end revenue and expense budgets for Student Financial Assistance were increased by \$26,550 for the Virginia Military Survivors & Dependents Program and decreased by \$4,500 for a transfer from Student Financial Assistance to the Educational and General program for assistantships in the Multicultural Academic Opportunities Program.
13. The projected annual budgets for All Other Programs were increased \$77,370 to finalize various budgets. The expense budget was increased \$304,722 for outstanding 2013-14 commitments that were initiated but not completed before June 30, 2014.

**OPERATING BUDGET
2014-15**

Attachment K

Dollars in Thousands

	July 1, 2014 to September 30, 2014			Annual Budget for 2014-15		
	Actual	Budget	Change	Original	Adjusted	Change
Educational and General Programs						
<u>University Division</u>						
<u>Revenues</u>						
General Fund	\$43,952	\$43,952	\$0	\$158,805	\$147,899	\$-10,906 (7)
Tuition and Fees	206,685	203,047	3,638 (1)	407,962	413,432	5,470 (8)
All Other Income	11,211	11,316	-105 (2)	41,659	41,433	-226 (9)
Total Revenues	\$261,848	\$258,315	\$3,533	\$608,426	\$602,764	\$-5,662
<u>Expenses</u>						
Academic Programs	\$-92,685	\$-91,750	\$-935 (3)	\$-383,308	\$-380,159	\$3,149 (7,8,9)
Support Programs	-55,827	-52,912	-2,915 (3)	-225,118	-222,605	2,513 (7,8,9)
Total Expenses	\$-148,512	\$-144,662	\$-3,850	\$-608,426	\$-602,764	\$5,662
NET	\$113,336	\$113,653	\$-317	\$0	\$0	\$0
<u>CE/AES Division</u>						
<u>Revenues</u>						
General Fund	\$18,912	\$18,912	\$0	\$68,100	\$67,478	\$-622 (10)
Federal Appropriation	9,574	6,831	2,743 (4)	14,483	14,483	0
All Other Income	226	179	47	865	865	0
Total Revenues	\$28,712	\$25,922	\$2,790	\$83,448	\$82,826	\$-622
<u>Expenses</u>						
Academic Programs	\$-23,346	\$-21,666	\$-1,680 (4)	\$-76,620	\$-75,998	\$622 (10)
Support Programs	-1,917	-1,983	66	-6,828	-6,828	0
Total Expenses	\$-25,263	\$-23,649	\$-1,614	\$-83,448	\$-82,826	\$622
NET	\$3,449	\$2,273	\$1,176	\$0	\$0	\$0
Auxiliary Enterprises						
Revenues	\$122,053	\$118,789	\$3,264 (5)	\$294,243	\$294,556	\$313 (5)
Expenses	-85,356	-87,506	2,150 (5)	-289,602	-296,176	-6,574 (5)
Reserve Drawdown (Deposit)	-36,697	-31,283	-5,414 (5)	-4,641	1,620	6,261 (5)
NET	\$0	\$0	\$0	\$0	\$0	\$0
Sponsored Programs						
Revenues	\$82,089	\$87,878	\$-5,789 (6)	\$339,968	\$336,768	\$-3,200 (11)
Expenses	-96,184	-103,154	6,970 (6)	-339,968	-336,768	3,200 (11)
Reserve Drawdown (Deposit)	14,095	15,276	-1,181 (6)	0	0	0
NET	\$0	\$0	\$0	\$0	\$0	\$0
Student Financial Assistance						
General Fund	\$9,853	\$9,851	\$2	\$19,706	\$19,728	\$22 (12)
Expenses	-8,148	-7,933	-215	-19,706	-19,728	-22 (12)
Reserve Drawdown	0	0	0	0	0	0
NET	\$1,705	\$1,918	\$-213	\$0	\$0	\$0
All Other Programs *						
Revenue	\$1,516	\$1,666	\$-150	\$6,631	\$6,709	\$78 (13)
Expenses	-1,615	-1,766	151	-6,631	-7,013	-382 (13)
Reserve Drawdown (Deposit)	99	100	-1	0	304	304 (13)
NET	\$0	\$0	\$0	\$0	\$0	\$0
Total University						
Revenues	\$506,071	\$502,421	\$3,650	\$1,352,422	\$1,343,351	\$-9,071
Expenses	-365,078	-368,670	3,592	-1,347,781	-1,345,275	2,506
Reserve Drawdown (Deposit)	-22,503	-15,907	-6,596	-4,641	1,924	6,565
NET	\$118,490	\$117,844	\$646	\$0	\$0	\$0

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

1. Revenues in Residence and Dining Halls are higher than projected due to higher than anticipated dorm occupancy and Dining self-generated revenue.
2. Revenues for the University Services System are higher than projected due to higher than forecasted student fee revenue. Expenses are lower than projected due to the timing of operating expenses.
3. Revenues for Intercollegiate Athletics are \$2.6 million higher than projected due to conference realignment revenues.
4. Revenue and expenses for the Electric Service auxiliary are lower than projected due to lower than anticipated electricity consumption. Expenses are also lower than projected due to lower than forecasted total cost of purchased electricity as well as the timing of operating expenses.
5. Revenues and expenses for the Inn at Virginia Tech and Skelton Conference Center are lower than projected due to timing of business activities.
6. Revenues for Other Enterprise Functions are higher than projected due to higher than forecasted business volume in the Orientation and Printing Services auxiliary enterprises. Expenses are lower than projected due to timing of operating expenses and one-time projects.
7. The projected annual revenue, expense, and reserve budgets for Residence and Dining Halls were adjusted for increased occupancy in dorms, increased orientation and summer school revenue, and increased planned maintenance expenses.
8. The projected annual expense budget for Auxiliary Enterprises was adjusted for \$10.1 million in outstanding 2013-14 commitments and projects that were initiated but not completed before June 30, 2014. This amount includes \$3.1 million for Athletics, \$2.7 million for Residence Halls, and \$0.9 million in Telecommunication Service commitments and projects. The remainder is spread across the other auxiliary programs.
9. The projected annual expense and reserve budgets for the Auxiliary Enterprise were adjusted for changing compensation and fringe expense placeholders to final budgets.
10. The projected annual revenue, expense, and reserve budgets for Parking and Transportation were decreased for business volume in Parking Services and Fleet Services, and increased for transportation equipment maintenance expenses.
11. The projected annual revenue and expense budgets for the University Services System were adjusted for increased career fair revenue and expenses in the Career Services Auxiliary.
12. The projected annual revenue and expense budgets for the Electric Services auxiliary were decreased to accommodate for revised 2014-15 cost of wholesale electricity and reduced customers rates.
13. The projected annual expense and reserve budgets for the Inn at Virginia Tech and Skelton Conference Center were adjusted for decreased one-time project expenses.
14. The projected annual revenue, expense, and reserve budgets for Other Enterprise Functions were adjusted for increased business volume in the Orientation Auxiliary, licensing contracts in Software Sales Auxiliary, equipment purchases in Hokie Passport Auxiliary, timing of clearing accounts, and increased personnel and scholarship expenses in the Licensing and Trademark Auxiliary.

**UNIVERSITY DIVISION
AUXILIARY ENTERPRISES**

Attachment K

Dollars in Thousands

	July 1, 2014 to September 30, 2014			Annual Budget for 2014-15		
	Actual	Budget	Change	Original	Adjusted	Change
Residence and Dining Halls						
Revenues	\$44,940	\$44,405	\$535 (1)	\$105,084	\$106,043	\$959 (7)
Expenses	-28,072	-27,933	-139	-102,045	-105,623	-3,578 (7,8,9)
Reserve Drawdown (Deposit)	-16,868	-16,472	-396	-3,039	-420	2,619 (7,8,9)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Parking and Transportation						
Revenues	\$5,466	\$5,544	\$-78	\$13,107	\$12,767	\$-340 (10)
Expenses	-2,730	-2,930	200	-13,537	-13,202	335 (8,9,10)
Reserve Drawdown (Deposit)	-2,736	-2,614	-122	430	435	5 (8,9,10)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Telecommunications Services						
Revenues	\$5,901	\$5,709	\$192	\$18,804	\$18,806	\$2
Expenses	-5,677	-5,577	-100	-18,615	-19,340	-725 (8,9)
Reserve Drawdown (Deposit)	-224	-132	-92	-189	534	723 (8,9)
Net	\$0	\$0	\$0	\$0	\$0	\$0
University Services System						
Revenues	\$20,351	\$20,018	\$333 (2)	\$41,565	\$41,620	\$55 (11)
Expenses	-15,483	-16,490	1,007 (2)	-40,357	-40,610	-253 (8,9,11)
Reserve Drawdown (Deposit)	-4,868	-3,528	-1,340 (2)	-1,208	-1,010	198 (8,9,11)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Intercollegiate Athletics						
Revenues	\$30,414	\$27,668	\$2,746 (3)	\$57,798	\$57,798	\$0
Expenses	-19,135	-18,822	-313	-56,421	-59,374	-2,953 (8,9)
Reserve Drawdown (Deposit)	-11,279	-8,846	-2,433 (3)	-1,377	1,576	2,953 (8,9)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Electric Service						
Revenues	\$7,759	\$8,280	\$-521 (4)	\$36,853	\$36,721	\$-132 (12)
Expenses	-9,891	-10,633	742 (4)	-36,040	-36,646	-606 (8,9,12)
Reserve Drawdown (Deposit)	2,132	2,353	-221 (4)	-813	-75	738 (8,9)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Inn at Virginia Tech/Skelton Conf. Center						
Revenues	\$2,901	\$3,133	\$-232 (5)	\$10,876	\$10,876	\$0
Expenses	-4,057	-4,280	223 (5)	-11,544	-11,633	-89 (8,9,13)
Reserve Drawdown (Deposit)	1,156	1,147	9	668	757	89 (8,9,13)
Net	\$0	\$0	\$0	\$0	\$0	\$0
Other Enterprise Functions						
Revenues	\$4,321	\$4,032	\$289 (6)	\$10,156	\$9,925	\$-231 (14)
Expenses	-311	-841	530 (6)	-11,043	-9,748	1,295 (8,9,14)
Reserve Drawdown (Deposit)	-4,010	-3,191	-819 (6)	887	-177	-1,064 (8,9,14)
Net	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL AUXILIARIES						
Revenues	\$122,053	\$118,789	\$3,264	\$294,243	\$294,556	\$313
Expenses	-85,356	-87,506	2,150	-289,602	-296,176	-6,574
Reserve Drawdown (Deposit)	-36,697	-31,283	-5,414	-4,641	1,620	6,261
Net	\$0	\$0	\$0	\$0	\$0	\$0

CAPITAL OUTLAY BUDGET**Educational and General Projects**

1. The current year and total project budget amounts reflect the balance of maintenance reserve appropriation carried forward from fiscal year 2014 and the state's fiscal year 2015 allocation of \$8.021 million of Maintenance Reserve funds.
2. This project is for a 73,000 gross square foot classroom building to meet the university's instructional classroom and laboratory needs. The state approved at total project budget of \$40.85 million inclusive of \$3.65 million of equipment on November 8, 2013, and final market pricing reflects a total cost of \$42.3 million. The university is working with the state for approval of a cost adjustment based on market pricing and continues to work toward a facility opening for fall 2016 classes.
3. This project will renovate the 5,900 gross square foot, 560 seat McBryde 100 Classroom and restore the space to a state-of-the-art learning environment for the benefit of undergraduate education. Design work is underway and construction is expected to start late spring 2015 to ensure the classroom building is ready for use by the fall 2015 academic semester. The annual budget was adjusted in the first quarter to reflect the project's approval to move forward at the June 2014 meeting.
4. This project will plan the renovation of three academic buildings located in the core of main campus bordering the Drillfield: Davidson Hall-Front Section, Sandy Hall, and the Liberal Arts Building. Preliminary Design work is complete, and the project is awaiting construction funding from the state. The state has authorized a total project cost of \$26.3 million based on schematic designs. Because construction funding was not included in the state's fiscal year 2015 budget, the university has requested construction funding for fiscal year 2016.
5. The instructional components of the Dairy Science program are being relocated to Kentland through a project with the Virginia Tech Foundation. This project is for planning the relocation of six remaining agricultural facilities with three new facilities. The new facilities include a metabolism research laboratory, an applied reproduction facility, and a building for animal demonstration, handling, and holding spaces. Because construction funding was not included in the state's fiscal year 2015 budget, the university has requested construction funding for fiscal year 2016. Preliminary Design work is complete.
6. This project will support progress on fire alarm systems and accessibility improvements for several E&G buildings including Randolph Hall, War Memorial Hall, Food Science and Technology Building, Norris Hall, Newman Library, Lane Hall, Patton Hall, Litton Reaves Hall, Whittemore Hall, Architecture Annex, and Wallace Annex. The implementation plan calls for improvements to be executed in multiple packages, and construction funding will be released on a package-by-package basis. Construction for the first four subprojects; including the Food Science and Technology Building, Architecture Annex, Wallace Annex, and War Memorial Hall is underway.
7. This project will construct a facility to accommodate the practice needs of the Marching Virginians. The project envisions three components: a facility, a covered open air pavilion, and an artificial turf field. Design work is complete and the project is currently out for bid. The project schedule has been revised for completion of the field by spring 2015 and completion of the building remains summer 2015.
8. The project is complete and has been occupied since August 2012 with a total anticipated cost of \$44.3 million. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
9. The project is complete and has been occupied since July 2013. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
10. The project is complete and has been occupied since January 2014. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
11. The project is complete and has been occupied since October 2013. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
12. The project is complete and has been occupied since June 2014. The total project costs are over the authorized budget and the university is working with the state to infuse additional general fund resources. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
13. The project is complete and has been occupied since June 2014. The project may be closed and financial accounts terminated when completion of the authorized scope has been verified by the Chief Facilities Officer.
14. This is a subproject of a Blanket Authorization, which allows unforeseen small projects to be authorized administratively with nongeneral funds for expediency. This project includes a \$3.5 million authorization to initiate planning for a Sciences Laboratory Building that has been on hold.

**CAPITAL OUTLAY PROJECTS
AUTHORIZED AS OF SEPTEMBER 30, 2014**

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	6,975	9,196	2,152	9,196	0	0	0	9,196	2,152 (1)
<u>Design Phase</u>									
Classroom Building	14,400	14,400	186	40,852	0	0	0	40,852	2,832 (2)
McBryde 100 Classroom Renovation	0	500	87	0	0	2,800	0	2,800	87 (3)
Planning: Academic Buildings Renewal	542	542	34	0	0	1,889	0	1,889	1,345 (4)
Planning: Improve Kentland Facilities	530	530	62	0	0	1,500	0	1,500	191 (5)
<u>Construction Phase</u>									
Address Fire Alarm Systems and Access	1,700	1,700	4	5,501	0	0	0	5,501	316 (6)
Marching Virginians Practice Facility	3,300	3,300	32	0	0	4,750	0	4,750	220 (7)
<u>Close-Out</u>									
Academic and Student Affairs Building	491	491	23	0	0	0	45,153	45,153	43,881 (8)
Chiller Plant, Phase I	220	220	0	12,059	0	400	7,639	20,098	19,519 (9)
Human & Agricultural Biosciences Building I	621	621	421	53,759	0	0	0	53,759	52,871 (10)
Performing Arts Center	810	810	508	27,387	0	32,565	40,135	100,087	99,001 (11)
Renovate Davidson Hall, Phase I	392	392	43	32,003	0	0	0	32,003	30,453 (12)
Signature Engineering Building	16,000	16,000	2,926	47,609	0	18,650	28,959	95,218	78,751 (13)
<u>On Hold and Not Funded</u>									
Blanket: E&G Research Projects	0	0	0	0	0	3,500	0	3,500	547 (14)
TOTAL	45,981	48,702	6,478	228,366	0	66,054	121,886	416,306	332,166

CAPITAL OUTLAY BUDGET (Continued)

Auxiliary Enterprises Projects

1. Projects are scheduled and funded by the auxiliary enterprises during the annual Auxiliary Enterprise budgeting process. The units prepare five-year plans that outline their highest priority deferred maintenance needs. The annual budget reflects the spending plans of the auxiliary units on scheduled maintenance reserve work for fiscal year 2015. The outstanding balance is committed to a five year forward looking maintenance plan to ensure sufficient resources are available for major maintenance repairs. The auxiliary maintenance reserve program covers 104 assets with a total replacement value of \$1.1 billion.
2. This project will plan a 3,000 gross square feet one-story addition to the east wing of McComas Hall and a renovation of 1,700 gross square feet to an interior portion of the existing Schiffert Health Center. A design team has been selected and planning work will be underway this fall.
3. This project will build a new field house to increase the availability of indoor training time for the football program and other athletic programs. The construction phase is underway with substantial completion expected in August 2015. The total cost is expected to be \$21.3 million and the authorization will be underspent.
4. This project will replace the natural turf of the south recreation field surface with a synthetic turf playing surface. A multi-purpose area will be created that may be arranged as six flag football fields, or six soccer fields, or four 300-foot softball fields. The improvements will include fencing, lighting, and a nine-foot asphalt path around the field to allow for maintenance vehicle traffic and to create a jogging/walking path. The total expected costs are \$4.6 million and this project is anticipated to be complete in spring 2015. The annual budget was adjusted in the first quarter to reflect construction approval.
5. 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 \$16.5 million and this project is anticipated to be complete in fall 2016.
6. This project replaces Rasche and Brodie with two new residential facilities and razes Thomas and Monteith. The construction phase is underway with total expected costs of \$91 million. This project is anticipated to be complete by fall semester 2016 based on a three-year construction schedule.
7. The subproject is complete, the house is occupied, and the financial accounts will be closed when final payments are processed. The subproject was delivered under a Public-Private Partnership Agreement. The original subproject budget was \$4.663 million. The university exceeded the infrastructure component by \$279,000 which was covered by auxiliary enterprise revenue, and the private partner exceeded the house component of the budget by \$1.06 million and agreed to fund the overrun with private sources. The total budget for this subproject was increased to \$6.002 million accordingly.
8. 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.
9. 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.
10. This is the remaining unallocated authorization of the original \$23.5 million Oak Lane Community, Phase IV project. The outstanding Oak Lane Community expansion, houses two through five and their necessary site improvements, may be constructed as organizations come forward with program and financing plans.

Capital Outlay Projects Authorized as of September 30, 2014 (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	7,000	7,000	3,805	0	0	18,526	0	18,526	3,805 (1)
<u>Design Phase</u>									
Health Center Improvements	190	190	0	0	0	0	200	200	0 (2)
<u>Construction Phase</u>									
Indoor Athletic Training Facility	18,900	18,900	4,716	0	0	21,300	3,700	25,000	5,935 (3)
South Recreation Field Surface Replacement	165	4,100	48	0	0	0	4,600	4,600	83 (4)
Unified Communications & Network Renewal	2,809	2,809	288	0	0	7,705	8,803	16,508	11,637 (5)
Upper Quad Residential Facilities	14,400	14,400	2,599	0	0	25,309	66,691	92,000	11,696 (6)
<u>Close-Out</u>									
Phase IV of Oak Lane Community (House 1)	121	121	0	0	0	6,002	0	6,002	5,881 (7)
<u>On Hold and Not Funded</u>									
New Residence Hall II	0	0	0	0	0	0	27,000	27,000	182 (8)
Parking Blanket Authorizations Balance	0	0	0	0	0	0	16,547	16,547	0 (9)
Phase IV of Oak Lane Community (Houses 2 - 5)	0	0	0	0	0	0	17,498	17,498	0 (10)
TOTAL	43,585	47,520	11,455	0	0	78,843	145,039	223,882	39,217
GRAND TOTAL	<u>\$ 89,566</u>	<u>\$ 96,222</u>	<u>\$ 17,933</u>	<u>\$ 228,366</u>	<u>\$ -</u>	<u>\$ 144,897</u>	<u>\$ 266,925</u>	<u>\$ 640,187</u>	<u>\$ 371,383</u>

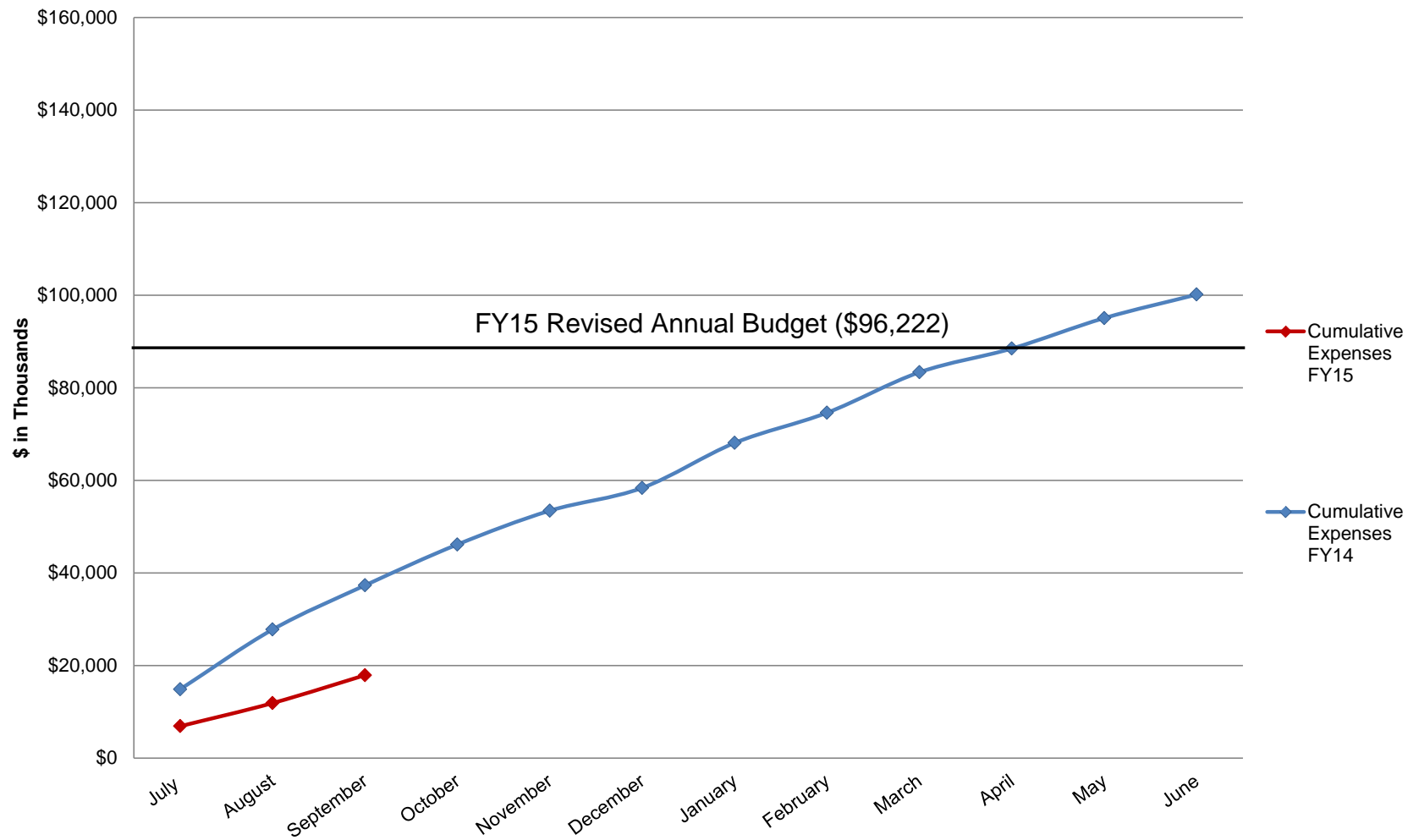
RECOMMENDATION:

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, 2014 through September 30, 2014 and the Capital Outlay report be accepted.

November 10, 2014

CAPITAL PROGRAM ANNUAL PERFORMANCE
Cumulative Monthly Expenditures

Fiscal Year 2014 and Fiscal Year 2015



2014-20 Six-Year Plan Update

BOARD OF VISITORS

November 8, 2014

The Higher Education Opportunity Act of 2011 (HEOA) initiated an updated six-year planning process for public institutions of higher education in Virginia that included biennial submissions of detailed plans in odd years and an opportunity to update progress and revisions to those plans in even years. The process requires Board of Visitors approval of the university's six-year plans and the revisions thereto.

Background

Based upon the recommendations of the Governor's Commission on Higher Education Reform, Innovation, and Investment, the HEOA legislation affects most aspects of the university's operation, funding, enrollment, and performance. The final passage of the legislation created a new Higher Education Advisory Committee (HEAC) to review the performance of institutions and policy issues (such as further restructuring), a new funding model, and refocused the six-year planning process around statewide goals.

In support of those goals, the State Council of Higher Education requested institutional six-year plans in order to better understand the resource needs of Virginia's public institutions of higher education in advance of the Commonwealth's biennial budget development process. This new process has shifted the traditional planning timeline and requires institutions to identify academic initiatives, cost drivers, and nongeneral fund estimates in advance of the state budget process in the fall and winter.

Six-Year Planning Process

The HEOA revised the six-year planning process for academic, financial, and enrollment plans. In contrast with the prior planning process (which had two scenarios of General Fund support and sought to achieve broad financial goals: 60th percentile of faculty salaries and full base budget adequacy), the HEOA focused the six-year plan on the outcome of defined state objectives and the cost and resources needed to achieve those goals. The process is designed to include a submission and review process.

The HEOA included four objectives. Consistent with this, the plans of all institutions are required to include efforts toward the following state goals: 1) plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans, 2) plans for optimal year-round use of facilities and instructional resources to improve student completions and cost efficiencies, 3) plans for the development of instructional resource sharing programs with other institutions of higher education in the Commonwealth, and 4) new programs or initiatives including quality improvements. Virginia Tech's plan covers all four of these areas.

Other potentially incentivized goals of the Commonwealth include: increased enrollment of Virginia students, increased degree completion for Virginia residents who have partial credit, increased degree completion in a timely manner, increased community college transfer programs and other enhanced degree programs, improved retention and graduation rates, increased degree production (in the area of science, technology, engineering, mathematics, and other high need areas such as health care-related professions), new programs the institution might consider to further the Commonwealth's objectives, increased research (including regional and public-private collaborations), efficiency reforms designed to reduce total cost, technology enhanced instruction including course redesign, online instruction, economic opportunity initiatives, innovation and continuous improvement, and other initiatives to further the Commonwealth's objectives. The university's plan strived to be comprehensive in covering these areas.

To develop these plans, the university conducted a thorough assessment of its strategic plans, critical needs, and opportunities to both support the goals and objectives envisioned in the HEOA, and to strengthen the university's instructional and research programs in support of the state's goals for higher education.

Within the provided template, the university summarized the various academic initiatives across campus into high-level, overarching strategies that encompass the broad goals of the institution, and also included a complete and comprehensive outlook on cost drivers and critical needs. The university's plans are not balanced with projected nongeneral fund revenue. Rather, the difference between projected costs and forecasted revenues is an implicit request for state support. These plans should be viewed as a precursor to the General Fund request process through the Executive branch and General Assembly. Further, it is the university's expectation that the state will seek to provide feedback on the university's future activities and costs, consider the investment of General Funds, and seek to influence future tuition rates. Without the resources envisioned, the university will not be able to deliver the comprehensive set of programs and initiatives proposed in the academic plan. In such a circumstance, the university would reassess and prioritize the listing of initiatives possible given available resources.

In addition to the University Division six-year plan, the university also submitted a plan for the Cooperative Extension and Agricultural Experiment Station Division (CE/AES). Unfortunately, CE/AES has virtually no ability to generate incremental nongeneral funds. The major source of the agency's existing nongeneral funds is from federal funds, and the current national fiscal environment indicates a very real possibility of future reductions in federal support. The second source of nongeneral fund resources is from localities. Unfortunately, numerous Virginia localities are not able to provide additional support for CE/AES as they are undergoing their own budgetary challenges in the current economic environment. Thus, continuation of the high quality programming and support for Virginia's citizens, especially in agriculture and 4-H programs, is highly dependent upon the Commonwealth for financial support through increases in General Fund appropriations.

Revision Process

The Commonwealth requires institutions to revise their six-year plans in even numbered years to demonstrate progress towards university and state goals, display General Fund investment from the previous General Assembly session, and include any additional initiatives not included in the originally submitted plan. This 2014 revision to the original 2013 plan (submitted in summer of 2013), enabled the university to update the state on its progress to the plan and adjust out year projections accordingly. The commonwealth was ultimately only able to fund the university at a similar level to 2013-14, therefore progress towards the plan was limited to the highest priority initiatives, as reflected in the revised 2014-15 plan. Initiatives in the second year of the plan are also reduced to reflect the limited progress made in the first year.

Current Environment

In order to address new activities for the coming years, it is important to understand the current environment in which the university operates. Since the beginning of the recession in 2007, Virginia Tech has absorbed significant General Fund reductions that supported the institution's operating activities in both the University Division and the CE/AES Division. These reductions, combined with undergraduate enrollment increases, have resulted in an \$18.7 million Base Budget Adequacy shortfall for the instructional division, as calculated by SCHEV in 2013. This shortfall results in stressed resources across all areas of campus and reflects the need for reinvestments in additional faculty to address teaching loads and class size and to provide adequate compensation levels. The level of Base Budget Adequacy funding varies across institutions in the state, but Virginia Tech carries one of the largest shortfalls in the state.

Despite these fiscal challenges, the university has enrolled 2,397 additional instate undergraduate students since 2003-04 and graduated 4,211 students in STEM fields in 2013-14 (25 percent of the state's public four-year institution total; almost twice the amount of any other public institution in Virginia).

While the university has taken many actions to improve efficiencies in both academic and administrative programs, the significant shortfall in resources has challenged Virginia Tech's ability to maintain the integrity and quality of our academic and support programs while reinvesting in strategic areas that support both the university and economic development in the Commonwealth. Restoration of resources to maintain and advance existing activities must be considered in any discussion of the undertaking of new activities.

Virginia Tech's Six-Year Plan

In accordance with the HEOA, the State Council on Higher Education for Virginia provided a template in July 2014 for institutions to revise their strategic plans to include new General Fund resources, array the usage of incremental tuition revenue, and allocate mandated reallocations to support the plan initiatives.

Financial Plan

Financial and Operating Initiatives: The primary usage of incremental revenue was the support of fixed operating expenses, required assignments by the General Assembly such as health care and retirement costs, and the university's compensation priorities. These items account for \$22.7 million of the total \$30.3 million of expenditures included in the university division plan for 2014-15, and \$46.4 million of the total \$77.1 million of expenditures included in the university division plan for 2015-16.

Financial and Operating Initiatives (\$ in millions)

	2014-15	2015-16
Faculty Merit Increase	\$7.9	\$20.8
Increase Number of Full-time Faculty	0.0	2.2
Retirement Rate Increase	5.5	5.5
Health Insurance and Other Fringe Benefit Rate Increases	2.8	5.1
Library Enhancement	0.6	1.2
O&M of New Facilities	2.3	4.0
Staff Merit Increase	2.2	5.3
Utility and Fixed Cost Increases	0.9	1.8
State Auto Insurance Rate Increase	0.5	0.5
<i>Total Fixed Cost Increases</i>	\$22.7	\$46.4

Academic Plan

Academic and Support Service Strategies: Due to SCHEV's process and format, strategies encompassing academic, student support, research, and operations areas are included within the university's academic plan. This revision displays the original goal, as submitted to the state in 2013, and the actual progress towards that goal with the limited resources available to the university. Total resources available for the Academic plan, as summarized below, are net of tuition revenue and the final state budget allocations. Further detail regarding each initiative is included on the attached template for each agency. As a biennial budget, the second year allocations are inclusive of the first year allocations.

University Division (\$ in millions)

<u>Initiative</u>	2014-15*		2015-16*	
	Original	Revised	Original	Revised
Advance Strategic Research Opportunities	\$8.9	\$0.9	\$18.1	\$6.8
Increase Virginia Undergraduate Enrollment	0.8	0.8	0.8	0.8
Expand and Enhance STEM-H Degree Production	5.3	1.3	9.9	5.9
Support Faculty Startup Packages, Particularly for New Faculty in the STEM-H Fields	1.9	1.5	3.8	2.0
Enhance Degree Attainment and Core Education Through Creative Technologies and the Expansion of Computational Thinking in Degree Programs.	1.5	0.1	2.2	0.8
Support Creation of Faculty of Health Science and Translational Biology, Medicine, and Health Degree Program	2.1	0.9	3.6	1.8
Expand Year-Round Academic Opportunities to Accelerate Degree Completion	0.5	0.6	1.1	1.0
Position the University for Growth in On-Line, Distance, and E-Learning Environments	1.4	0.1	2.4	1.1
Increase Graduate Enrollment	2.2	0.6	4.1	1.2
Expand Effective Economic Development Program and Enhance Statewide Job Creation Opportunities	1.0	0.0	1.7	0.8
Support Existing Virginia Student Enrollment Growth and Degree Attainment	3.9	0.0	7.8	3.1
Ensure Access for Low and Middle-Income Families by Continuing to Expand Need-based Financial Aid to Undergraduate Students	0.7	0.3	1.5	1.9
Expand Enrollment in the University's Veterinary Medicine Program	1.3	0.8	1.8	1.4
Enhance Student Advising Services and Degree Completion	0.7	0.2	0.8	0.3
Increase Support for Unique Military Activities	0.0	0.0	0.0	0.2
Advance Institutional Efficiencies and Effectiveness	1.6	0.7	3.7	2.1
Total	\$33.8	\$8.8	\$63.3	\$31.2

* Includes GF, NGF, and strategic reallocations.

Cooperative Extension and Agricultural Experiment Station Division (\$ in millions)

Initiative	2014-15*		2015-16*	
	Original	Revised	Original	Revised
Generation and Dissemination of Advancements in Food Safety and Agricultural Productivity Enhancements	\$0.8	\$0.0	\$1.5	\$0.8

Nongeneral Fund Revenue Projections: The third component of the SCHEV template projects nongeneral fund revenues for the six years of the plan. The revised plan updates actual 2013-14 tuition and fee revenue, and summarizes the budgeted tuition and fee revenue for 2014-15. Also included are projected revenues and rate increases for 2015-16. Considerable effort has been taken in moderating nongeneral fund revenue increases for 2015-16. The university follows a fiscally sound plan that seeks to be sensitive to the needs of our students while also attempting to manage fixed cost increases and allow modest progress towards the six-year plan initiatives. The difference between the total estimated costs and estimated revenue in this plan represents the need for General Fund support. As strategies generate expenses in excess of the realistic self-generated revenue estimate, this provides an opportunity for collaboration with the Commonwealth in areas that benefit the goals espoused by the Higher Education Opportunity Act of 2011. The following tuition & mandatory fee rates are contained within the revised plan for 2015-16:

Student Group	Resident	Nonresident
Undergraduate	4.8%	3.1%
Graduate	4.0%	4.8%

However, it is important to recognize that the university is not recommending or committing to a specific set of tuition rates at this point of the process. Establishment of tuition and fee rates remains under the purview of the Board of Visitors, and proposed tuition rates for each academic year will be brought to the Board of Visitors in the preceding spring as a part of the normal cycle. This submission is information for the Commonwealth's consideration for the state budget process and for providing feedback to institutions. Estimated tuition and fee rates and revenue are outlined as part of the iterative planning process established by the Higher Education Opportunity Act of 2011, and are expected to provide a basis for discussion of potential investments, costs and fund split between institutions and the state.

The projected incremental nongeneral fund revenue is not intended to fully address the additional expense of the total six-year expenditure plans. The university provided targeted initiatives to support the comprehensive goals of the Commonwealth, expecting the process to lead to priorities where the Commonwealth and the university can collaborate to promote the shared goals of enhancing higher education in Virginia.

Revised Six-Year Plan Submission

In accordance with the Higher Education Opportunity Act of 2011, the university submitted the revised six-year plan to the State Council on Higher Education for Virginia (SCHEV) on August 4, 2014. The SCHEV templates that were submitted are attached for the Board's review. Attachment 1 is for the University Division and Attachment 2 is for Cooperative Extension and Agricultural Experiment Station Division. The university envisions the development of these plans as a joint planning exercise with the Commonwealth. As a result, the accompanying plans are designed to facilitate a discussion about how the university and Commonwealth can work in concert to best resource these strategies to advance both the university and the Commonwealth of Virginia.

Feedback from the Commonwealth's Six-Year Plan review committee, composed of the Secretaries of Education and Finance, Directors of the Department of Planning & Budget and the State Council on Higher Education for Virginia, and the Chairs of the House Appropriations Committee and Senate Finance Committee, or any of these individual's designees, was received in early September. Virginia Tech received no institution-specific comments or feedback.

Since submitting the revised Six-Year plan, the commonwealth has assigned a General Fund reduction in both 2014-15 and 2015-16 of \$6,133,525, which is not reflected in the revised plan. All institutions were asked for feedback on the potential impacts of the recently assigned General Fund reductions, which the university provided in a follow-up document to the state. To manage these reductions in state support, the university will be required to significantly adjust its plans and focus on the highest priority missions and programs. As such, the university may re-prioritize strategies, enhance nongeneral fund revenue, reduce expenditures on some high priorities initiatives, eliminate lower priority activities, develop targeted reductions, and implement savings actions that protect the highest priority activities of the university and the commonwealth.

Next Steps

The university currently envisions utilizing the final plan as a framework for the development of the university's submission of requests within the Executive Budget development process, as may be allowed by guidance to be provided by the Commonwealth.

RECOMMENDATION:

That the Board of Visitors approve the revisions to the 2014-2020 six-year plan.

November 10, 2014

Six-Year Plans - Part I (2014): 2014-16 through 2018-20**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2014-2020)," please provide title to identify strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." Please use this title to identify a more detailed description of the strategy in the separate Word document.

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2014-2020)												
	Biennium 2014-2016 (7/1/14-6/30/16)								Biennium 2016-2018 (7/1/16-6/30/18)		Biennium 2018-2020 (7/1/18-6/30/20)		
	Strategies (Short Title)	TJ21 Objectives	Cost: Incremental, Savings, Reallocation										
			2014-2015 (Original)		2015-2016 (Original)		2014-2015 (Revised)		2015-2016 (Revised)		Strategies	Strategies	
			Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase			
4	Advance Strategic Research Opportunities	E8, E11, E13	Incremental:	\$ 8,910,410	\$0	\$ 18,150,710	\$0	\$645,987	\$349,987	\$6,494,314	\$349,987	Continue to invest in emerging research opportunities that result in significant advances in knowledge and contribute to the economic development of the Commonwealth.	Continue to invest in emerging research opportunities that result in significant advances in knowledge and contribute to the economic development of the Commonwealth.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$296,000	\$0	\$296,000	\$0	
12	Increase Virginia Undergraduate Enrollment	E1	Incremental:	\$797,750	\$297,750	\$797,750	\$297,750	\$825,050	\$225,050	\$825,050	\$225,050	As classroom and faculty resources allow, the university will explore opportunities to partner with the Commonwealth to expand access to higher education for Virginia residents.	As classroom and faculty resources allow, the university will explore opportunities to partner with the Commonwealth to expand access to higher education for Virginia residents.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
5	Expand and Enhance STEM-H Degree Production	E6, E7	Incremental:	\$5,078,394	\$2,996,252	\$9,670,943	\$5,705,856	\$1,282,572	\$1,282,572	\$5,875,121	\$3,466,321	The university will continue to grow degree attainment opportunities in the STEM-H fields in emerging areas by increasing integrated study opportunities and high-demand degree options.	The university will continue to grow faculty and degree attainment opportunities in the STEM-H fields in emerging areas.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$250,000	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0		
6	Support Faculty Startup Packages, Particularly for New Faculty in the STEM-H Fields	E6, D	Incremental:	\$875,000	\$516,250	\$2,750,000	\$1,622,500	\$750,000	\$0	\$2,000,000	\$1,180,000	As STEM-H areas grow and degree offerings increase, faculty and infrastructure needs will continually be assessed to ensure that students have access to the best and brightest faculty the discipline has to offer.	As STEM-H areas grow and degree offerings increase, faculty and infrastructure needs will continually be assessed to ensure that students have access to the best and brightest faculty the discipline has to offer.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$1,000,000	\$0	\$1,000,000	\$0	\$750,000	\$0	\$0	\$0		
8	Enhance Degree Attainment and Core Education Through Creative Technologies and the Expansion of Computational Thinking in Degree Programs.	E6, E7, E10	Incremental:	\$1,469,034	\$866,730	\$2,169,034	\$1,279,730	\$100,000	\$100,000	\$750,000	\$442,500	Continue to enhance opportunities to combine technology and design to prepare students with the skills needed to compete and create in the new economy.	Continue to enhance opportunities to combine technology and design to prepare students with the skills needed to compete and create in the new economy.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
9	Support Creation of Faculty of Health Science and Translational Biology, Medicine, and Health Degree Program	E9, E12, D	Incremental:	\$1,595,942	\$941,606	\$3,075,882	\$1,814,770	\$876,837	\$876,837	\$1,753,674	\$1,034,668	The university will continue to build upon existing successes with the Virginia Tech Carilion Research Institute and fully develop a university-wide Faculty of Health Sciences that will leverage faculty from all colleges and provide a focal point and structure to help increase annual health sciences research and degree production.	Position the Faculty of Health Sciences to continue to provide value-added research while offering enhanced translational and educational support to the Translational Biology, Medicine, and Health (TBMH) program.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0		
10	Expand Year-Round Academic Opportunities to Accelerate Degree Completion	A, B, D, E3, E5,	Incremental:	\$500,000	\$295,000	\$1,000,000	\$590,000	\$550,000	\$550,000	\$1,000,000	\$590,000	As non-academic year activities increase, additional faculty may convert from academic-year to calendar year appointments, new faculty and support staff may be necessary to maintain emerging programs, and student financial aid needs will increase, requiring the university to support additional needs to promote year-round utilization.	As non-academic year activities increase, additional faculty may convert from academic-year to calendar year appointments, new faculty and support staff may be necessary to maintain emerging programs, and student financial aid needs will increase, requiring the university to support additional needs to promote year-round utilization.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$50,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0		
11	Position the University for Growth in On-Line, Distance, and E-Learning Environments	B, D, E1, E3, E6, E10,	Incremental:	\$1,125,000	\$663,750	\$2,125,000	\$1,253,750	\$100,015	\$100,015	\$1,100,015	\$649,009	The university will explore opportunities to use existing and emerging technologies to collaborate with public institutions across the Commonwealth.	The university will explore opportunities to use existing and emerging technologies to collaborate with public institutions across the Commonwealth.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$250,000	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0		
7	Increase Graduate Enrollment	B, D, E1, E3, E6, E8, E13	Incremental:	\$2,201,857	\$1,299,096	\$4,086,338	\$2,410,939	\$628,243	\$628,243	\$1,183,966	\$698,540	The university will continue to advance graduate education as a source of innovation, technological development and entrepreneurship that leads to higher paying, high-value jobs that are vital for the continued success of the Virginia economy in the global marketplace.	The university will continue to advance graduate education as a source of innovation, technological development and entrepreneurship that leads to higher paying, high-value jobs that are vital for the continued success of the Virginia economy in the global marketplace.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
14	Expand Effective Economic Development Program and Enhance Statewide Job Creation Opportunities	E13	Incremental:	\$969,607	\$0	\$1,760,185	\$0	\$0	\$0	\$790,578	\$0	Continue to invest in economic development opportunities in areas of potential return to the Commonwealth.	Continue to invest in economic development opportunities in areas of potential return to the Commonwealth.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
16	Support Existing Virginia Student Enrollment Growth and Degree Attainment	E1, E13	Incremental:	\$3,929,438	\$0	\$7,858,877	\$0	\$0	\$0	\$3,121,862	\$0	Having taken on an significant additional Virginia resident undergraduates without incremental state support, it is critical to continue to address the shortfall in instructional funding necessary to maintain this enrollment.	Having taken on an significant additional Virginia resident undergraduates without incremental state support, it is critical to continue to address the shortfall in instructional funding necessary to maintain this enrollment.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
17	Ensure Access for Low and Middle-Income Families by Continuing to Expand Need-based Financial Aid to Undergraduate Students	A	Incremental:	\$740,764	\$0	\$1,517,825	\$0	\$261,193	\$261,193	\$1,908,493	\$761,193	Continue to protect low and middle income students from tuition increases, and work to address aggregate unmet need of undergraduate students.	Continue to protect low and middle income students from tuition increases, and work to address aggregate unmet need of undergraduate students.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
19	Expand Enrollment in the University's Veterinary Medicine Program	E1	Incremental:	\$1,274,466	\$420,574	\$1,751,480	\$577,989	\$841,248	\$841,248	\$1,418,340	\$841,248	Continued growth by 30 students per year during this biennium will fulfill existing plans for Veterinary Medicine enrollment expansion.	Enrollment growth plan complete.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
18	Enhance Student Advising Services and Degree Completion	E3, E5	Incremental:	\$681,681	\$402,192	\$834,620	\$492,426	\$112,601	\$0	\$225,202	\$20,268	Growing diversity of backgrounds and preparedness for higher education of our student population will demand evolving approaches to student advising to ensure academic success and continued degree completion.	Growing diversity of backgrounds and preparedness for higher education of our student population will demand evolving approaches to student advising to ensure academic success and continued degree completion.
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
			Reallocation:	\$0	\$0	\$0	\$0	\$112,601	\$0	\$112,601	\$0		
22	Increase Support for Unique Military Activities.	A, E3, E5, E13	Incremental:	\$0	\$0	\$0	\$0	\$0	\$0	\$198,257	\$0	The Virginia Tech Corps is developing the Commonwealth's next generation of great leaders. As one of the nation's senior military colleges, the Corps of Cadets at Virginia Tech requires increased support for the Unique Military Activities program to an amount that is equivalent to per student support at other public UMA	The Virginia Tech Corps is developing the Commonwealth's next generation of great leaders. As one of the nation's senior military colleges, the Corps of Cadets at Virginia Tech requires increased support for the Unique Military Activities program to an amount that is equivalent to per student support at other public UMA
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		

Six-Year Plans - Part I (2014): 2014-16 through 2018-20**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2014-2020)," please provide title to identify strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." Please use this title to identify a more detailed description of the strategy in the separate Word document.

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2014-2020)													
	Biennium 2014-2016 (7/1/14-6/30/16)								Biennium 2016-2018 (7/1/16-6/30/18)				Biennium 2018-2020 (7/1/18-6/30/20)	
	Strategies (Short Title)	TJ21 Objectives	Cost: Incremental, Savings, Reallocation								Strategies	Strategies		
			2014-2015 (Original)		2015-2016 (Original)		2014-2015 (Revised)		2015-2016 (Revised)					
			Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase				
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	programs within the Commonwealth.	programs within the Commonwealth.	
21	Advance Institutional Efficiencies and Effectiveness	E9, E12	Incremental:	\$1,216,970	\$718,012	\$3,673,214	\$2,167,196	\$680,642	\$680,642	\$2,098,233	\$680,642	The university will continually seek opportunities to employ more efficient and effective business practices that contain costs and ensure the effectiveness of the university's efforts.	The university will continually seek opportunities to employ more efficient and effective business practices that contain costs and ensure the effectiveness of the university's efforts.	
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			Reallocation:	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
25	General Fund Contingency		Incremental:				\$4,952,909	\$0	\$0	\$0	\$0	In the event that GF is not available to support the goals of the university's six-year plan, tuition revenue will be prioritized to support the university's most pressing priorities.	In the event that GF is not available to support the goals of the university's six-year plan, tuition revenue will be prioritized to support the university's most pressing priorities.	
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	Total 2014-2016 Costs													
	Incremental (Included in Financial Plan line 61)			\$31,366,313	\$9,417,212	\$61,221,858	\$23,165,815	\$7,654,388	\$5,895,787	\$30,743,105	\$10,939,426			
	Savings			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	Reallocation			\$2,450,000	\$0	\$2,100,000	\$0	\$1,158,601	\$0	\$408,601	\$0			
	Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget 2014-2016 Biennium (Assuming No Additional General Fund)													

Six-Year Plans - Part I (2014): 2014-16 through 2018-20**ACADEMIC AND FINANCIAL PLAN**

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2014-2020)," please provide title to identify strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." Please use this title to identify a more detailed description of the strategy in the separate Word document .

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2014-2020)										Biennium 2016-2018 (7/1/16-6/30/18)	Biennium 2018-2020 (7/1/18-6/30/20)
	Biennium 2014-2016 (7/1/14-6/30/16)											
	Strategies (Short Title)	TJ21 Objectives	Cost: Incremental, Savings, Reallocation									
			2014-2015 (Original)		2015-2016 (Original)		2014-2015 (Revised)		2015-2016 (Revised)			
			Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Strategies	Strategies
			2014-2015 (Original)		2015-2016 (Original)		2014-2015 (Revised)		2015-2016 (Revised)			
	Items		Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase		
	Total Incremental Cost from Academic Plan ³		\$ 31,366,313	\$ 9,417,212	\$ 61,221,858	\$ 23,165,815	\$7,654,388	\$5,895,787	\$30,743,105	\$10,939,426		
1	Increase Faculty Salaries ²		\$ 11,448,149	\$ 6,754,408	\$ 23,365,690	\$ 13,785,757	\$7,858,404	\$7,858,404	\$20,807,410	\$15,498,318		
	Faculty Salary Increase Rate ^{4,5}		4.10%	2.42%	4.10%	2.42%	1.80%	1.80%	4.30%	2.54%		
15	Increase Number of Full-Time Faculty ³ (\$)		\$ 2,159,796	\$ 921,633	\$ 4,319,593	\$ 1,843,266	\$0	\$0	\$2,238,538	\$1,320,737		
	Increase Number of Full-Time Faculty ³ (FTE)		17.00	7.00	34.00	14.00	\$0	0.00%	18.00	11.00		
	Increase Number of Part-Time Faculty ³ (\$)		\$ -	\$ -	\$ -	\$ -	\$0	\$0	\$0	\$0		
	Increase Number of Part-Time Faculty ³ (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
	Increase Number of Support Staff (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
	Increase Number of Support Staff (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
13	Library Enhancement (\$)		\$ 1,650,000	\$ 973,500	\$ 2,752,780	\$ 1,624,140	\$594,402	\$594,402	\$1,188,804	\$891,603		
	Library Enhancement (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
	Technology Enhancement (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
	Technology Enhancement (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
3	O&M for New Facilities (\$)		\$ 3,111,146	\$ 1,711,098	\$ 3,930,136	\$ 2,192,478	\$2,278,644	\$2,278,644	\$3,943,462	\$2,326,643		
	O&M for New Facilities (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
20	Utility and Fixed Cost Increases		\$750,000	\$ 442,500	\$ 1,500,000	\$ 885,000	\$900,000	\$900,000	\$1,800,000	\$1,062,000		
	NGF share of state authorized salary increase/bonus		\$0	\$0	\$0	\$0	0.00	0.00	0.00	0.00		
23	Fringe/health insurance benefits increase		\$ 696,336	\$ 410,838	\$ 1,395,544	\$ 823,371	\$2,836,771	\$1,673,695	\$5,138,058	\$3,031,454		
24	VRS increase		\$ 2,091,765	\$ 1,234,141	\$ 2,091,765	\$ 1,234,141	\$5,479,475	\$3,232,890	\$5,479,475	\$3,232,890		
	Additional In-State Student Financial Aid From Tuition Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
	Others (Specify, insert lines below)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
	Auto Insurance - State Cost Increase		\$0	\$0	\$0	\$0	\$509,688	\$300,716	\$509,688	\$300,716		
2	Increase Staff Salaries		\$ 3,130,481	\$ 1,846,984	\$ 6,354,876	\$ 3,749,377	\$2,199,275	\$2,199,275	\$5,265,014	\$4,008,061		
	Staff Salary Increase		3.0%	1.8%	3.0%	1.8%	2.25%	2.25%	3.0%	1.8%		
	Total Additional Funding Need		\$56,403,987	\$23,712,314	\$106,932,242	\$49,303,346	\$30,311,047	\$24,933,813	\$77,113,554	\$42,611,848		

Notes:

(1) Enter staff FTE change over the FY2014 level in appropriate columns.

(2) If planned, enter the cost of any institution-wide increase.

(3) Please ensure that these items are not be double counted if they are already included in the incremental cost of the academic plan.

(4) Enter planned annual faculty salary increase rate. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the fu

(5) 1.8% increase to the Authorized Salary average expected after closing the Actual to Authorized Salary shortfall.

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates												Revised Attachment 1																
Items	2012-2013 (Estimated)		2013-2014 (Estimated)*			2014-2015 (Planned)*			2015-2016 (Planned)*			2013-14 (Actual)	2014-2015 (Estimate)			2015-2016 (Planned)												
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue										
E&G Programs																												
Undergraduate, In-State	\$9,250	\$157,132,886	\$9,703	4.9%	\$160,982,807	\$10,178	4.9%	\$169,271,291	\$10,677	4.9%	\$179,332,347	\$164,599,229	\$10,197	5.1%	\$171,336,121	\$10,697	4.9%	\$180,144,185										
Undergraduate, Out-of-State	\$24,242	\$142,682,518	\$25,459	5.0%	\$149,886,098	\$26,706	4.9%	\$158,803,610	\$28,015	4.9%	\$170,791,086	\$158,343,010	\$26,228	3.0%	\$158,580,849	\$27,015	3.0%	\$166,660,132										
Graduate, In-State	\$10,740	\$19,651,163	\$11,271	4.9%	\$19,338,559	\$11,823	4.9%	\$20,499,005	\$12,403	4.9%	\$21,803,930	\$19,652,437	\$11,765	4.4%	\$19,783,254	\$12,236	4.0%	\$20,695,682										
Graduate, Out-of-State	\$21,593	\$26,871,716	\$22,836	5.8%	\$28,578,006	\$23,955	4.9%	\$30,233,708	\$25,129	4.9%	\$32,120,915	\$27,936,239	\$24,064	5.4%	\$30,078,776	\$25,243	4.9%	\$31,217,469										
Law, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0										
Law, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0										
Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0										
Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0										
Dentistry, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0										
Dentistry, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0										
PharmD, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0										
PharmD, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0										
Veterinary Medicine, In-State	\$19,761	\$6,402,564	\$20,044	1.4%	\$6,414,080	\$20,645	3.0%	\$6,609,828	\$21,265	3.0%	\$6,811,449	\$6,032,080	\$20,628	2.9%	\$6,621,588	\$21,226	2.9%	\$6,780,987										
Veterinary Medicine, Out-of-State	\$44,693	\$4,229,646	\$45,706	2.3%	\$5,543,796	\$47,077	3.0%	\$7,051,478	\$48,489	3.0%	\$7,700,837	\$5,563,892	\$46,736	2.3%	\$6,689,140	\$48,091	2.9%	\$7,431,097										
Other NGF		\$44,310,491			\$45,599,847			\$46,391,284			\$47,208,790	\$54,070,132			\$55,961,478			\$56,885,674										
Total E&G Revenue - Gross		\$401,280,984			\$416,343,193			\$438,860,204			\$465,769,353	\$436,197,019			\$449,051,206			\$469,815,226										
Total E&G Revenue - Net of Financial Aid		\$401,280,984			\$416,343,193			\$438,860,204			\$465,769,353	\$436,197,019			\$449,051,206			\$469,815,226										
Auxiliary Program																												
Mandatory Non-E&G Fees																												
Undergraduate	\$1,673		\$1,752	4.7%		\$1,820	3.9%		\$1,891	3.9%			\$1,820	3.9%		\$1,891	3.9%											
Graduate	\$1,673		\$1,752	4.7%		\$1,820	3.9%		\$1,891	3.9%			\$1,820	3.9%		\$1,891	3.9%											
Law	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
Medicine	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
Dentistry	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
PharmD	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
Veterinary Medicine	\$1,673		\$1,752	4.7%		\$1,820	3.9%		\$1,891	3.9%			\$1,820	3.9%		\$1,891	3.9%											
Total Auxiliary Revenue (ALL including room and board)															\$285,245,595			294,242,642			305,331,734	\$292,705,802			294,554,992			305,331,734
Total Tuition and Fees																												
Undergraduate, In-State	\$10,923		\$11,455	4.9%		\$11,998	4.7%		\$12,568	4.7%			\$12,017	4.9%		\$12,588	4.8%											
Undergraduate, Out-of-State	\$25,915		\$27,211	5.0%		\$28,526	4.8%		\$29,906	4.8%			\$28,048	3.1%		\$28,906	3.1%											
Graduate, In-State	\$12,413		\$13,023	4.9%		\$13,643	4.8%		\$14,294	4.8%			\$13,585	4.3%		\$14,127	4.0%											
Graduate, Out-of-State	\$23,266		\$24,588	5.7%		\$25,775	4.8%		\$27,020	4.8%			\$25,884	5.3%		\$27,134	4.8%											
Law, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
Law, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
Dentistry, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
Dentistry, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
PharmD, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
PharmD, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%											
Veterinary Medicine, In-State	\$21,434		\$21,796	1.7%		\$22,465	3.1%		\$23,156	3.1%			\$22,448	3.0%		\$23,117	3.0%											
Veterinary Medicine, Out-of-State	\$46,366		\$47,458	2.4%		\$48,897	3.0%		\$50,380	3.0%			\$48,556	2.3%		\$49,982	2.9%											
Student Financial Aid (Program 108)																												
Sponsored Programs (Program 110) ¹		\$290,149,588			\$329,738,140			\$350,376,012			\$372,305,580	\$307,223,709			\$332,629,193			\$350,856,484										
Unique Military Activities																												
Workforce Development																												
Other (Specify)																												

¹ Includes grants and contracts supporting Research (Program 102)

*Estimated and Planned tuition revenue for FY14, FY15, and FY16 revised to accommodate update to foregone revenue model, which adjusts split of Unfunded Scholarships between residency groups.

Six-Year Plans - Part I (2014): 2014-16 through 2018-20

FINANCIAL AID PLAN

Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid (1)				
2012-13 (Estimated)				
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$157,132,886	\$0	%	
Undergraduate, Out-of-State	\$142,682,518	\$0	%	
Graduate, In-State	\$19,651,163	\$0	%	
Graduate, Out-of-State	\$26,871,716	\$0	%	
First Professional, In-State	\$6,402,564	\$0	%	
First Professional, Out-of-State	\$4,229,646	\$0	%	
Total	\$356,970,493	\$0	%	\$0
Total from Finance-T&F worksheet	\$401,280,984	\$0	%	
In-State Sub-Total	\$183,186,613	\$0	%	\$0

2013-14 (Planned)					2013-14 Actual (Revised)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$160,982,807	\$0	%		\$164,599,229	\$0	%	\$0
Undergraduate, Out-of-State	\$149,886,098	\$0	%		\$158,343,010	\$0	%	\$0
Graduate, In-State	\$19,338,559	\$0	%		\$19,652,437	\$0	%	\$0
Graduate, Out-of-State	\$28,578,006	\$0	%		\$27,936,239	\$0	%	\$0
First Professional, In-State	\$6,414,080	0	%		\$6,032,080	\$0	%	\$0
First Professional, Out-of-State	\$5,543,796	0	%		\$5,563,892	\$0	%	\$0
Total	\$370,743,346	\$0	%	\$0	\$382,126,887	\$0	%	\$0
Total from Finance-T&F worksheet	\$416,343,193	\$0	%		\$436,197,019	\$0	%	
In-State Sub-Total	\$186,735,446	\$0	%	\$0	\$190,283,746	\$0	%	\$0
Additional In-State	\$3,548,833	\$0	%	\$0	\$190,283,746	\$0	%	\$0

2014-15 (Planned)					2014-15 Estimate (Revised)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$169,271,291	\$0	%		\$171,336,121	\$0	%	\$0
Undergraduate, Out-of-State	\$158,803,610	\$0	%		\$158,580,849	\$0	%	\$0
Graduate, In-State	\$20,499,005	\$0	%		\$19,783,254	\$0	%	\$0
Graduate, Out-of-State	\$30,233,708	\$0	%		\$30,078,776	\$0	%	\$0
First Professional, In-State	\$6,609,828	\$0	%		\$6,621,588	\$0	%	\$0
First Professional, Out-of-State	\$7,051,478	\$0	%		\$6,689,140	\$0	%	\$0
Total	\$392,468,920	\$0	%	\$0	\$393,089,728	\$0	%	\$0
Total from Finance-T&F worksheet	\$438,860,204	\$0	%		\$449,051,206	\$0	%	
In-State Sub-Total	\$196,380,124	\$0	%	\$0	\$197,740,963	\$0	%	\$0
Additional In-State	\$9,644,678	\$0	%	\$0	\$7,457,217	\$0	%	\$0
Additional In-State from Financial Plan		\$0				\$0		

2015-16 (Planned)					2015-16 Planned (Revised)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$179,332,347	\$0	%		\$180,144,185	\$0	%	\$0
Undergraduate, Out-of-State	\$170,791,086	\$0	%		\$166,660,132	\$0	%	\$0
Graduate, In-State	\$21,803,930	\$0	%		\$20,695,682	\$0	%	\$0
Graduate, Out-of-State	\$32,120,915	\$0	%		\$31,217,469	\$0	%	\$0
First Professional, In-State	\$6,811,449	\$0	%		\$6,780,987	\$0	%	\$0
First Professional, Out-of-State	\$7,700,837	\$0	%		\$7,431,097	\$0	%	\$0
Total	\$418,560,563	\$0	%		\$412,929,552	\$0	%	\$0
Total from Finance-T&F worksheet	\$465,769,353	\$0	%		\$469,815,226	\$0	%	
In-State Sub-Total	\$207,947,726	\$0	%	\$0	\$207,620,854	\$0	%	\$0
Additional In-State	\$11,567,602	\$0	%	\$0	\$207,620,854	\$0	%	\$0
Additional In-State from Financial Plan		\$0				\$0		

(1) Virginia Tech does not utilize tuition revenue to provide financial aid in Program 108.

Six-Year Plans - Part I (2013): 2014-16 through 2018-20
Virginia Cooperative Extension and Virginia Agricultural Experiment Station

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2014-2020)," please provide title to identify strategies (for the three biennia of this six-year period) associated with each objective of the *"Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011."* Please use this title to identify a more detailed description of the strategy in the separate Word document .

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2014-2020)												Biennium 2016-2018 (7/1/16-6/30/18)	Biennium 2018-2020 (7/1/18-6/30/20)
	Biennium 2014-2016 (7/1/14-6/30/16)													
	Strategies (Short Title)	TJ21 Objectives	Cost: Incremental, Savings, Reallocation								Strategies	Strategies		
			2014-2015 (Original)		2015-2016 (Original)		2014-2015 (Revised)		2015-2016 (Revised)					
			Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase				
4	Generation and Dissemination of Advancements in Food Safety and Agricultural Productivity Enhancements	D,E6,E7,E11,E13	Incremental:	\$764,750	\$0	\$1,529,500	\$0	\$0	\$0	\$764,750	\$0	Continue to address food safety and agricultural productivity initiatives that support and enhance the Commonwealth's agricultural economy.	Continue to address food safety and agricultural productivity initiatives that support and enhance the Commonwealth's agricultural economy.	
			Savings:	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
			Reallocation:	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
	Total 2014-2016 Costs													
	Incremental (Included in Financial Plan line 61)			\$764,750	\$0	\$1,529,500	\$0	\$0	\$0	\$764,750	\$0			
	Savings			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	Reallocation			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
	Six-Year Financial Plan for Educational and General Programs, Incremental Operating 2014-2016 Biennium (Assuming No Additional General Fund)													
Items			2014-2015		2015-2016		2014-2015 (Revised)		2015-2016 (Revised)					
	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase	Amount	Amount Within Tuition Increase				
	Total Incremental Cost from Academic Plan ³		\$764,750	\$0	\$1,529,500	\$0	\$0	\$0	\$764,750	\$0				
1	Increase Faculty Salaries ²		\$1,591,654	\$0	\$3,248,569	\$0	\$991,125	\$0	\$2,687,095	\$0				
	Faculty Salary Increase Rate ^{4,5}		4.10%	0.00%	4.10%	0.00%	1.80%	0.00%	4.30%	0.00%				
	Increase Number of Full-Time Faculty ³ (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
	Increase Number of Full-Time Faculty ³ (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				
	Increase Number of Part-Time Faculty ³ (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
	Increase Number of Part-Time Faculty ³ (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				
	Increase Number of Support Staff (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
	Increase Number of Support Staff (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				
	Library Enhancement (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
	Library Enhancement (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				
	Technology Enhancement (\$)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
	Technology Enhancement (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				
3	O&M for New Facilities (\$)		\$1,232,267	\$0	\$1,256,649	\$0	\$1,196,967	\$0	\$1,256,649	\$0				
	O&M for New Facilities (FTE)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				
5	Utility and Fixed Cost Increases		\$250,000	\$0	\$500,000	\$0	\$529,544	\$0	\$1,059,088	\$0				
	NGF share of state authorized salary increase/bonus		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
6	Fringe/health insurance benefits increase		\$67,670	\$0	\$135,619	\$0	\$513,304	\$0	\$538,969	\$0				
7	VRS increase		\$413,039	\$0	\$413,039	\$0	\$1,159,651	\$0	\$1,159,651	\$0				
	Additional In-State Student Financial Aid From Tuition Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
	Others (Specify, insert lines below)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
	Auto Insurance - State Cost Increase		\$0	\$0	\$0	\$0	\$81,274	\$0	\$81,274	\$0				
2	Increase Staff Salaries		\$ 544,878	\$0	\$ 1,106,102	\$0	\$315,700	\$0	\$873,149	\$0				
	Staff Salary Increase Rate		3.00%	0.00%	3.00%	0.00%	2.25%	0.00%	3.00%	0.00%				
	Reallocation		\$0	\$0	\$0	\$0	-\$1,836,369	\$0	-\$1,836,369	\$0				
	Total Additional Funding Need		\$4,864,258	\$0	\$8,189,478	\$0	\$2,951,196	\$0	\$6,584,256	\$0				

Notes:

- Enter staff FTE change over the FY2014 level in appropriate columns.
- If planned, enter the cost of any institution-wide increase.
- Please ensure that these items shall not be double counted if they are already included in the incremental cost of the academic plan.
- Enter planned annual faculty salary increase rate in Cells F63, G63, H63, and I63. Any salary increase entered when calculating the gap to reach the 60th percentile in the future.
- 1.8% increase to the Authorized Salary average expected after closing the Actual to Authorized Salary shortfall.

Virginia Cooperative Extension and Virginia Agricultural Experiment Station

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	Revised Attachment L																	
	2012-2013 (Actual)		2013-2014 (Estimated)			2014-2015 (Planned)			2015-2016 (Planned)			2013-14 (Est.)	2014-2015 (Estimate)			2015-2016 (Planned)		
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue
E&G Programs																		
Undergraduate, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Undergraduate, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Graduate, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Graduate, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Law, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Law, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
PharmD, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, In-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	%	\$0	\$0	%	\$0	\$0	%	\$0	\$0	\$0	%	\$0	\$0	%	\$0
Other NGF		\$17,911,000			\$15,360,500			\$14,488,000			\$14,488,000	\$15,872,282			\$14,483,000			\$14,483,000
Total E&G Revenue - Gross		\$17,911,000			\$15,360,500			\$14,488,000			\$14,488,000	\$15,872,282			\$14,483,000			\$14,483,000
Total E&G Revenue - Net of Financial Aid		\$17,911,000			\$15,360,500			\$14,488,000			\$14,488,000	\$15,872,282			\$14,483,000			\$14,483,000
Auxiliary Program																		
Mandatory Non-E&G Fees																		
Undergraduate	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Graduate	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Law	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Medicine	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Dentistry	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
PharmD	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Veterinary Medicine	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Total Auxiliary Revenue (ALL including room and board)	\$0		\$0		\$0			\$0			\$0	\$0			\$0			\$0
Total Tuition and Fees																		
Undergraduate, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Undergraduate, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Graduate, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Graduate, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Law, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Law, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Dentistry, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Dentistry, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
PharmD, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
PharmD, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Veterinary Medicine, In-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Veterinary Medicine, Out-of-State	\$0		\$0	%		\$0	%		\$0	%			\$0	%		\$0	%	
Student Financial Aid (Program 108)																		
Sponsored Programs (Program 110)		\$0			\$0			\$0			\$0	\$0			\$0			\$0
Unique Military Activities		\$0			\$0			\$0			\$0	\$0			\$0			\$0
Workforce Development		\$0			\$0			\$0			\$0	\$0			\$0			\$0
Other (Specify)		\$0			\$0			\$0			\$0	\$0			\$0			\$0

Six-Year Plans - Part I (2013): 2014-16 through 2018-20
Virginia Cooperative Extension and Virginia Agricultural Experiment Station

FINANCIAL AID PLAN

Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid				
2012-13 (Estimated)				
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$0	\$0	%	\$0
Undergraduate, Out-of-State	\$0	\$0	%	\$0
Graduate, In-State	\$0	\$0	%	\$0
Graduate, Out-of-State	\$0	\$0	%	\$0
First Professional, In-State	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0
Total	\$0	\$0	%	\$0
Total from Finance-T&F worksheet	\$0	\$0	%	\$0
In-State Sub-Total	\$0	\$0	%	\$0

2013-14 (Planned)					2013-14 Actual (Revised)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Undergraduate, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Graduate, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Graduate, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total from Finance-T&F worksheet	\$0	\$0	%	\$0	\$0	\$0	%	\$0
In-State Sub-Total	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Additional In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0

2014-15 (Planned)					2014-15 Estimate (Revised)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Undergraduate, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Graduate, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Graduate, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total from Finance-T&F worksheet	\$0	\$0	%	\$0	\$0	\$0	%	\$0
In-State Sub-Total	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Additional In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Additional In-State from Financial Plan		\$0	%			\$0	%	

2015-16 (Planned)					2015-16 Planned (Revised)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid
Undergraduate, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Undergraduate, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Graduate, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Graduate, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
First Professional, Out-of-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Total from Finance-T&F worksheet	\$0	\$0	%	\$0	\$0	\$0	%	\$0
In-State Sub-Total	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Additional In-State	\$0	\$0	%	\$0	\$0	\$0	%	\$0
Additional In-State from Financial Plan		\$0	%			\$0	%	

Pratt Funds Overview

ACADEMIC AFFAIRS COMMITTEE AND FINANCE AND AUDIT COMMITTEE

October 14, 2014

In 1975, the university received a significant bequest from the estate of Mr. John Lee Pratt of Stafford County, following his death on December 20, 1975. The bequest was divided equally into two distinct parts, one to support Animal Nutrition and one to support the College of Engineering. According to the will, the bequest for Animal Nutrition was to be used to promote the study of animal nutrition by supplementing salaries, providing equipment and materials to be used for experiments in feeding and in the preparation of feeds for livestock and poultry, and publishing and disseminating the research results of the studies. The will provided that the bequest for the College of Engineering should be used to support research and scholarships.

Distributions of the Pratt Estate were received in several installments: \$9,561,819 in 1975, \$1,330,000 in 1977, \$47,000 in 1979, and \$30,164 in 1981, for a total of \$10,968,983. Over the years, the Pratt endowment has grown to \$45.9 million, as of June 30, 2014. The following paragraphs summarize some of the major accomplishments of the College of Engineering and the Animal Nutrition Programs that are directly tied to the funding provided by the Pratt estate.

When the Pratt Endowment was originally established, the College of Engineering was in the early stages of becoming established as a nationally recognized leader in engineering education. The Pratt Endowment has played a significant role over the years in allowing the College to enrich its pool of students and to offer additional international study opportunities to students and faculty. Additionally, the Pratt funds currently allow the College to invest resources in three research areas: biomedical engineering, microelectronics, and energy and advanced vehicles.

The expenditure of income funds from the Pratt Endowment provides an unusual opportunity to support an animal nutrition program of high quality. Use of these endowment earnings has concentrated on enhancing research and educational opportunities beyond what departments could do with state and federal funding. The main funding strategy remains with strong support for Ph.D. training, direct research support, scientific equipment, and visiting professors that stimulate and inspire the faculty and students engaged in nutrition research.

PRATT FUNDS: College of Engineering

The Pratt Endowment enriches the College of Engineering in many ways, adding to Virginia Tech's reputation. In fiscal year 2013-2014, Pratt Funds supported the following engineering programs: undergraduate scholarships, undergraduate and graduate study abroad scholarships, graduate research assistantships, graduate fellowships and graduate tuition scholarships, and graduate recruitment for the College's research programs.

Undergraduate Scholarships

Budgeted: \$350,000

Spent: \$349,900

Pratt Funds allow the College to offer Dean's Scholar Scholarships to entering freshmen. These scholarships provide a four-year, \$5,000 per academic year continuing commitment to each recipient provided at least a 3.5 grade point average is maintained. In fiscal year 2013-2014, Pratt Funds provided \$5,000 scholarships to 56 students. An additional 21 students received scholarships ranging from \$500 to \$6,000.

Undergraduate Study Abroad Scholarships

Budgeted: \$60,000

Spent: \$57,174

Pratt Funds provided scholarships to 43 undergraduate students participating in international experiences during fiscal year 2013-2014. Travel scholarships supported three students involved with a research collaboration between Universidad Catolica and Universidad de Chile. Seven students participating in a water management and transportation infrastructure engineering program in the Dominican Republic were supported with Pratt funding. Four students attending a 10-day Global Leadership Program in Panama through the American Society of Civil Engineers received funding from the Pratt endowment. The funding assisted four students attending the spring semester at Hamburg University of Applied Sciences in Germany. Pratt funding also was provided for eight students completing a chemical engineering operations lab in Denmark and for five students participating in the development of a recycling program in Belize. Twelve additional students received travel scholarships for study abroad experiences to Brazil, Chile, China, Germany, or Spain.

Graduate Study Abroad Scholarships

Budgeted: \$30,000

Spent: \$25,744

Pratt funds supported 12 graduate students undertaking a variety of international experiences. Three students participating in a water management and transportation infrastructure engineering program in the Dominican Republic were supported with Pratt funding. Travel scholarships were given to four students for Boeing-sponsored Engineering Leadership Program in Beijing, China. Pratt Endowment funding also was given to a student undertaking research at Cambridge University, a student participating in collaborative research at the Universidad Catolica and Universidad de Chile; a student performing dissertation research in Tanzania; a student performing research in Greece; and a student completing research at the University of Nottingham in the U.K.

Graduate Fellowships and Graduate Tuition Scholarships

Budgeted: \$182,000

Total Spent: \$181,799

Graduate Fellowships

Each engineering department receives a portion of Pratt Funds to use for graduate fellowships. In fiscal year 2013-2014, 73 students received Pratt Fellowships ranging from \$56 per month to \$1,481 per month. These fellowships supplement existing assistantships, allowing the College to offer competitive packages to graduate students that are being aggressively recruited by other top engineering colleges.
(Spent: \$181,799)

Graduate Tuition Scholarships

Engineering departments have the option of using their Pratt Fellowship funding for tuition remission scholarships for graduate students. In fiscal year 2013-2014, the departments did not use Pratt funds to pay tuition for graduate students.
(Spent \$-0-)

Graduate Research Scholarships

Budgeted: \$92,000

Total Spent: \$74,106

The College used Pratt funding to support graduate research assistants in the Institute for Critical Technology and Applied Science's (ICTAS) Doctoral Scholars Program. This program is a multi-disciplinary research effort coordinated by ICTAS, with significant contributions from participating departments, colleges, and the Graduate School. Students receive a graduate research scholarship of \$25,000 per year for a maximum of four years. Pratt funding was used to partially support eight students in the program during fiscal year 2013-2014.

Graduate Recruitment for Research Programs***Budgeted: \$125,170******Spent: \$84,964***

The College's departments readily acknowledge that the use of Pratt Funds to support visiting prospective graduate students substantially increases enrollment of top-quality graduate students and is critical to the College's research programs. In fiscal year 2013-2014, this funding supported the travel expenditures for over 80 prospective graduate students.

PRATT FUNDS ACTIVITY STATEMENT
For the Year Ended June 30, 2014
ENGINEERING

Income

Balance, July 1, 2013	\$ 52,974
Endowment Income for 13-14	949,629
Repayment of Loan	<u>(154,042)</u>

Total Available	\$848,561
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Expenditures

Undergraduate Scholarships	\$349,900
Undergraduate Study Abroad Scholarships	57,174
Graduate Study Abroad Scholarships	25,744
Graduate Fellowships	181,799
Graduate Tuition Scholarships	-0-
Graduate Research Scholarships	74,106
Graduate Recruitment for Research Programs	<u>84,964</u>

Total Expenditures	<u>\$773,687</u>
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Balance at June 30, 2014 to be carried to 2014-15	<u>\$ 74,874</u>
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RECOMMENDATION:

That the 2013-14 Pratt Funds Activity Statement for the College of Engineering be approved.

PRATT FUNDS: Animal Nutrition

The John Lee Pratt Endowment has been instrumental in enhancing the quality of the university's animal nutrition programs at Virginia Tech. The Pratt Endowment objective as specified in John Lee Pratt's bequest is to *"promote the study of animal nutrition, provide equipment and materials for feeding experiments and the preparation of livestock and poultry feeds, and to publish and disseminate the practical results from this research."* In an effort to better meet the original goals of the Endowment in enhancing Animal Nutrition programs and attract high quality graduate scholars, the College of Agriculture and Life Sciences Pratt Endowment Executive Council modified the process of awarding the Pratt funds in 2011. The new process seeks proposals that enhance faculty programs in Animal Nutrition by aiding in the establishment of new interdisciplinary and externally-funded research, augmenting established funded research, or bridging gaps in projects between periods of extramural funding. Graduate student and visiting scholar support is a major component of these projects. In 2014 there were 17 active projects from the first two proposal cycles. The programs of 38 faculty members located in nine different departments and three colleges are supported through these 17 projects. A total of 19 graduate students are supported through this proposal process.

Direct support of stipends and operations and enhancement of graduate programs through equipment purchases and visiting scientists are the primary expenditures. The total net expenditure for FY14 was \$1,148,701 for the continuing program. The main categories of expenditures were as follows:

Fellowship Program (PhD & MS)	55.1%
Undergraduate Program Scholarships & Research	26.2%
Visiting Scholars and Seminars	3.2%
Equipment Purchases and Maintenance	2.4%
Nutrition Technicians	12.7%
Publications	0.4%

Fellowship Program

Budgeted: \$444,000

Spent: \$633,001

The Pratt program has now matured and currently 19 scholars are enrolled in the program. These students are from several states and countries and are selected based on excellence in their academic and research accomplishments. They receive a Ph.D. or M.S stipend plus payment of all required tuition and fees. Additionally, each MS or PhD candidate receives \$2,000 or \$4,000 respectively to be used for operational expenses of their research programs.

Due to extraordinary success in recruiting and securing quality graduate students on proposals in animal nutrition, expenses in the category have exceeded the budget. Under the current proposal system, the initial proposals were released in FY2012 but the faculty members receiving the awards were unable to find qualified graduate students immediately. These FY2012 obligations were incurred primarily in FY2013 and FY2014. The second round of proposals was released in FY2013 and by the fall of 2013 students were in place for every project.

The incredible success of the graduate student recruiting process on recent proposals coupled with the lag in filling graduate student positions for FY2012 proposals created a temporary situation this year in which expenditures exceed budget allocated for this category. As a result, spending in the equipment category was limited in order to offset the success of securing graduate students.

Undergraduate Program Scholarships & Research

Budgeted: \$150,000

Spent: \$301,404

Over 50 outstanding freshmen students were awarded \$1,000 merit scholarships upon entering departments which offer programs in Animal Nutrition. In addition, 10 Pratt Senior Animal Nutrition Research Scholars received scholarships (\$1,500) and research support (\$1,000). This exciting program allows outstanding seniors to participate in undergraduate research programs working directly with a faculty researcher. They report their research at a symposium each spring. Many of these students pursue graduate programs in animal nutrition.

This year we continued funding the Pratt Study Abroad initiative, which is made available to students planning a study abroad experience that involved study or research related to animal nutrition in the summer or fall of 2014. \$10,000 was awarded for summer 2014. Many of this year's recipients traveled to the United Kingdom on a faculty-led study abroad class. The experience included study at three European colleges as well as tours of zoos and livestock operations.

Expenses in this category exceeded budget due to an unanticipated accounting procedure at the end of FY2014. As a result of this process, the FY2015 undergraduate scholarships were posted in late June of 2014 and therefore recorded as part of FY2014 expenditures. This will be resolved in FY2015 and internal processes are in place to address this in future years.

Visiting Scholars & Seminars

Budgeted: \$10,000

Spent: \$37,017

An important stimulus for research programs in animal nutrition is the presence of visiting scientists in seminars, in the classroom, and in the laboratory. A nutrition seminar is regularly supported by Pratt to bring in outstanding speakers from other institutions and industry. Other scientists visit for periods of time ranging from a few

days to several months. Visitors supported by Pratt present seminars for the university community and interact with animal nutrition faculty and students in formal and informal instructional settings including laboratories.

Equipment Purchases and Maintenance

Budgeted: \$286,330

Spent: \$27,339

Expenditures for equipment and research space renovations continued to emphasize the needs of programs focusing on animal nutrition at various units at the university. The small equipment (<\$10,000) needs were implemented based on the desire of the faculty to achieve the goals of the proposed projects. *We were unable to issue a request for proposals for large equipment this fiscal year due to faculty success in recruiting a large number of graduate students that were being funded by Pratt awards.*

Nutrition Technicians

Budgeted: \$135,000

Spent: \$145,430

Research technicians in the field of animal nutrition are a key component of Pratt funding. The Pratt funds provide partial support of three technicians in animal and dairy sciences. These technicians are essential in assisting with the necessary sample preparation and data summaries for research performed by the scientists engaged in animal nutrition projects in proteomics, ruminant nutrition, and nutrient management.

Research Publications

Budgeted: \$6,000

Spent: \$4,510

The program still allows for paying the publication costs of research journal articles resulting from student dissertations. Very few faculty members, however, request the payment of their publication costs from Pratt funds, mainly because they include the publication costs in their external grants. The Pratt funded faculty, are however, very productive and have published over 120 publications on animal nutrition over the past five years.

Summary

The Pratt funds continue to have significant impacts on the Virginia Tech programs in animal nutrition. The new process of awarding the Pratt funds to faculty, including the peer review process established for selection of proposals based on their scientific merits and potential to enhance animal nutrition programs, will greatly enhance the quality of the programs and enable the faculty to become more competitive for external funding at the national level. There was a \$119,737 shortfall in FY2014. The bulk of this shortfall was due to the fact that 2014-15 undergraduate scholarships were posted in late June.

PRATT FUNDS ACTIVITY STATEMENT
For the Year Ended June 30, 2014
ANIMAL NUTRITION

Income

Balance, July 1, 2013	\$ 101,629	
Endowment Income for 2013-14	<u>927,335</u>	
Total Available		\$1,028,964

Expenditures

General Program Expenditures		
Fellowship Program (PhD & MS)	\$ 633,001	
Undergraduate Program Scholarships	301,404	
Visiting Scholars & Seminars	37,017	
Equipment Purchases & Maintenance	27,339	
Nutrition Technicians	145,430	
Publications	<u>4,510</u>	
Total Expenditures	\$1,148,701	
Cattle Projects Expenses	-0-	
Total Expenditures		\$1,148,701
OSP Reconciling Item		<u>12,066</u>
Balance at June 30, 2014 to be carried to 2014-15		<u>\$(131,803)</u>

RECOMMENDATION:

That the 2013-14 Pratt Funds Activity Statement for Animal Nutrition be approved.

Committee Minutes

Committee on Research

**Solitude Room
The Inn at Virginia Tech and Skelton Conference Center
4:45-6:00 p.m.**

November 9, 2014

Committee Members Present:

Dr. Nancy Dye
Dr. J. Thomas Ryan
Mr. Mehul Sanghani

Guests:

Dr. Timothy Sands, Dr. Robert Walters, Mr. Dwight Shelton Jr., Mr. James L. Chapman, Ms. Sue Chapman, Mr. Dan Cook, Dr. Mr. William D. Fairchild III, Mr. Cordel L. Faulk, Mr. B. Keith Fulton, Ms. Deborah Petrine, Mr. Ralph Byers, Mr. Martin Daniel, Mr. Bien Doun, Dr. William Devenport, Ms. Ashley Francis, Ms. Natalie Hart, Ms. Kay Heidbreder, Ms. Sharon Kurek, Mr. Austin Larrowe, Dr. Steven McKnight, Mr. John Pastor, Dr. Scott Midkiff, Ms. Kim O'Rourke, Mr. Michael J. Quillen, Rev. Wayne Robinson, Mr. Stephen Sturgis, Mr. Dennis H. Treacy, Mr. Horatio Valerias, Dr. Sherwood Wilson, and Ms. Beth Tranter.

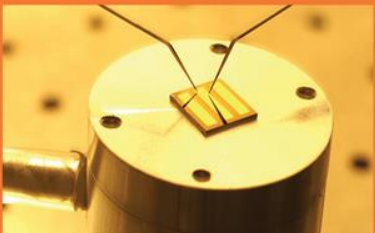
1. **Opening Remarks and Approval of September 14, 2014 Minutes.** On behalf of Dr. Lee, who was unable to attend the meeting, Dr. Dye called the meeting to order and welcomed those in attendance. The minutes were unanimously approved.
2. **Remarks from the President.** Dr. Sands welcomed those in attendance. In preparation for the research overview presentation, Dr. Sands noted that Virginia Tech has had the fastest growth of any land grant university ranked in the top 50, while also noting the challenges that lie ahead in the federal funding landscape. Dr. Sands also noted the importance of continued improvement in terms of scholarly metrics such as citations, which denote impact of university-based research.
3. **FY 2014 Research Overview (Research Administration).** Dr. Walters provided an overview of university research expenditures in FY 2014, during which the sponsored research portfolio grew from \$286.5 to \$288.5 million. Federally-funded research represents 78% of the Virginia Tech research portfolio, with the Department of Defense, the National Science Foundation and the Department of Health and Human Services as the largest Virginia Tech federal research sponsors respectively. During the coming years, Virginia Tech will focus on increasing

industry-sponsored research, which currently represents 9% of the overall sponsored research portfolio.

4. **An Overview of the Center for Renewable Energy and Aerodynamic Testing (Research Initiatives):** Dr. Devenport presented an overview of the Center for Renewable Energy and Aerodynamic testing and the Virginia Tech Stability Wind Tunnel. The Center was created in fall 2012 with the goal of bringing together faculty interested in wind energy and with expertise in related technical areas. The Center leverages the Stability Wind Tunnel, an internationally-recognized facility for wind-energy related aerodynamic and acoustic testing, as a unique asset.

Adjournment.

There being no further business, the meeting adjourned at 6:00 p.m.



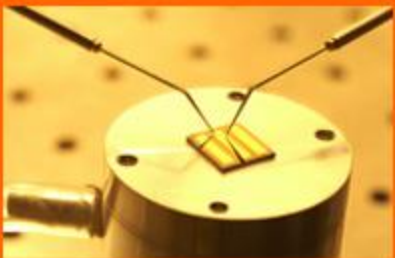
 **VirginiaTech**
Invent the Future

FY 2014 Research Overview

Robert W. Walters, Vice President for Research

Overview

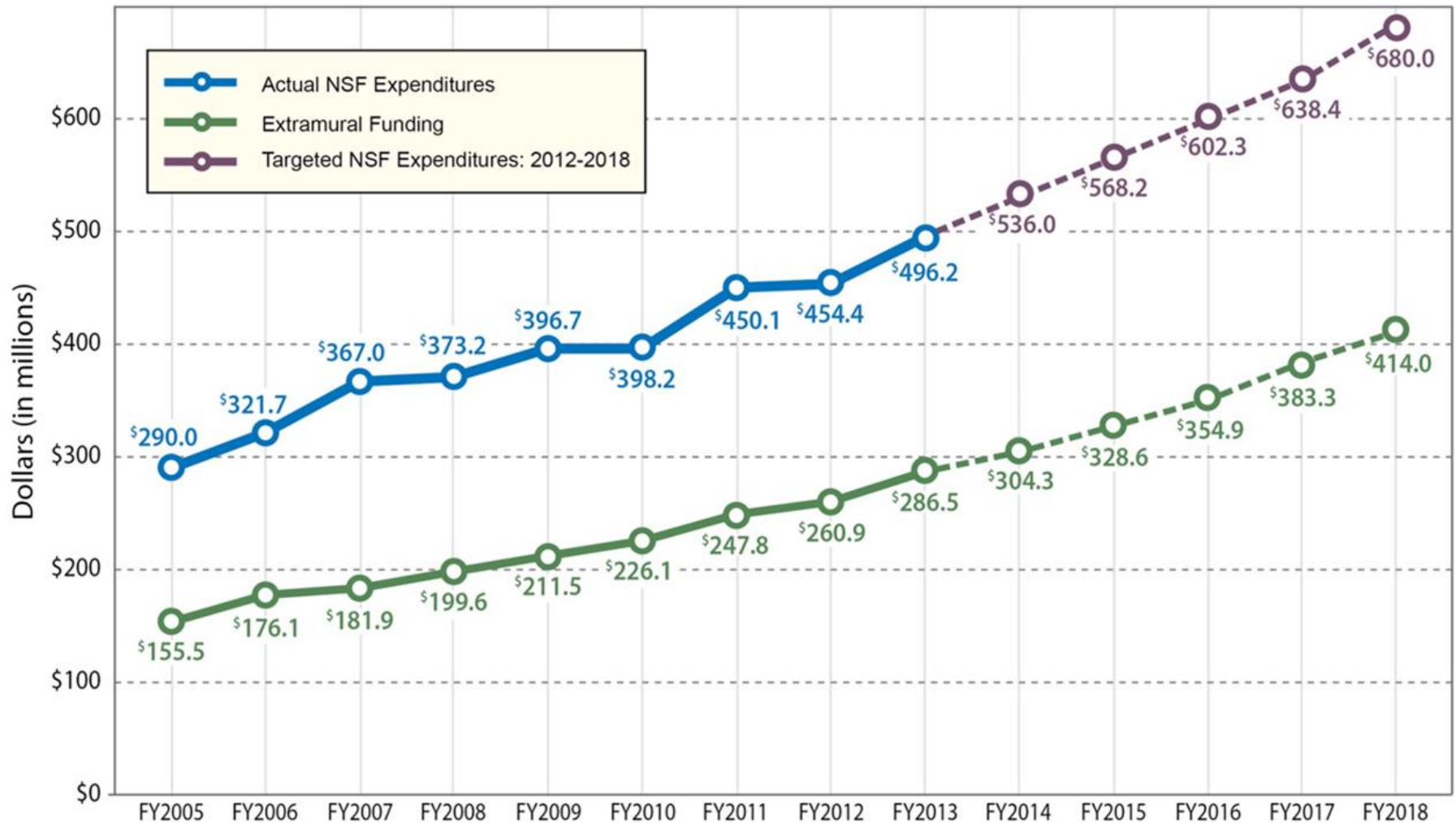
- Trends in VT Research
- Mechanisms for Research Growth
- Research Administration, Compliance and Initiatives



Trends in Virginia Tech Research



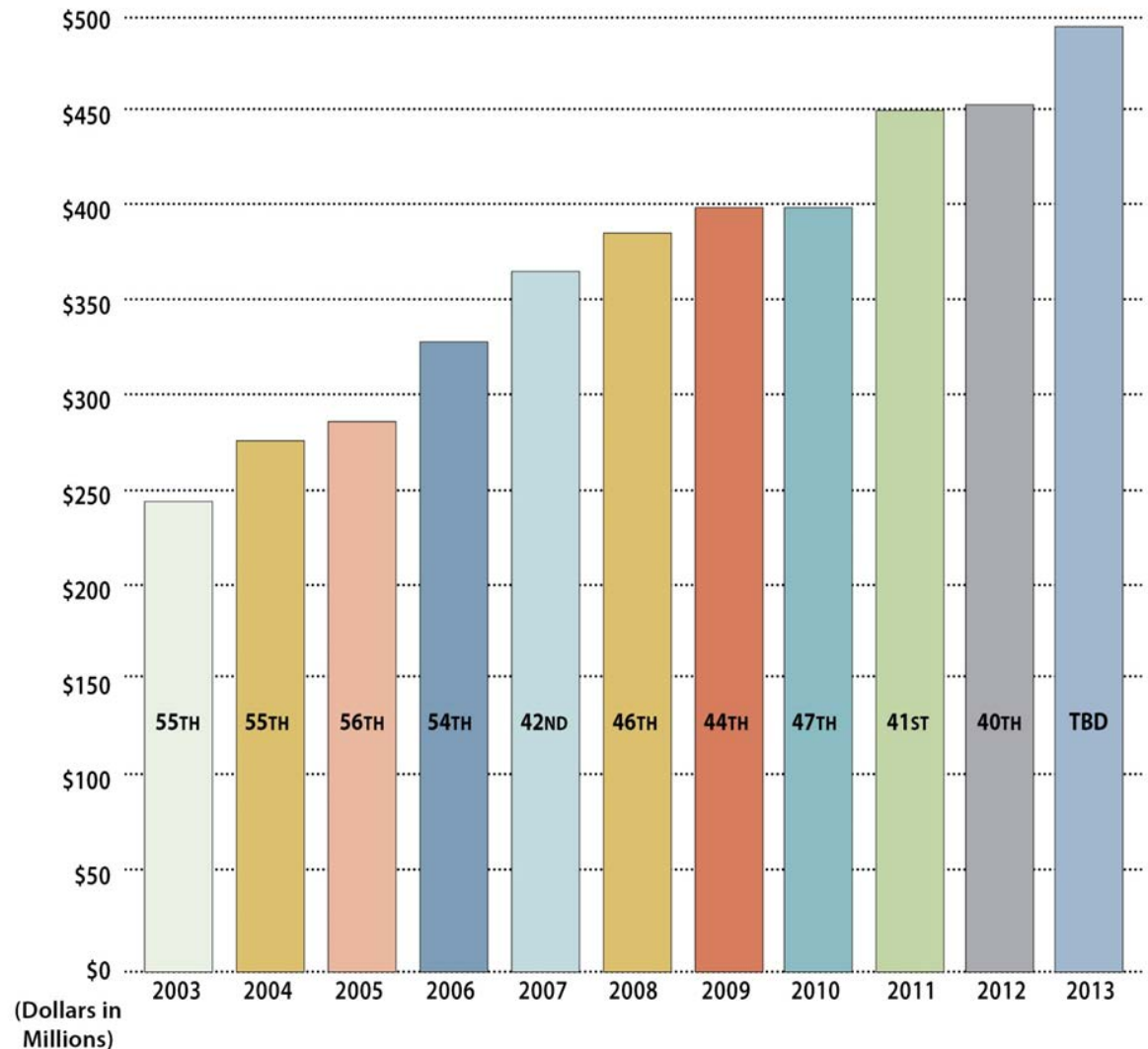
VT Research Expenditures



NSF Research Expenditure Rankings

Rankings of selected Virginia Institutions in FY 12

Virginia Tech	40th
University of Virginia (main campus)	59th
Virginia Commonwealth University	101st
George Mason University	154th
Eastern Virginia Medical School	215th

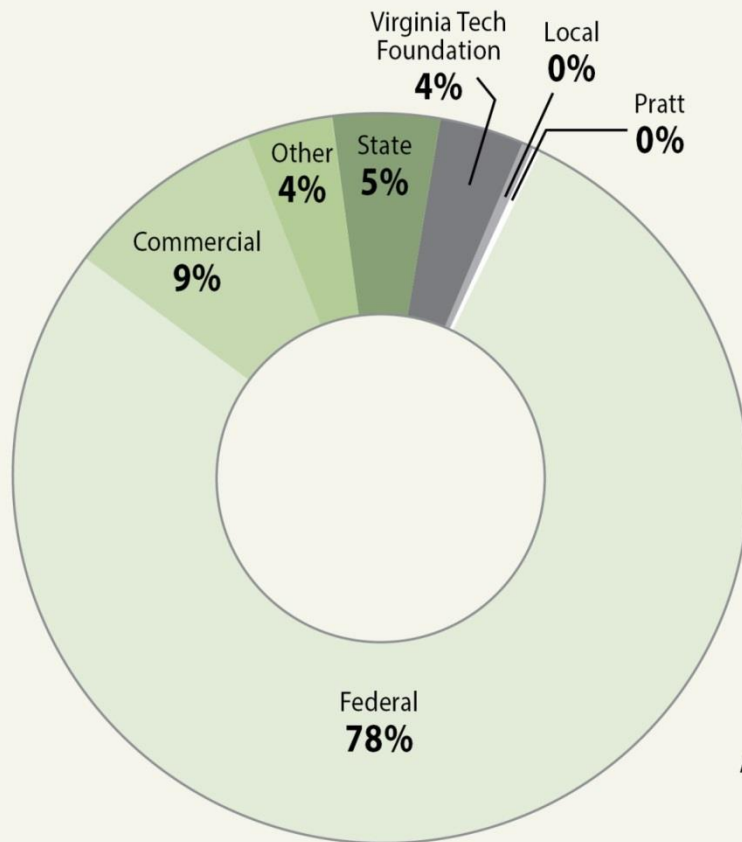


Number and Value of Proposals



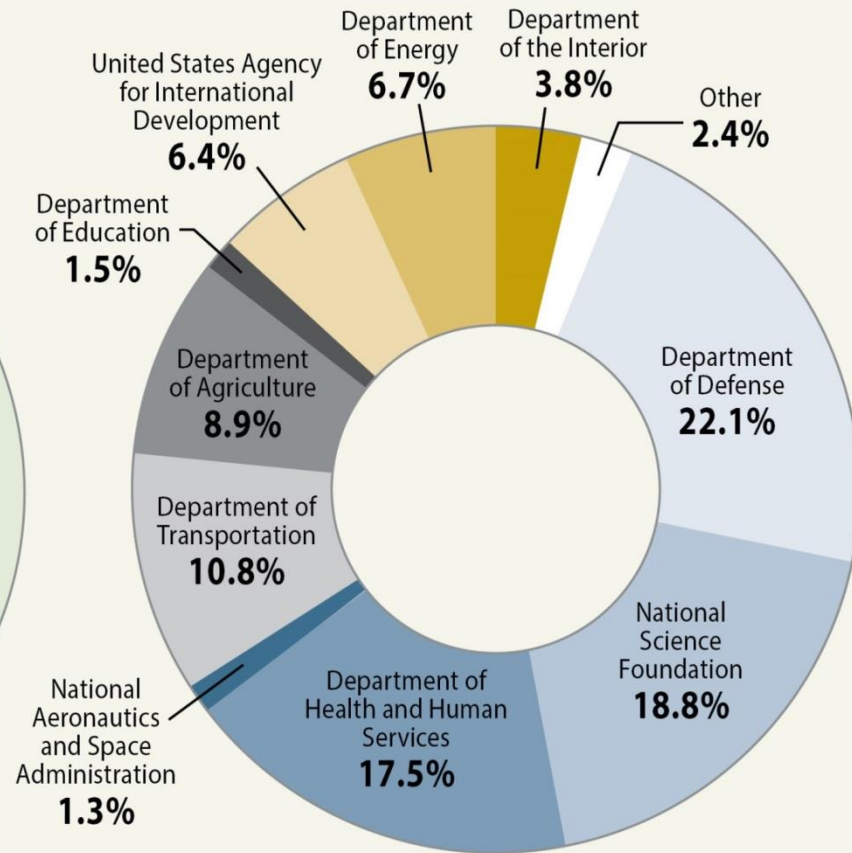
FY14 Sponsored Expenditures

All Sources



Total from all sources: \$288,466,231

Federal Sources



Total from federal sources: \$224,914,865

Plan for a New Horizon

RESEARCH FOCUS AREAS - 2012-2018

Security

- Cyber- security
- Food security
- Management and security of communication systems
(such as wireless, networks, and smart grids)

Resilience

- Resilience of complex systems
- System stability and resilience of ecosystems
- Planning for stability in communities of all sizes

Health

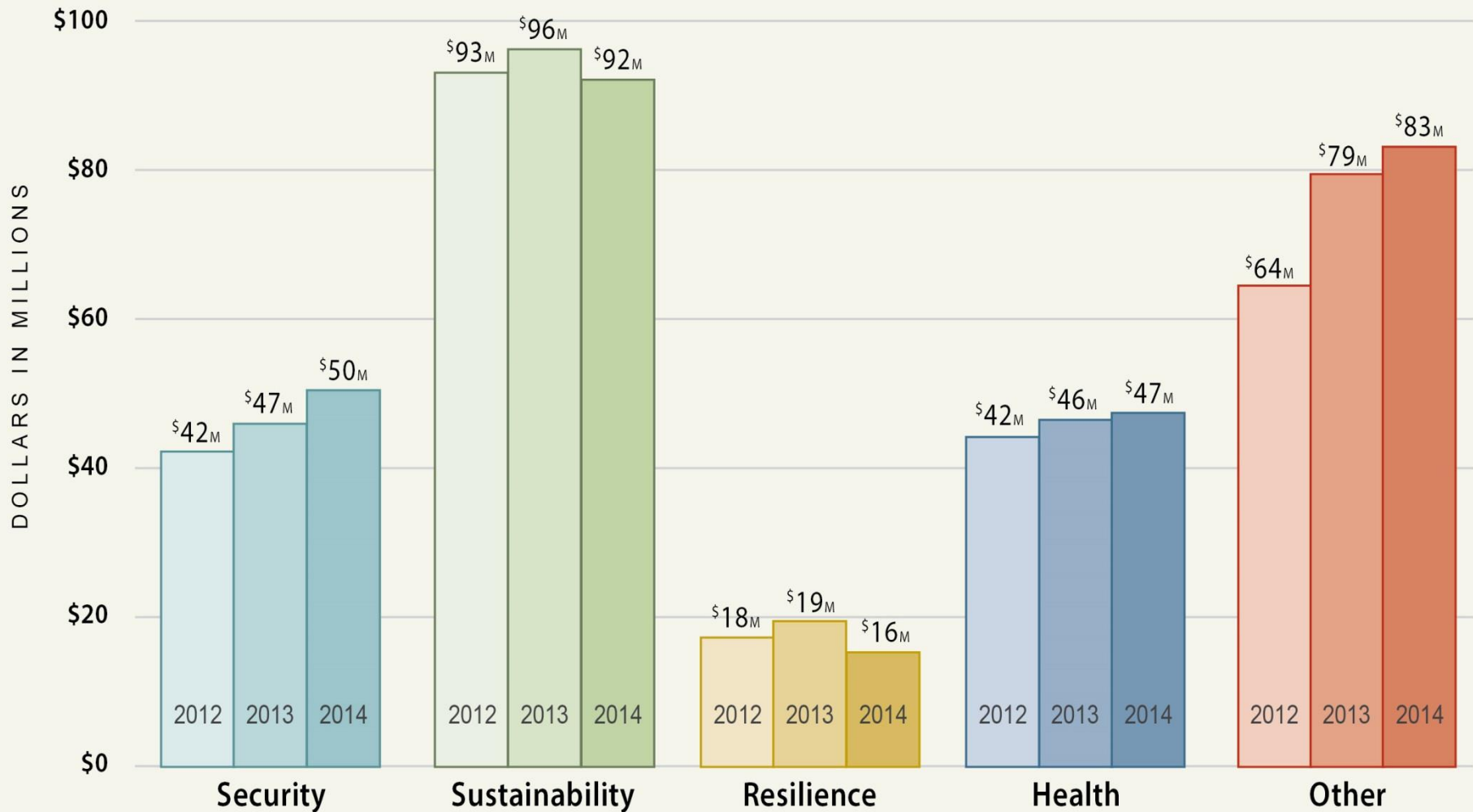
- Neuroscience
- Genomics
- Global health issues
- Aging
- Methods grounded in high-performance computing and networks

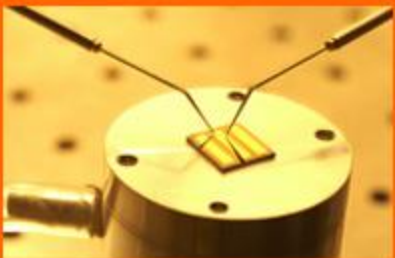
Sustainability

- 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
- Sustainable international development



Research by Domain Area

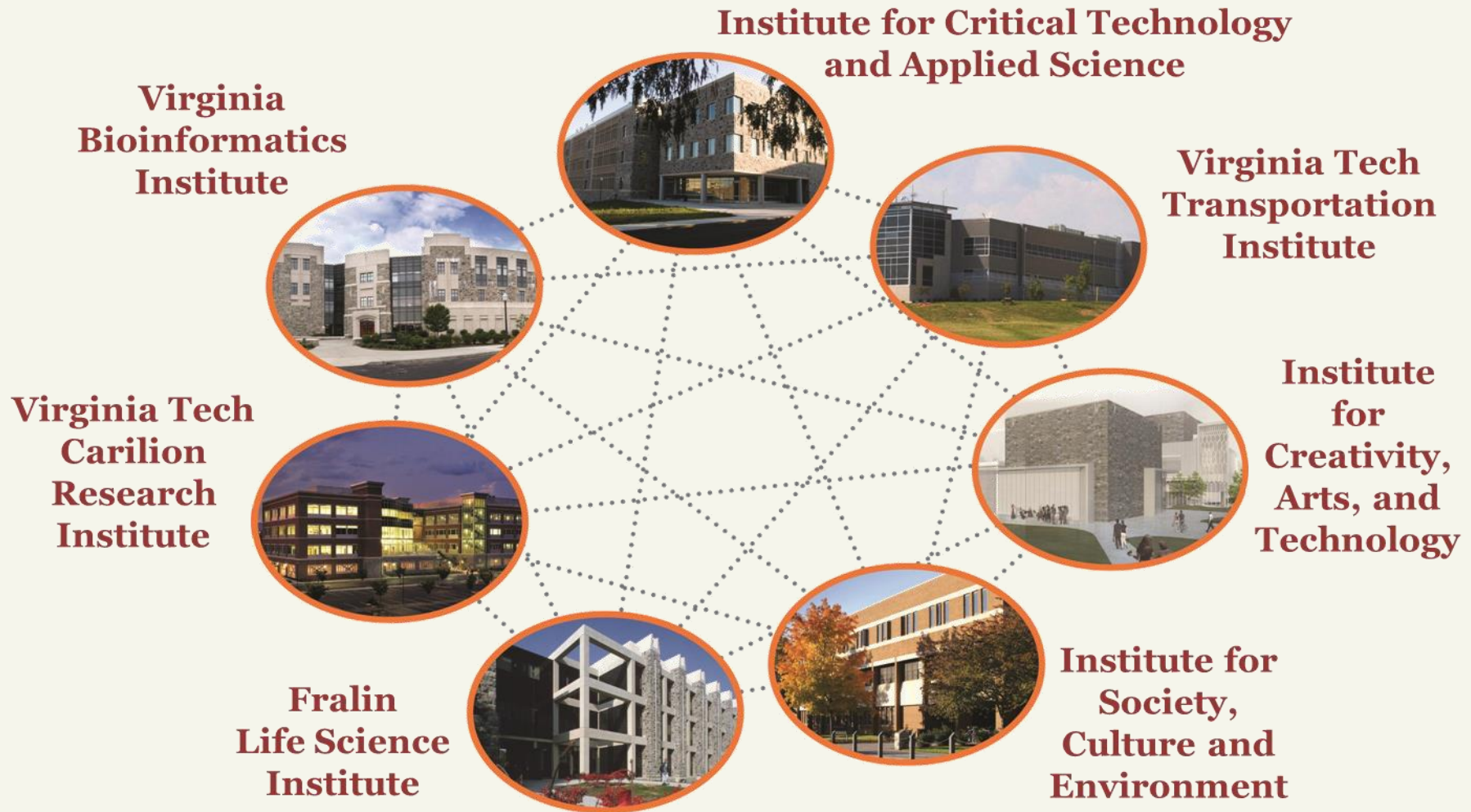




Mechanisms for Research Growth



Foster Interdisciplinary Research



Increase Industry Engagement

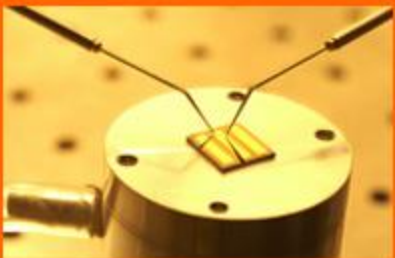


Leverage Research Faculty Cohort



Foster Research Collaborations in the U.S. and Globally

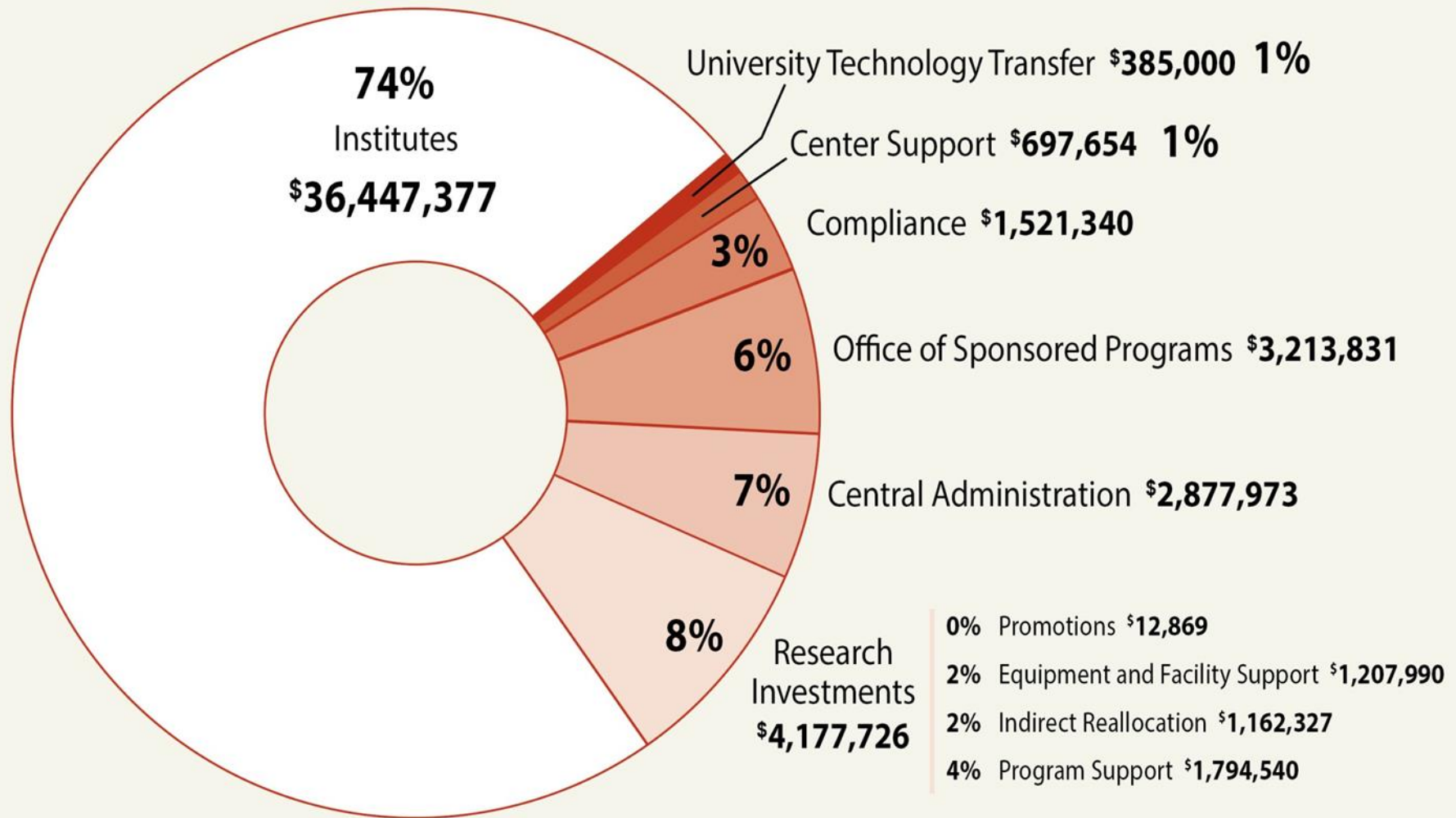




Research Administration, Compliance and Initiatives



Research Administration Budget Overview



Research Compliance

	FY 2011	FY 2012	FY 2013	FY 2014
New Institutional Review Board (IRB) Protocols	982	947	936	1,085
IRB Post-Approval Monitoring (PAM) Review Audits	484	668	993	971
New Institutional Animal Care and Use Committee (IACUC) Protocols	180	218	198	224
IACUC PAM Reviews	--	--	72	117
Export Control Reviews	531	1,094	1,406	1,542
Restricted Party Screenings	2,557	2,861	4,029	4,022
Export Control PAM Reviews	3,875	5,350	7,319	9,108
Restricted Research Security Plans	40	70	90	86
Limited Submissions (25 total in 2008)	107	128	148	160

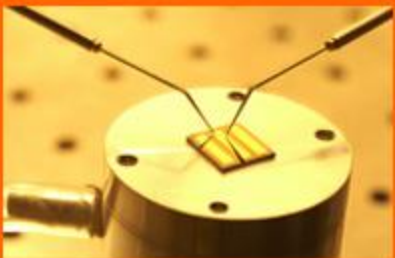
Research Administration

New Areas of Responsibility

	Established	Impact	Future Impact
Responsible Conduct of Research Training*	2010	3,005 trained	USDA and National Endowment for the Arts recently adopted new requirements.
International Visitor Visa Reviews*	2011	1,852	Aligned with growth of international research engagement.
Conflict of Interest (COI) and Commitment Training*	2012	6,332 trained	10 additional agencies/foundations recently adopted PHS COI policies.
Institutional Biosafety Committee	2012	177 active protocols	New policy and oversight mechanisms established - 2013-2014

Research Initiatives

- Increase engagement with industry
- Extend strategic partnerships with academic partners and national laboratories
- Enhance the Innovation Ecosystem at Virginia Tech
- Advance automation of key administrative systems via the Comprehensive Research Enterprise Solutions Team (CREST)



Thank you!



The Center for Renewable Energy and Aerodynamic Testing (CREATe)

William Devenport, Director,
devenport@vt.edu, 540 231 4456



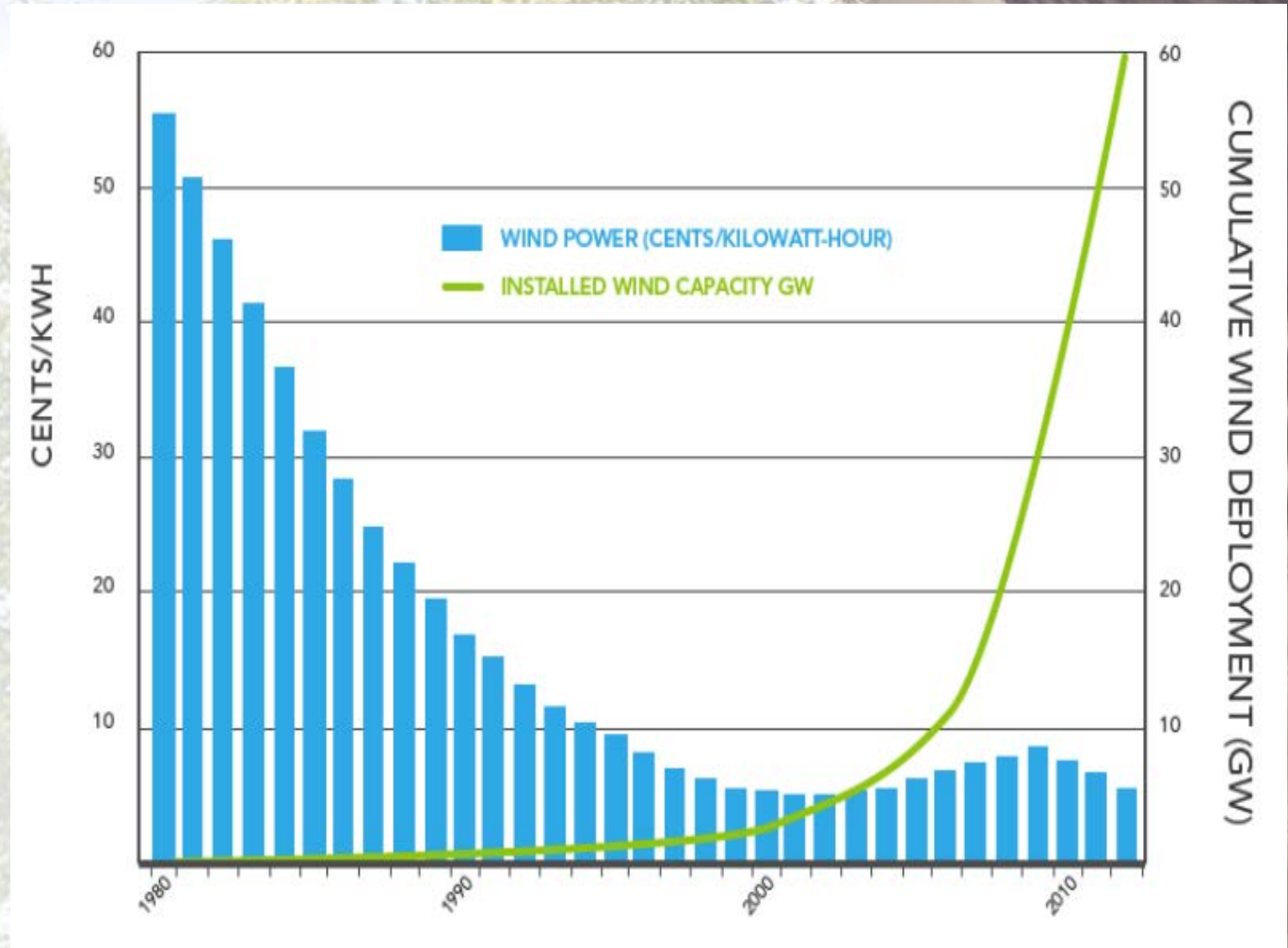
VirginiaTech
College of Engineering



CREATe
Virginia Tech Center for Renewable
Energy and Aerodynamic Testing

Wind Energy – The Global/US View

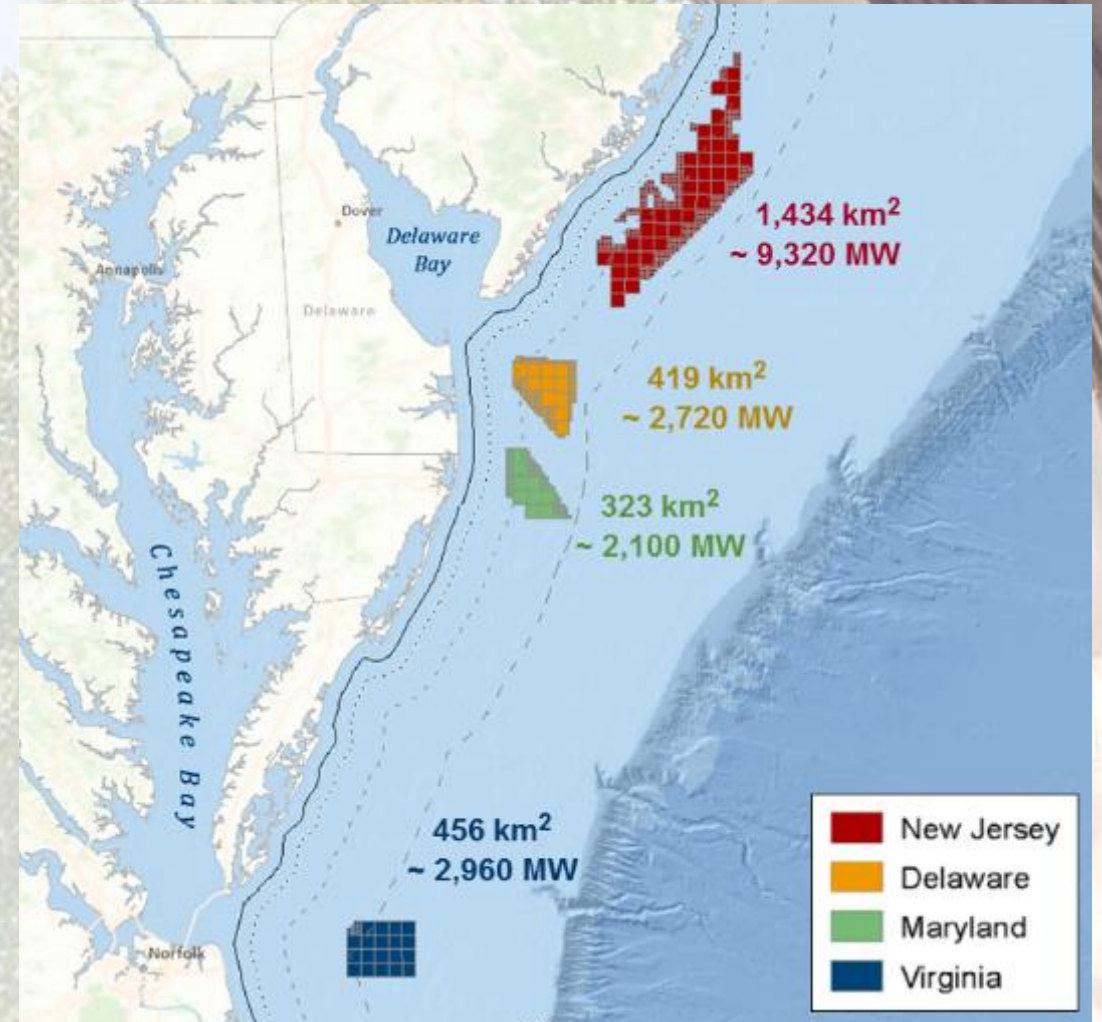
- Wind energy is rapidly growing as a source of power worldwide...
- ...and is overwhelmingly the most rapidly growing renewable energy source in the US.
- It has become the cheapest source of energy next to natural gas...
- ...and in 2012 more wind energy capacity was installed in the US than any other source.
(energy.gov/articles/clean-energy-revolution-now)
- It is a relatively new energy source and is associated with rapid advances in engineering and science in many areas, particularly aerodynamics and acoustics



The Cost of Wind Energy in the U.S. <http://www.awea.org/>

The View from Virginia and Virginia Tech

- Virginia's wind energy assets could generate sufficient electricity to cut state electricity imports by 23%.
- Biggest potential is in offshore. Hampton Roads shipbuilding infrastructure is well suited to support the deployment of offshore wind turbines
- The VOWTAP project is provide \$47 million for construction allowing offshore operations to begin in 2017.
- Virginia Tech has a long history of faculty expertise in the science and engineering of aerodynamics and acoustics.
- We have outstanding facilities and capabilities in this area.



Virginia Offshore Wind Technology Advancement Project (VOWTAP)

The View from Virginia and Virginia Tech

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The Virginia Tech Stability Wind Tunnel

The Center for Renewable Energy and Aerodynamic Testing

- Our vision is to exploit the synergy between scientific advances in aerodynamics and acoustics, and engineering advances in renewable energy.
- Officially chartered by the university as a department level center in February 2014
- 7 core faculty in Aerospace and Ocean Engineering and Mechanical Engineering
- 11 affiliate faculty in a range of departments
- Administrative center is in McBryde Hall



K. Todd Lowe



William Devenport



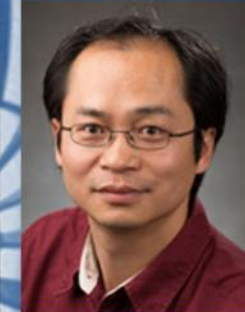
Aurélien Borgoltz



Ricardo Burdisso



Eric Paterson



Lin Ma



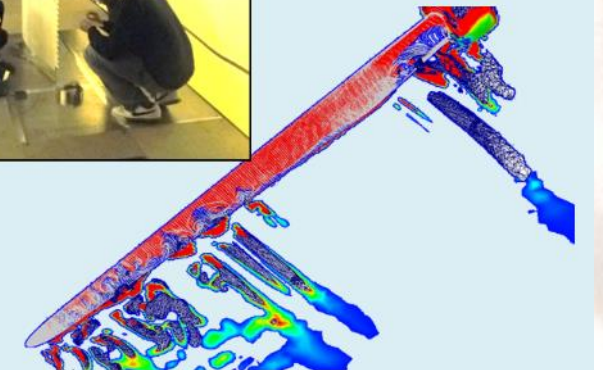
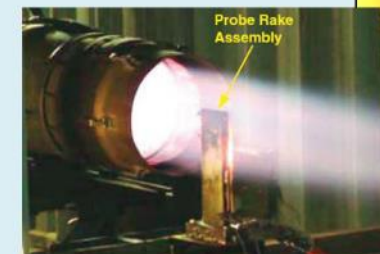
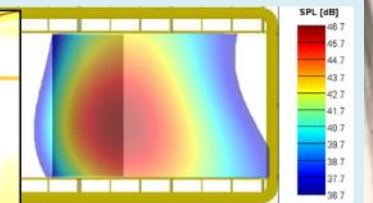
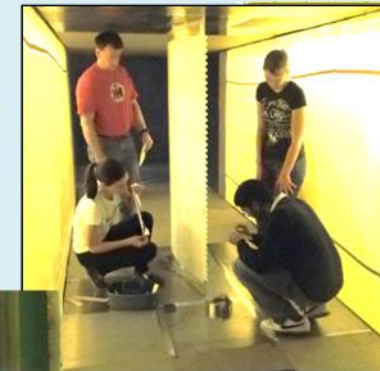
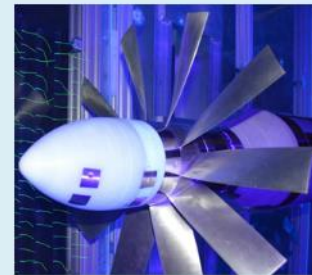
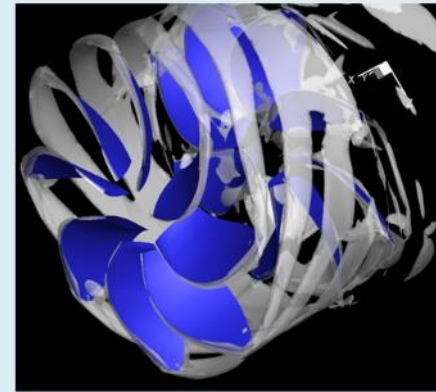
Seongim Choi

Dennis Grove, ICTAS
Nathan Alexander, AOE
George Hagerman, VT ARI
Nanya Intaratep, AOE
Sara Karpanty, FWC

Leigh McCue, AOE
Matt Kuester, AOE
Wing Ng, ME
Michael Philen, AOE
Nina Stark, CEE
Heng Xiao, AOE

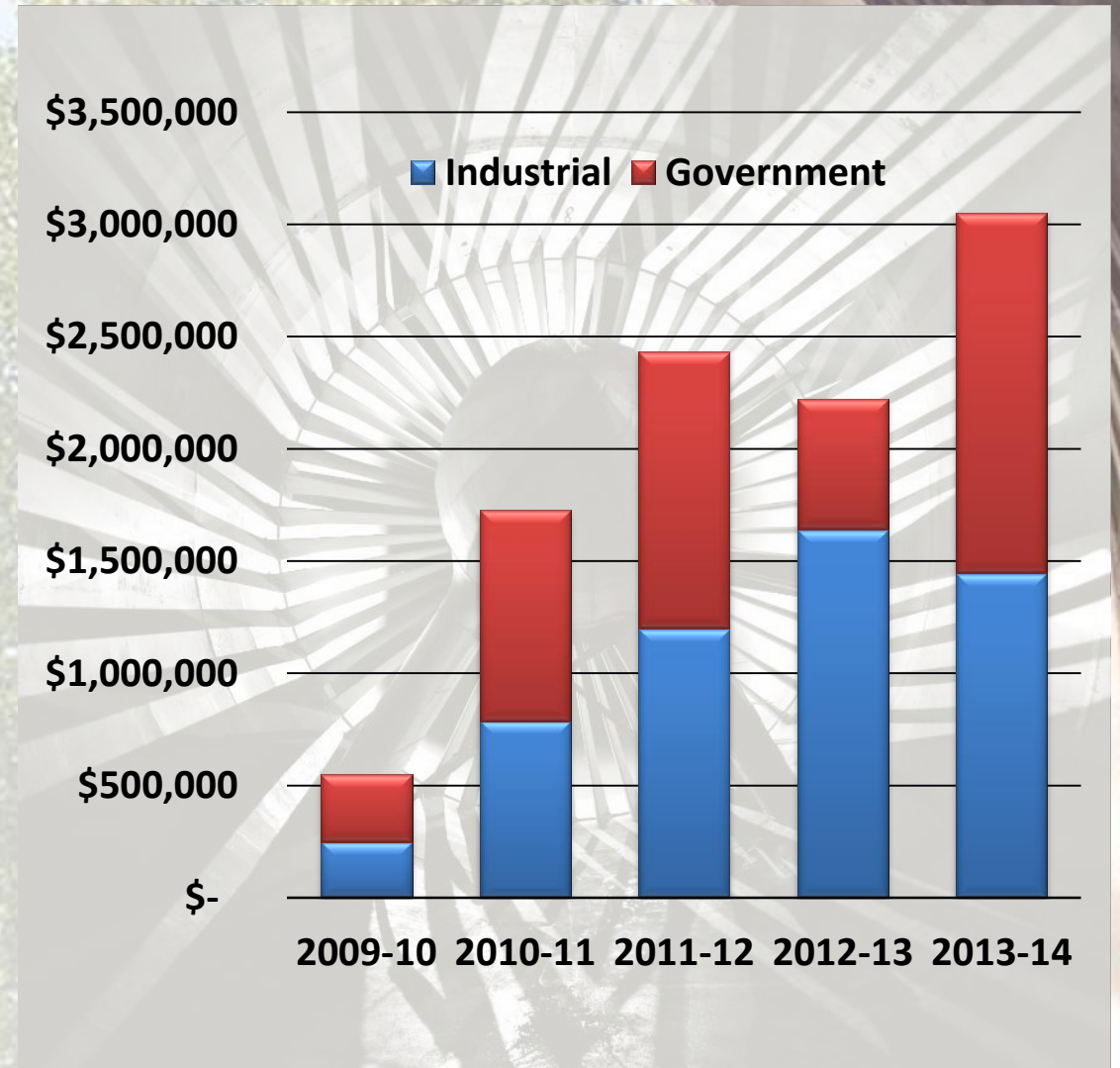
The Center for Renewable Energy and Aerodynamic Testing

- Research
 - Fundamental scientific research in broad areas of aerodynamics and acoustics
 - Applied research particularly in wind energy
 - Student centered research (undergraduates and graduates)
- Collaborate
 - Other US universities: Florida Atlantic, Penn State, Lehigh, Texas Tech...
 - International partners (UK, Japan, Chile, Denmark, Spain...)
- Teach
 - Incorporating research tools into the undergraduate curriculum



Research Sponsorship

- Robust growth.
- 33 new projects in 2013-14
- Strong funding from industry particularly in wind energy: GE, Gamesa, Vestas, Siemens, Rolls Royce, Pratt and Whitney, Cortana, Sierra Lobo, AUR
- Strong government funding: ONR, AFRL, AFOSR, NASA, NSF



Scholarship and Students

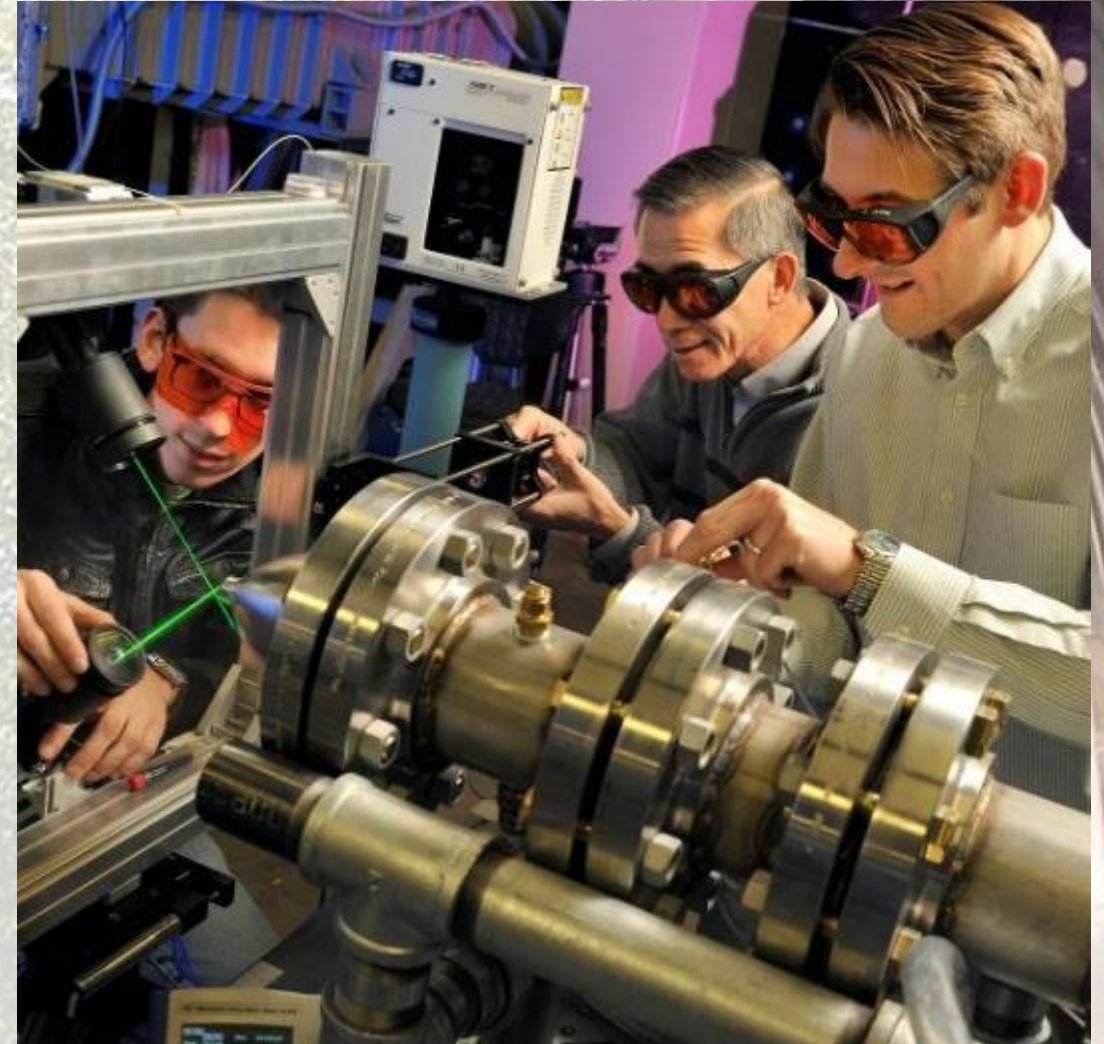
- 21 Graduate Students in Residence at the Center (9 MS, 12 PhD)
- In 2013-2014:
 - 21 journal/review publications
 - 38 conference publications
 - 7 patent applications



Dan Cadel and Liselle Joseph at "Experience Virginia Tech: Learn, Explore, Engage" October 18th 2014

Experimental Facilities

- VT Supersonic Wind Tunnel
- The Hot-Jet Facility
- Anechoic Wall Jet Tunnel
- Low-Speed Cascade Tunnel
- Vortical Flow and Diagnostics Lab
- Combustion Diagnostics Lab
- Experimental Aeroacoustics Lab
- VT Stability Wind Tunnel



Tobias Ecker, Wing Ng, and Todd Lowe with the VT Hot Jet facility

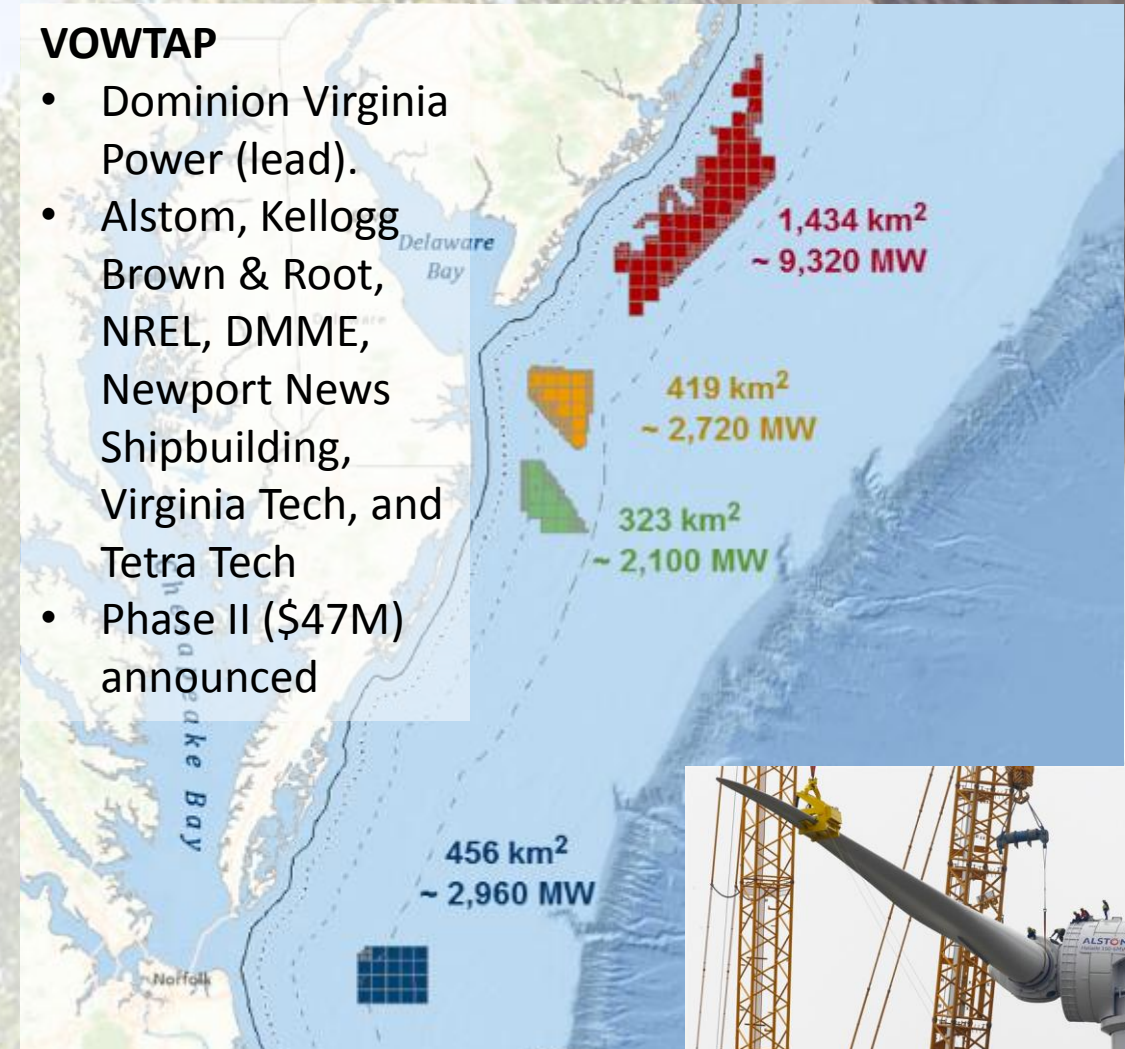
Goals of the Center

To be

- ...the global leader in wind energy aerodynamic and aeroacoustic analysis and testing
- ... the leader in offshore wind energy research in Virginia
- ...an internationally recognized center in the science of aerodynamics and aeroacoustics
- ...a highly visible example of the integration of education and research

VOWTAP

- Dominion Virginia Power (lead).
- Alstom, Kellogg Brown & Root, NREL, DMME, Newport News Shipbuilding, Virginia Tech, and Tetra Tech
- Phase II (\$47M) announced



Offshore site will host two Alstom research turbines

Examples of Some Current Projects

A photograph of a model aircraft in a wind tunnel. The aircraft is a propeller-driven plane, possibly a biplane or a similar design, with a dark body and lighter-colored wings. It is positioned in the center of the frame, facing left. The background is filled with a dense, swirling pattern of bright green smoke or vapor, which is used to visualize the flow of air around the aircraft. The lighting is dramatic, with the green smoke being the primary light source, creating a high-contrast scene against the dark background of the wind tunnel.

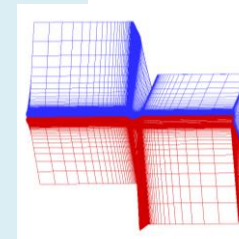
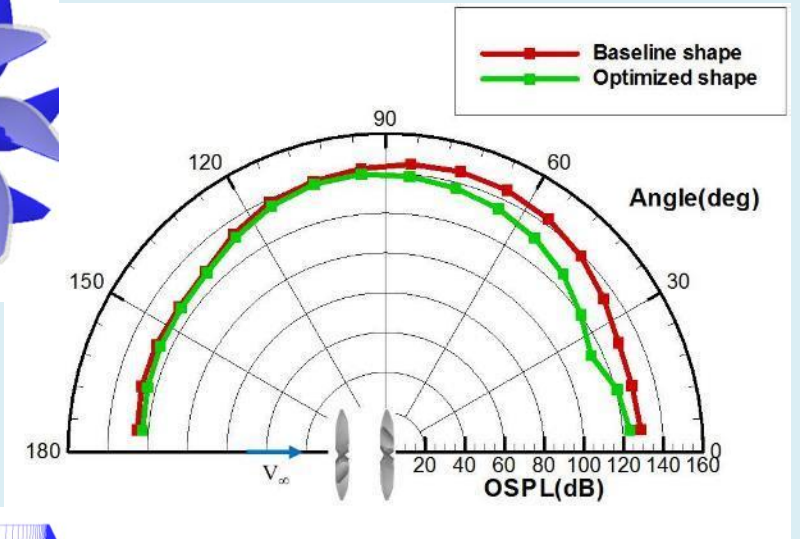
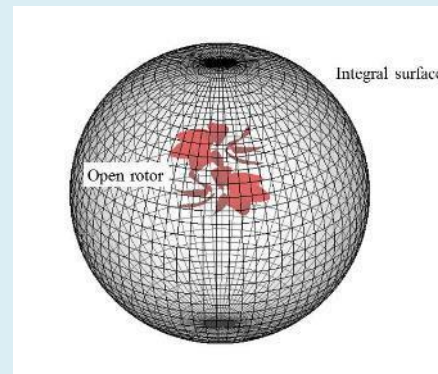
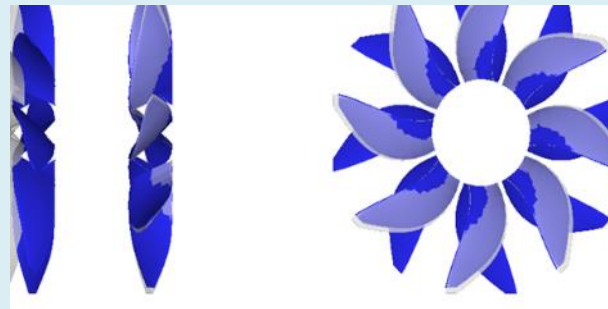
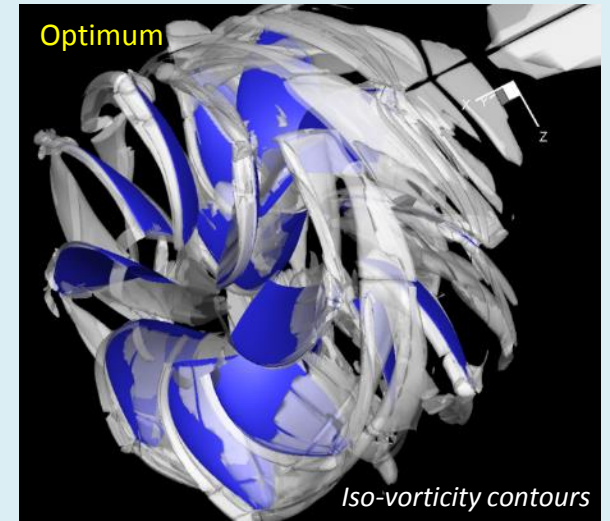
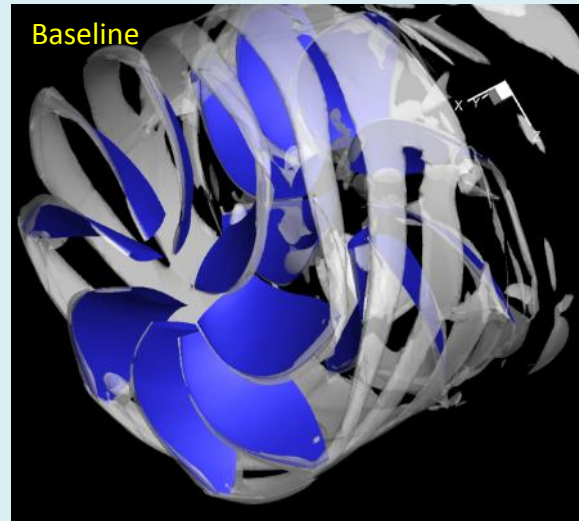
*“...an internationally
recognized center in the
science of aerodynamics
and aeroacoustics “*

*Prof. Nathan Alexander
Students: David Wisda,
Henry Murray*

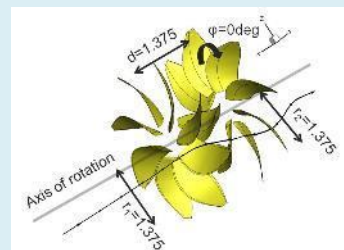
Computational aero analysis, design

Seongim Choi

- Advanced numerical methods in CFD
- Computational design optimization methodology
- Example: Design of low-noise contra-rotating rotors to reduce required power and noise level
- Design variables: Radius of the front and aft rotors, rotor spacing, pitch angle of the aft rotor
- Analysis: RANS CFD using frequency-based analysis, and Farassat 1A formula



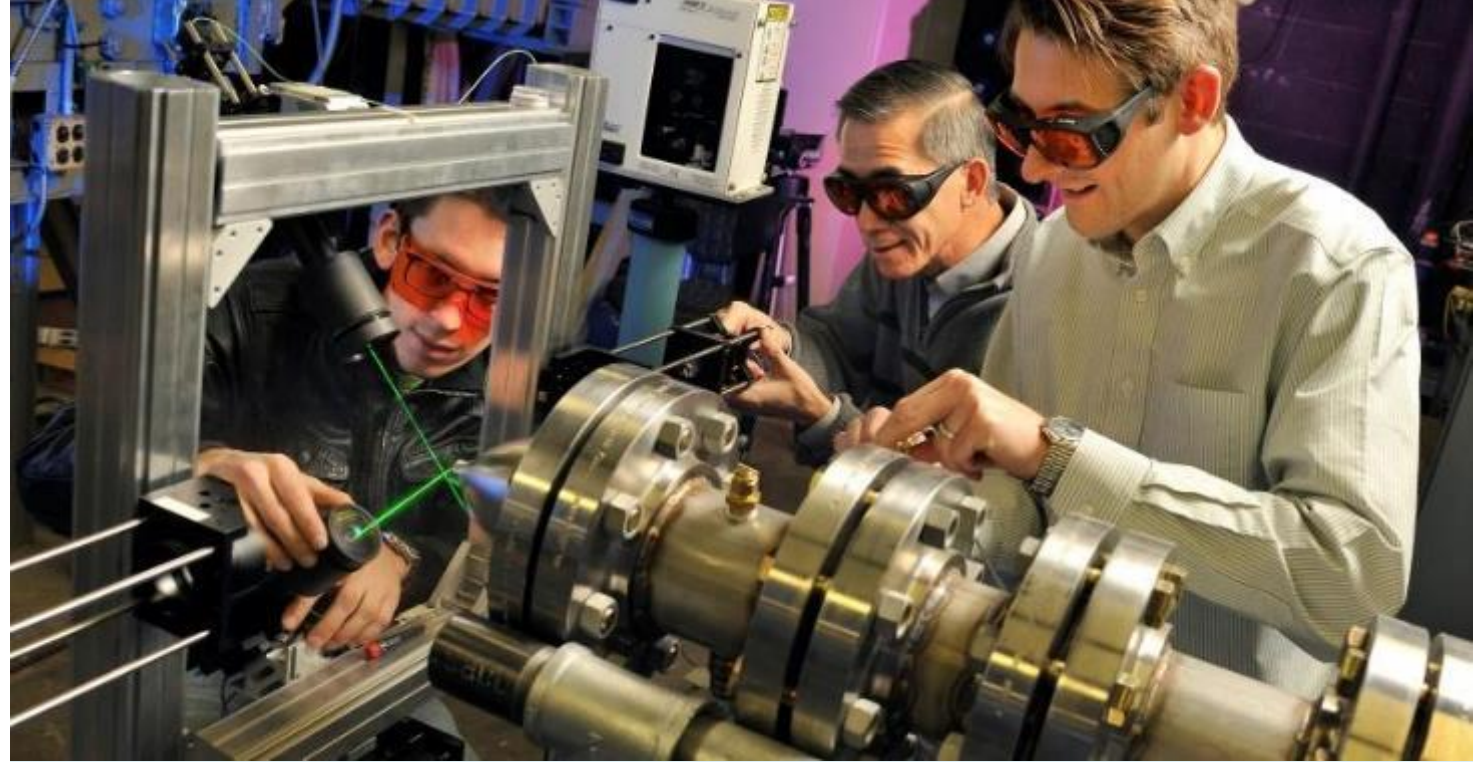
Noise directivity



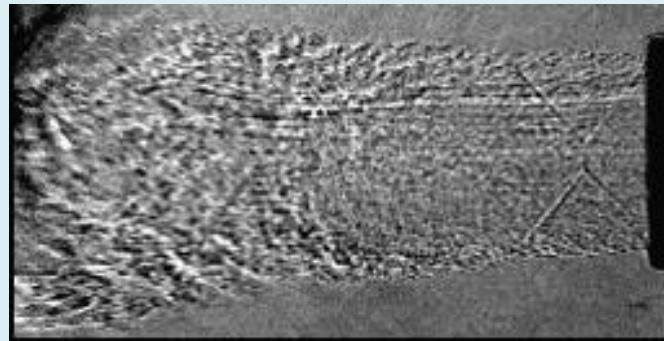
Hot supersonic jet noise reduction

Todd Lowe, Tobias Ecker and Wing Ng

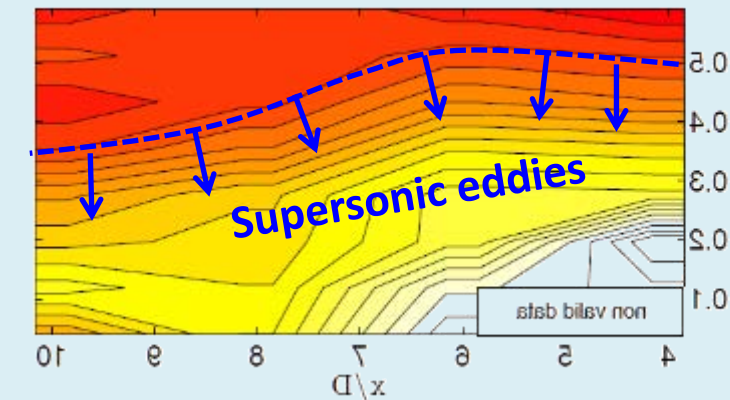
- Program goal: Reduce 135 dB+ noise of tactical aircraft engines, benefiting the health of sailors serving on aircraft carrier decks
- US Navy and NASA Glenn



Visualization of eddy growth and speeds



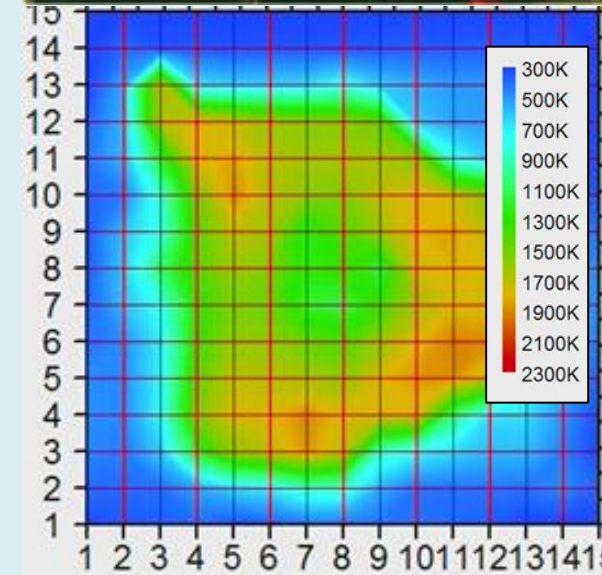
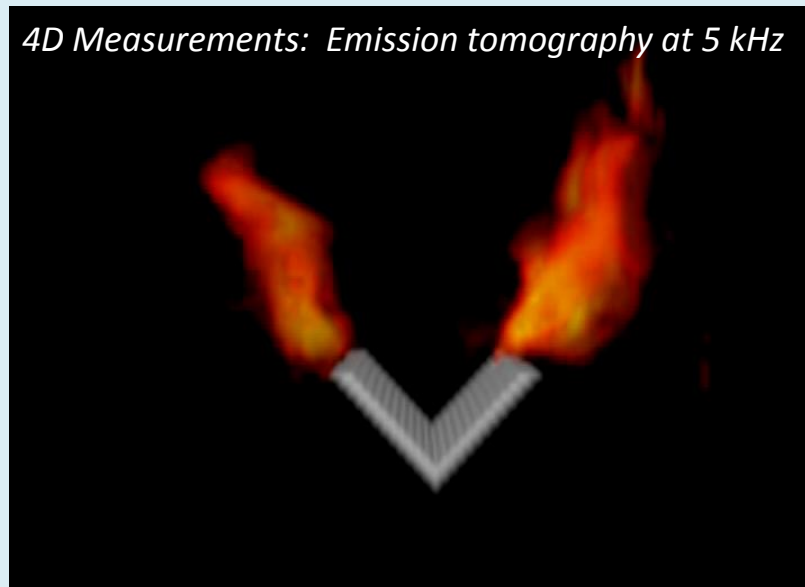
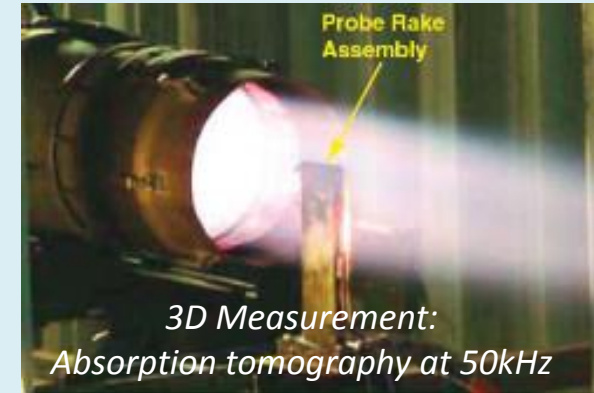
Eddy speed measurement: Supersonic eddies (white, yellow and orange) radiate most



Multi-dimensional flow and flame diagnostics

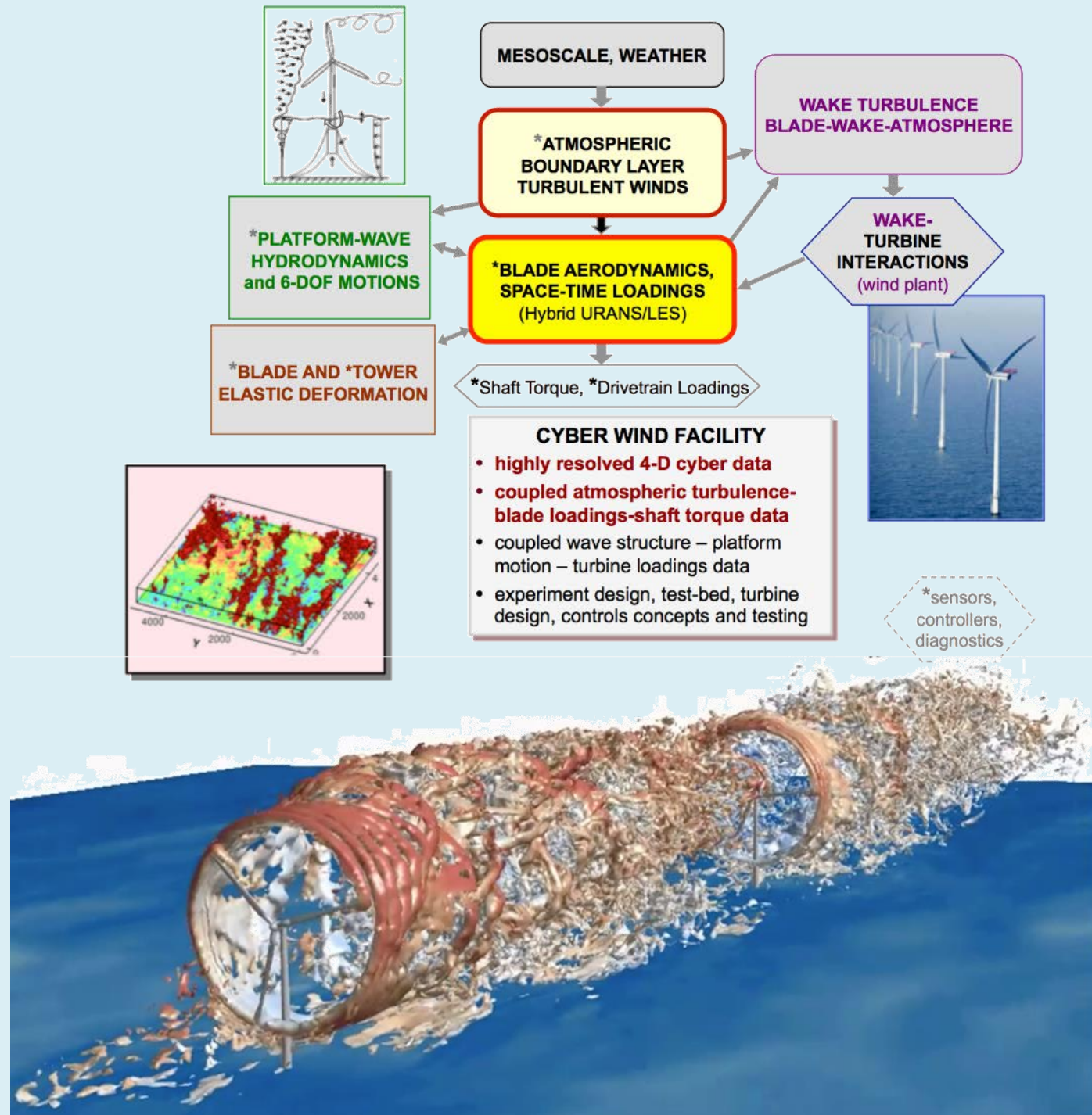
Lin Ma

- Practical flows and flames are 4D in nature
- 3D spatial structures and temporal dynamics
- Existing techniques limited to 2D or 3D measurements
- 4D measurements are the holy grail of flow measurements and testing
- Preliminary success demonstrated with tomography techniques



Eric Paterson

- 



The Virginia Tech Stability Wind Tunnel

Devenport, Borgoltz, Lowe, Paterson, Alexander, Intaratep, Kuester

*“...the global leader in
wind energy
aerodynamic and
aeroacoustic analysis
and testing”*



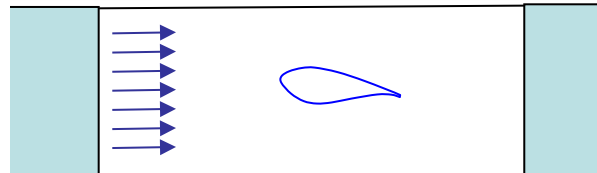
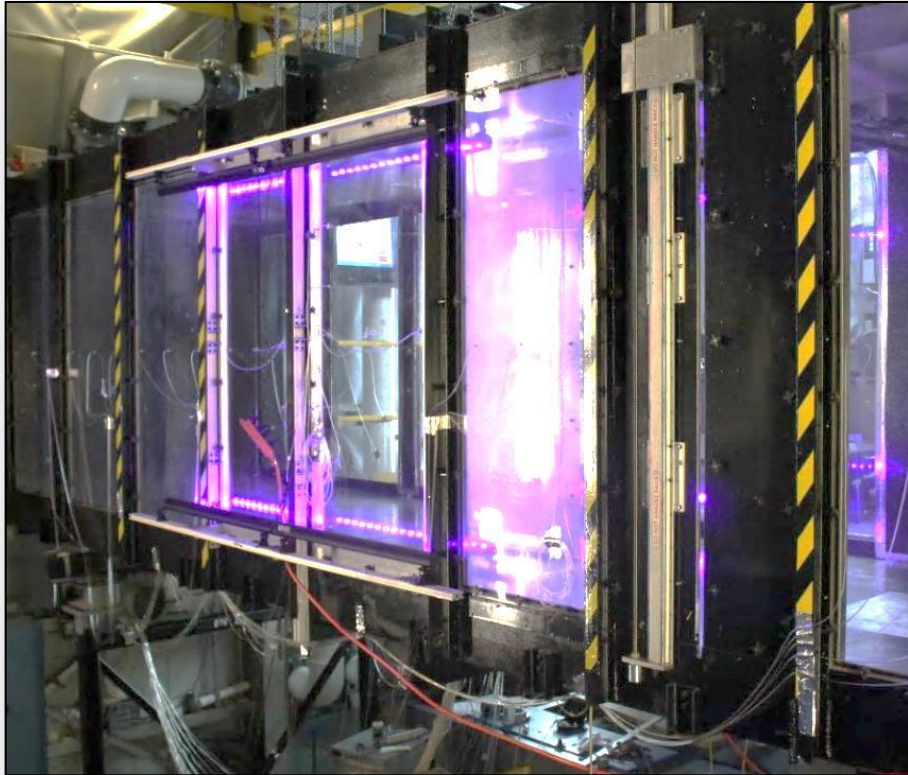
The Virginia Tech Stability Wind Tunnel

Devenport, Borgoltz, Lowe, Paterson, Alexander, Intaratep, Kuester

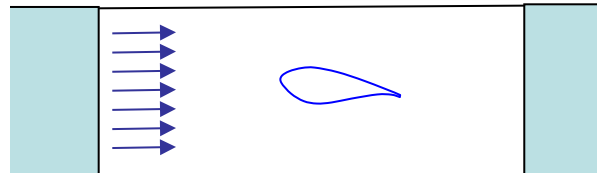
*“...the global leader in
wind energy
aerodynamic and
aeroacoustic analysis
and testing”*

- The premier aeroacoustic research facility in the US for flow acoustics.
- The global leader for the aerodynamic and aero-acoustic testing of wind turbine blade designs.
- Unique set of aero and acoustic test capabilities

Aerodynamic Test Section



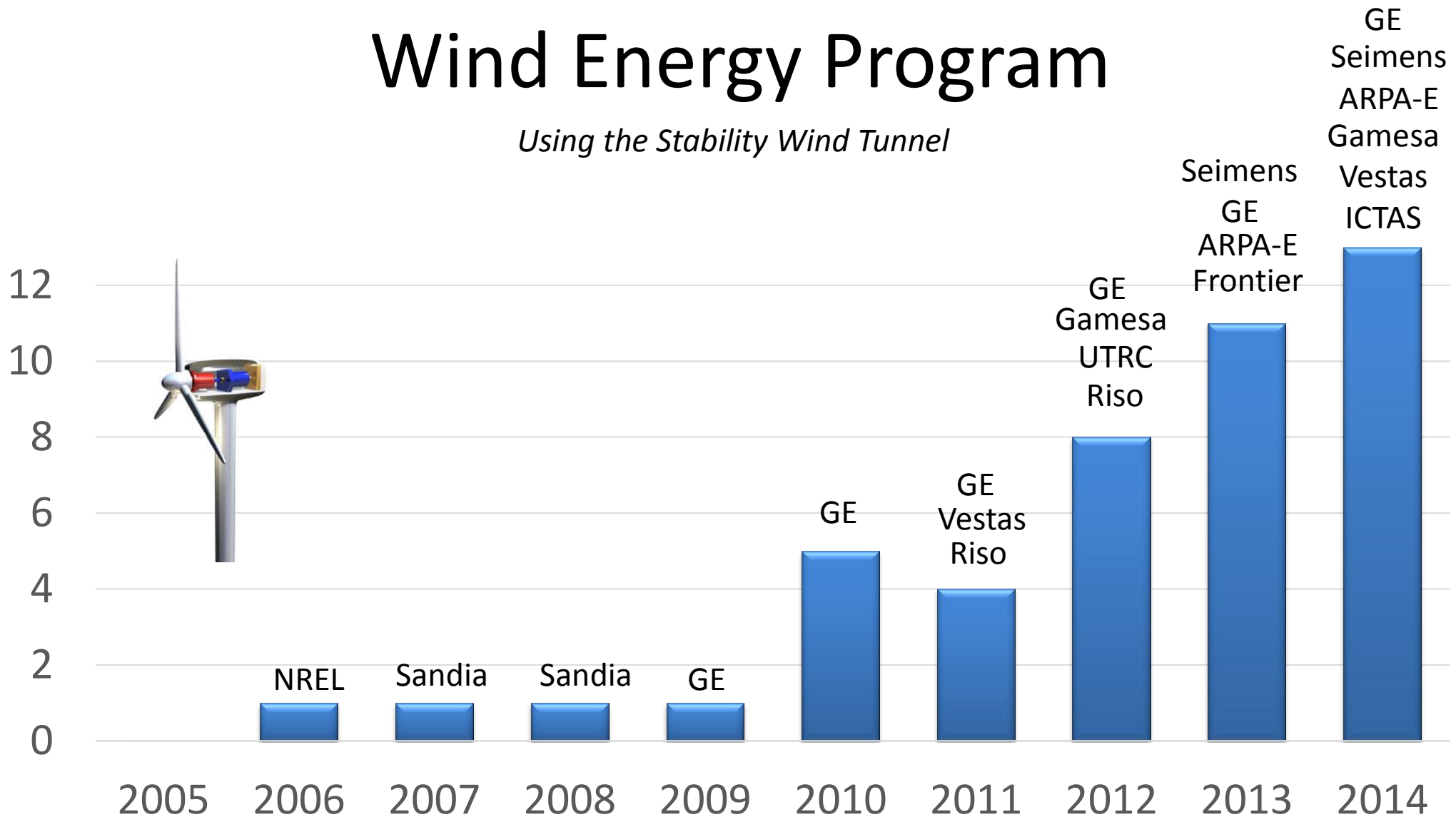
Hybrid Anechoic Test Section



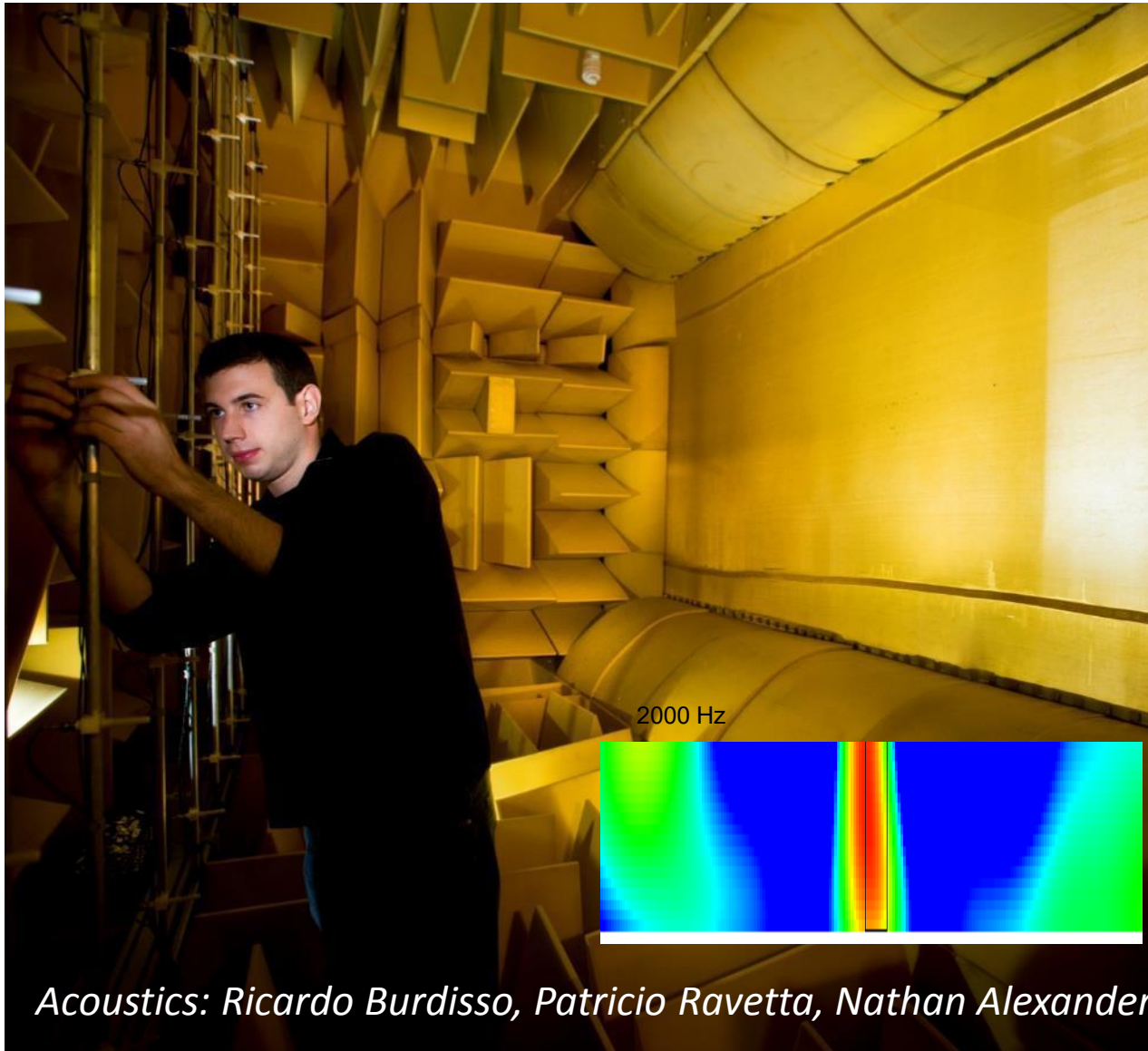
Wind Energy Program

Using the Stability Wind Tunnel

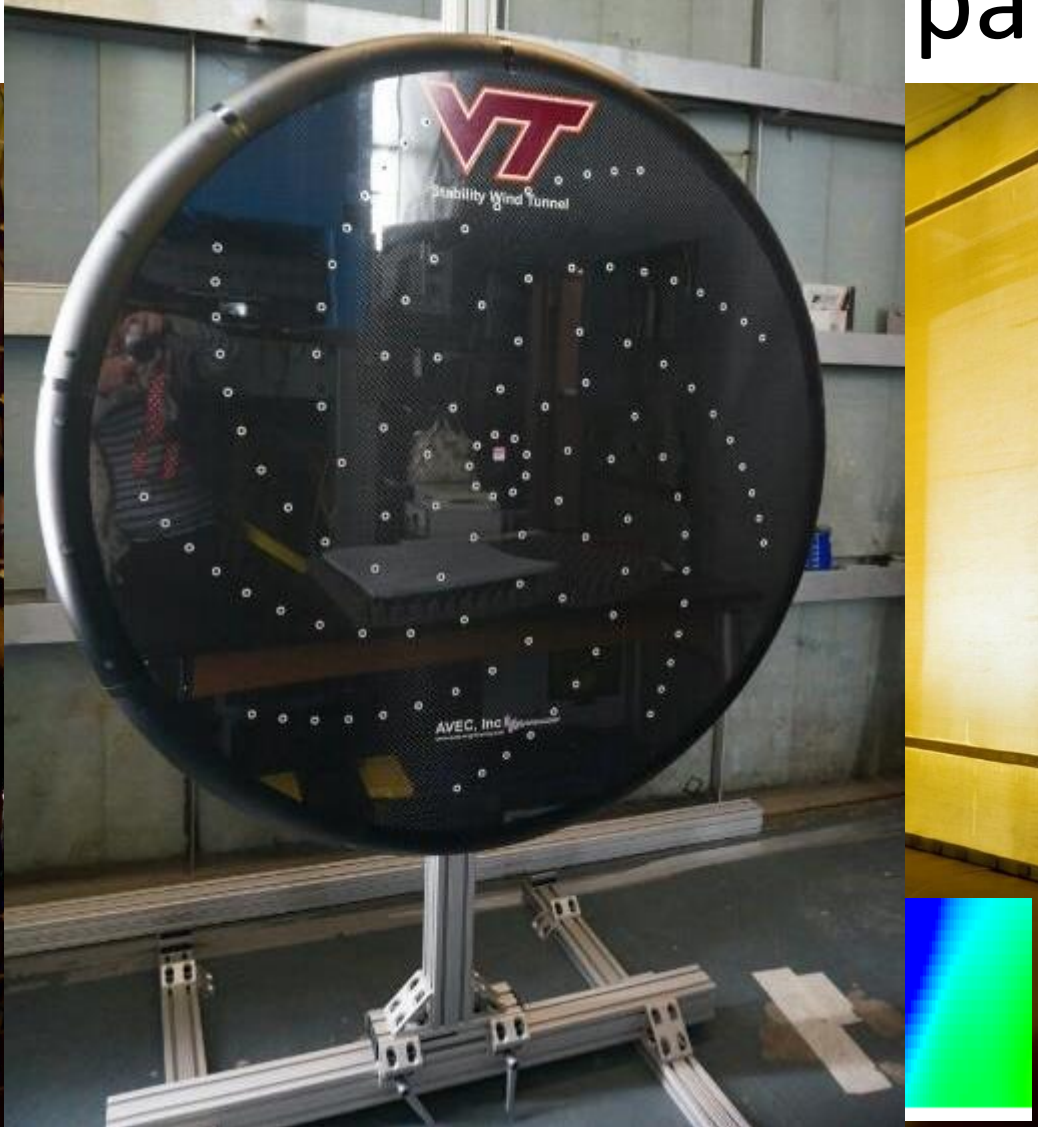
Number of new project starts



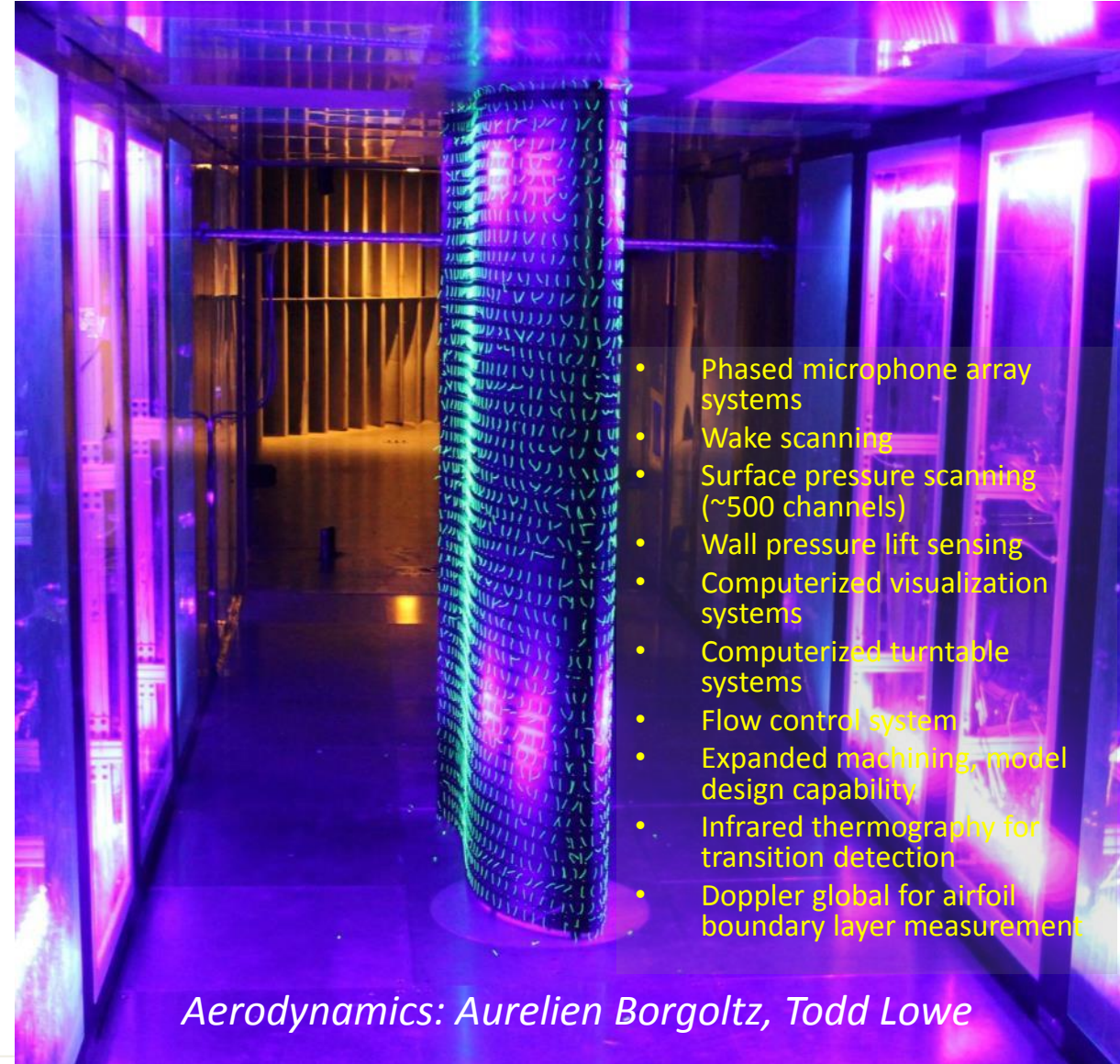
Measurement Capabilities and Research



Measurement Capabilities and Research



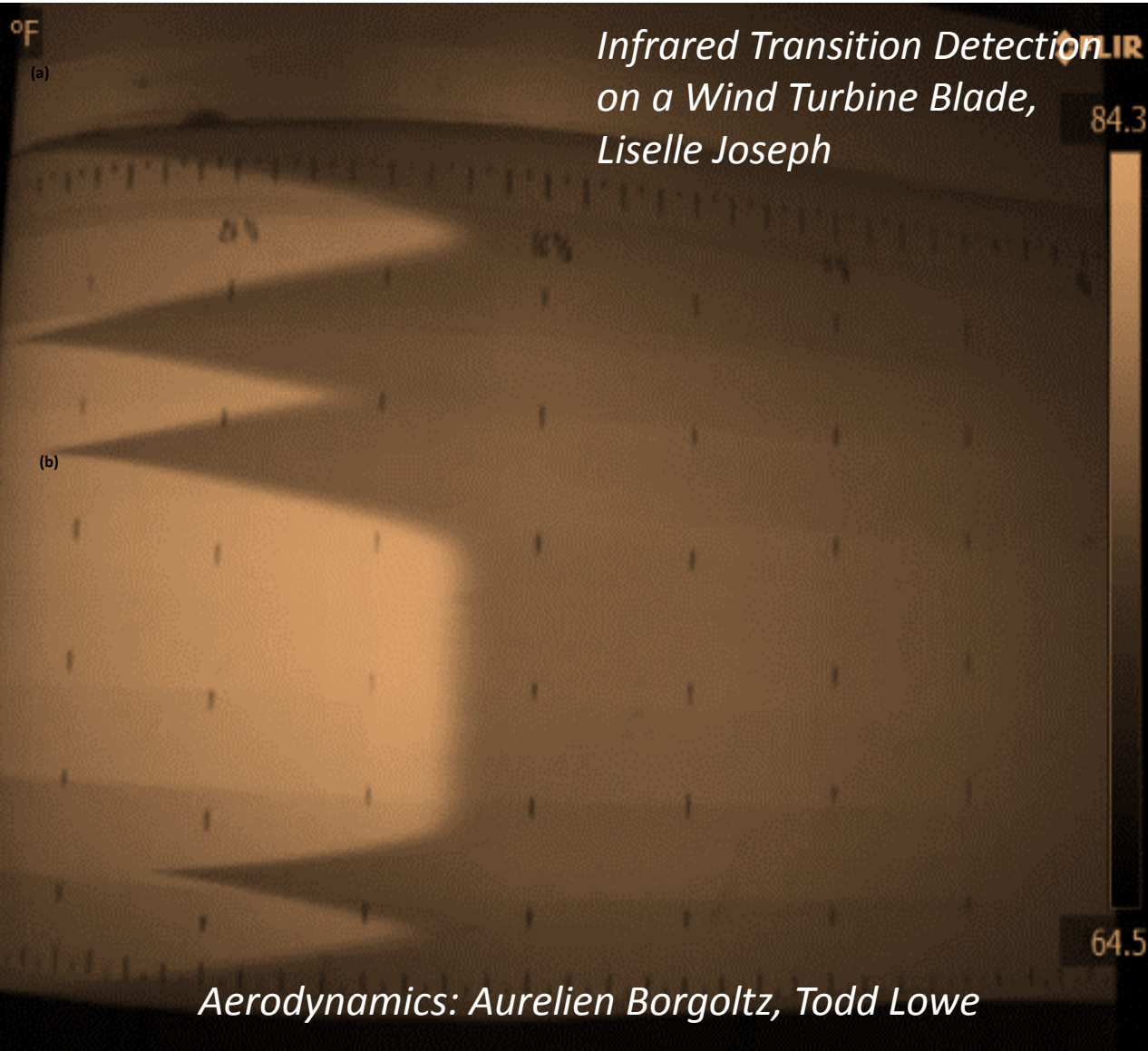
Acoustics: Ricardo Burdisso, Patricio Ravetta, Nathan Alexander



Aerodynamics: Aurelien Borgoltz, Todd Lowe

Measurement Capabilities and Research

Infrared Transition Detection on a Wind Turbine Blade,
Liselle Joseph



Aerodynamics: Aurelien Borgoltz, Todd Lowe



- Phased microphone array systems
- Wake scanning
- Surface pressure scanning (~500 channels)
- Wall pressure lift sensing
- Computerized visualization systems
- Computerized turntable systems
- Flow control system
- Expanded machining, model design capability
- Infrared thermography for transition detection
- Doppler global for airfoil boundary layer measurement

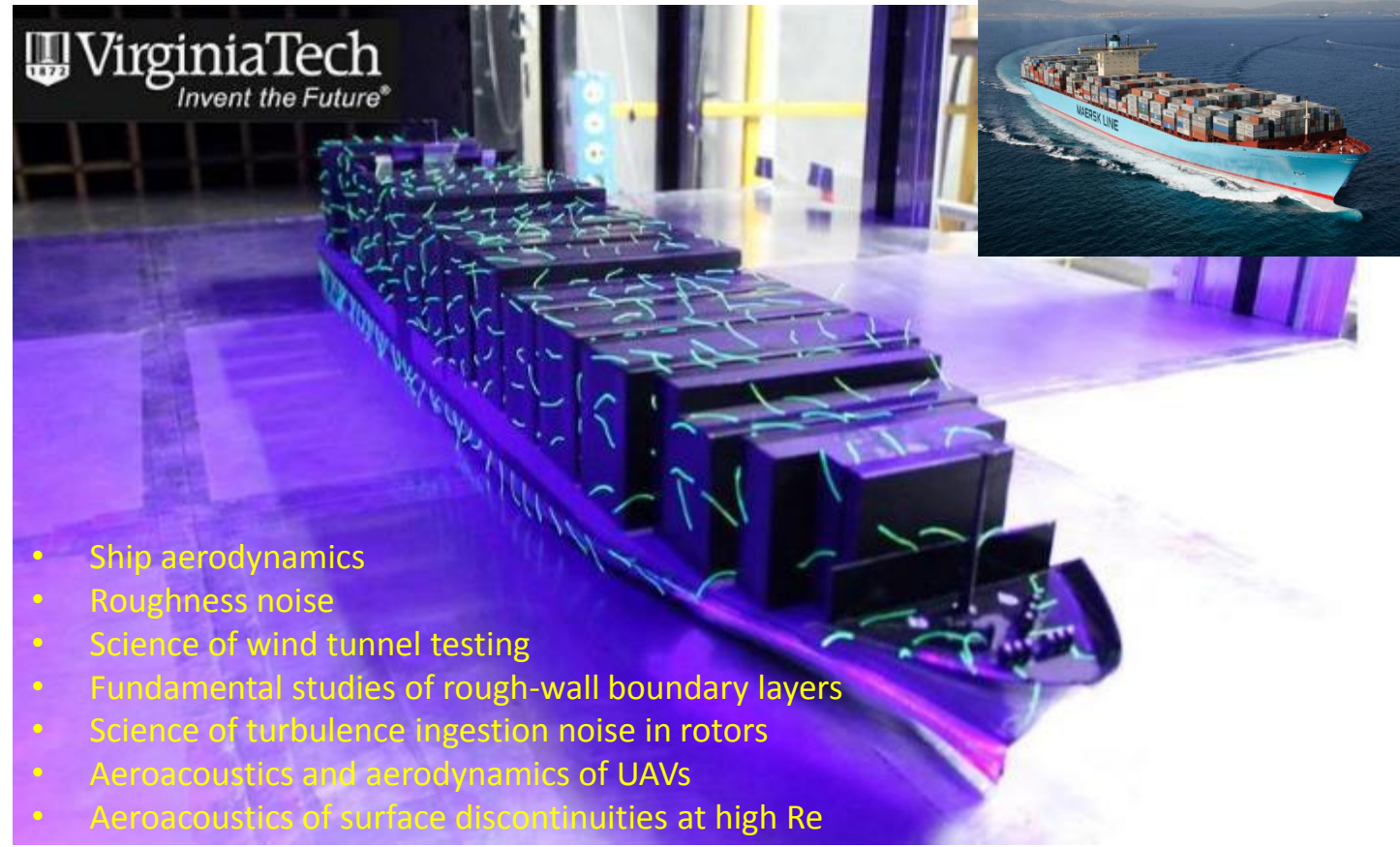
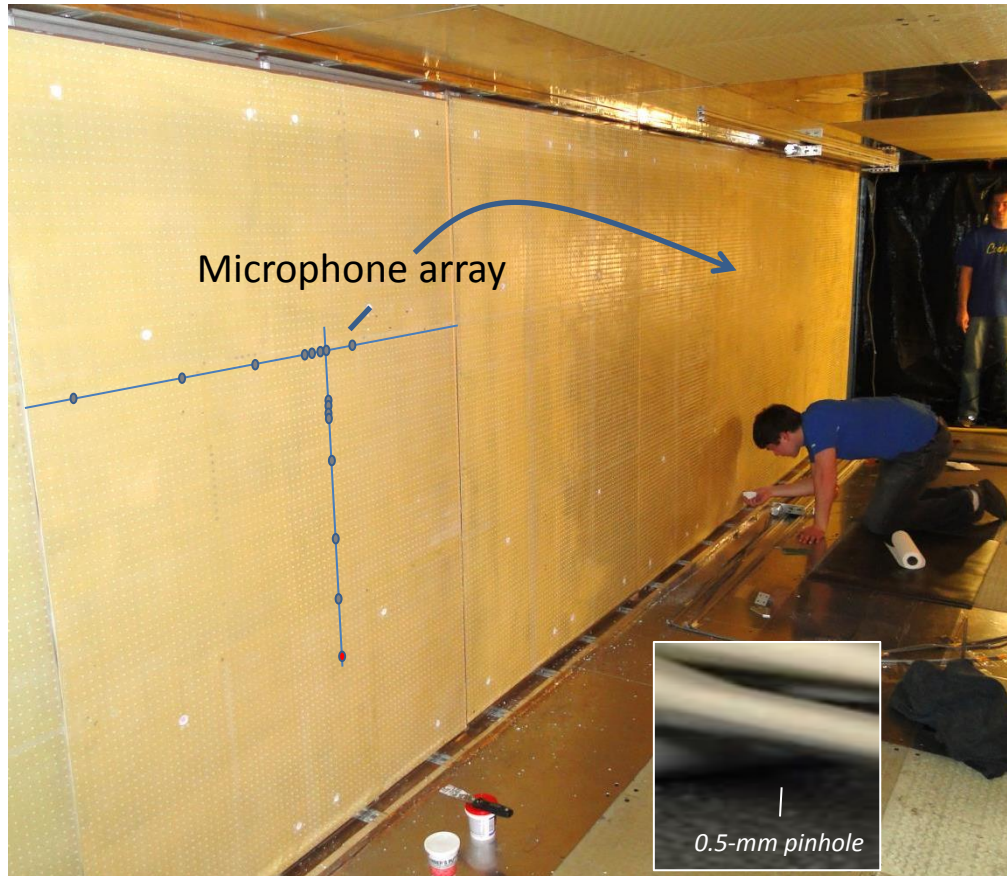
Measurement Capabilities, Wind Energy Applications

*Doppler Global Velocimetry
around a wind turbine
blade, Dan Cadel*

Aerodynamics: Aurelien Borgoltz, Todd Lowe

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- Wake scanning
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- Wall pressure lift sensing
- Computerized visualization systems
- Computerized turntable systems
- Flow control system
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- Infrared thermography for transition detection
- Doppler global for airfoil boundary layer measurement

Fundamental Research, Other Applications



Integrating Education and Research

*“.....a highly
visible
example of the
integration of
education and
research “*



Integrating Education and Research

“.....a highly visible example of the integration of education and research “

- International research experiences/internships for undergraduate and graduate students: Ian Clark (University of Cambridge), Ken Brown (Japan Aerospace Exploration Agency). Growing collaborative efforts with UACH (Chile), and proposed efforts with DTU (Denmark)
- Graduate student industrial internships: Dan Cadel (GE Global Research), Liselle Joseph (GE Power and Water), Ken Brown (GE Power and Water)
- Integrating state of the art technical capabilities into required undergraduate education, individually, in groups and in large scale required courses (particularly in the Stability Tunnel). Over 400 VT students in Aerospace and Ocean Engineering, Mechanical Engineering and Engineering Science and Mechanics per year

CREATe International cooperation with Chile

Ricardo Burdisso

- Growing cooperation with Austral University in Chile (UACH).
- Research in indoor noise prediction and human response due to wind turbine noise.
- VT student (Sterling McBride, ME) and UACH student involved.
- 2 papers to be presented at the ***IX Iberoamerican Congress on Acoustics (FIA 2014)*** – Dec 2014.



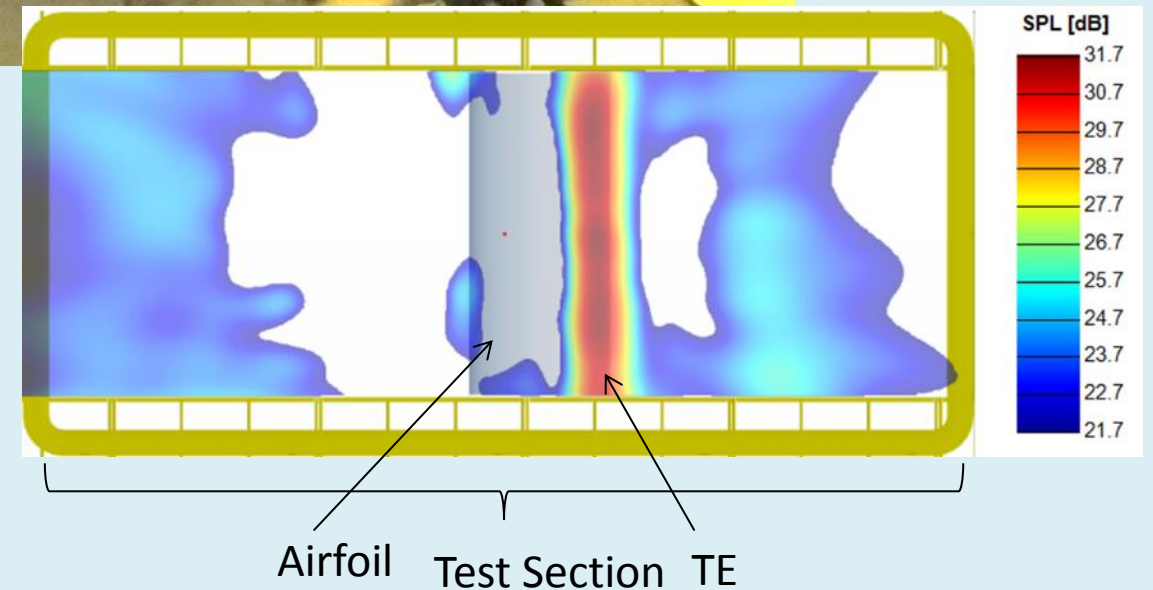
Owls and Noise

- Bio-inspired noise reduction technology.
- Small project from ONR
- Ian Clark (grad student), Nathan Alexander (Research Scientist)
- International Collaborative effort (VT, FAU, Cambridge, Lehigh)
- Crowd-sourced research campaign as part of the Spring 2014 Junior Lab (Aurelien Borgoltz)



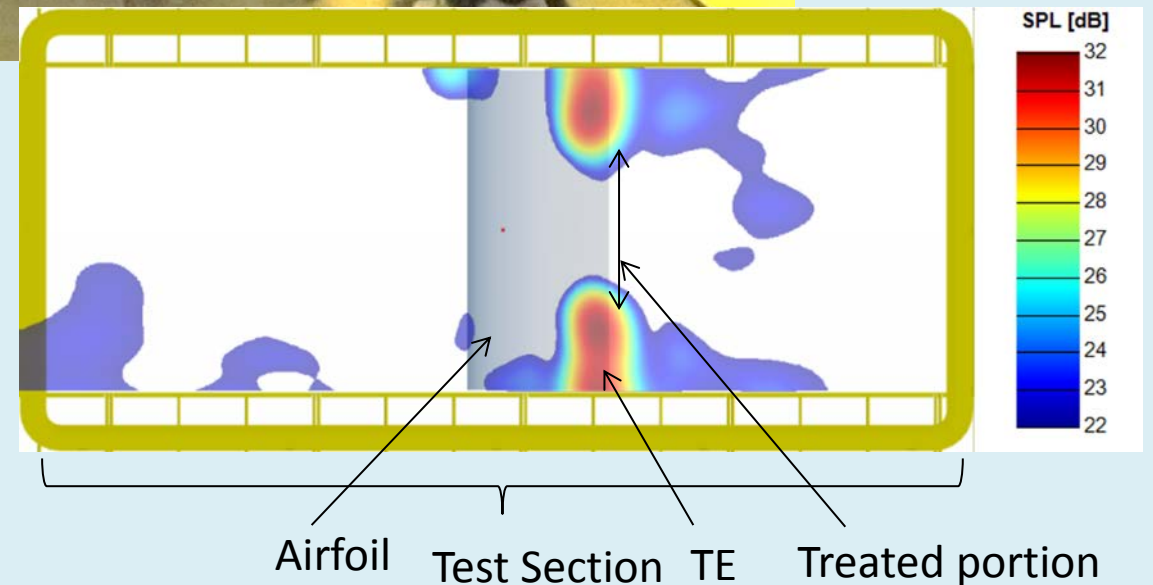
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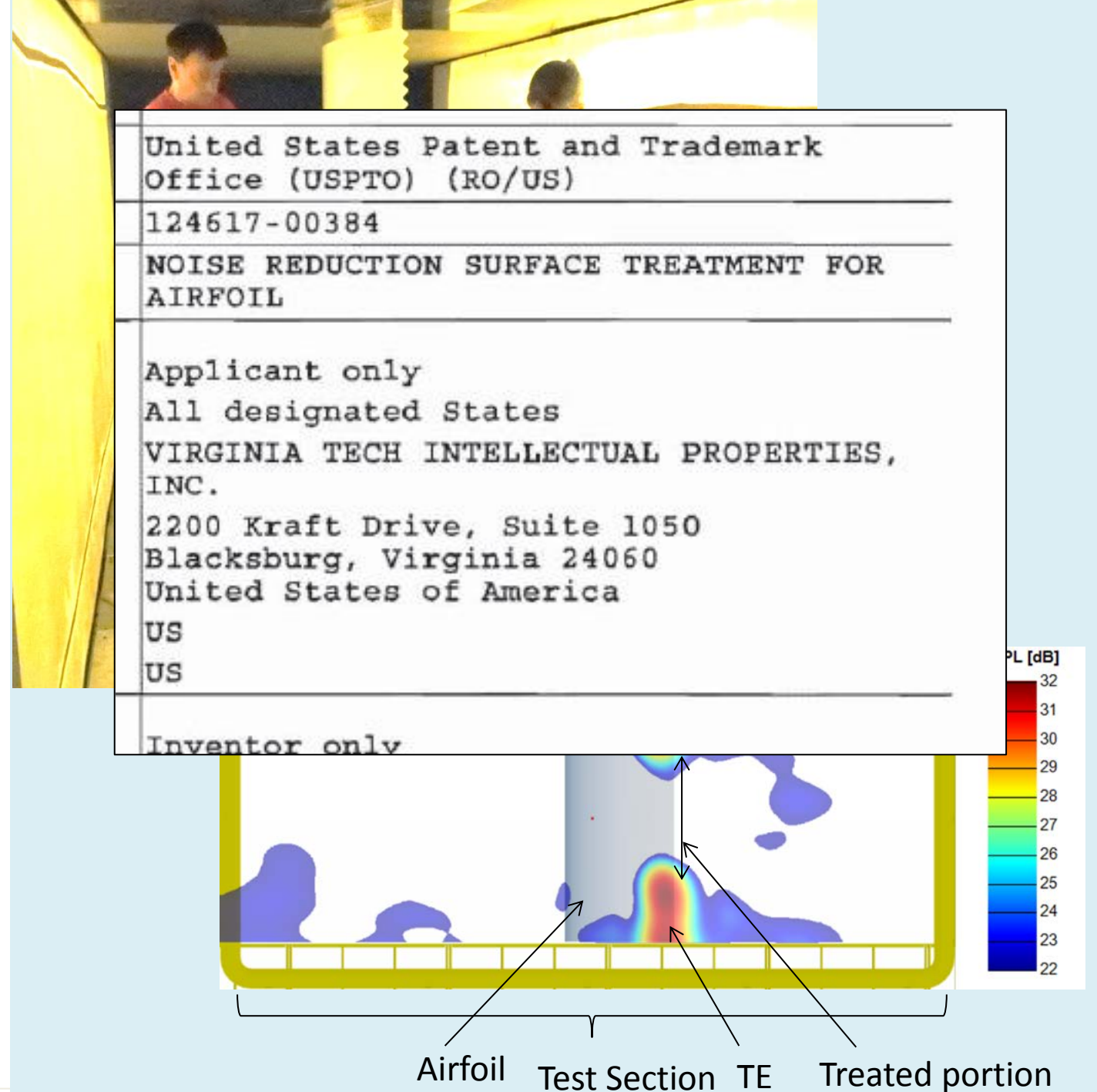
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The Center for Renewable Energy and Aerodynamic Testing (CREATe)

- CREATe is a new center focused on the science of aerodynamics and acoustics and on the engineering of wind energy.
- Our goal is to become the leader in offshore wind energy research in Virginia, an internationally recognized center in the science of aerodynamics and aeroacoustics, and a highly visible example of the integration of education and research
- We have strong and diverse research programs that take advantage of Virginia Tech's unique facilities, in particular the Stability Wind Tunnel.
- This is the premier aeroacoustic research facility in the US for flow acoustics and is a global leader for the aerodynamic and aero-acoustic testing of wind turbine blade designs.



CREATe
Virginia Tech Center for Renewable
Energy and Aerodynamic Testing

An Opportunity

- NAWEA 2015 Meeting will be held at Virginia Tech, organized by CREATE
- Meeting will be 9-11 June, and held at the new Goodwin Hall
- Some 200 participants expected from Academia, Government and Industry
- Topics from wind energy science to social and environmental acceptance to electrical transmission.



NAWEA

NORTH AMERICAN WIND ENERGY ACADEMY

A Challenge

New wind tunnel to boost Danish wind energy research

A new national wind tunnel will add further power to Denmark's position as a world leader in energy education and research

Following an invitation from the Danish education ministry, Denmark's Technical University (DTU) has put forward a proposal for a new national wind tunnel that will add further power to Denmark's leadership in wind technology

- We are exceptionally pleased that DTU will be responsible for the creation of a national wind tunnel and in this way support the further development of Denmark as a powerhouse for research and education in sustainable energy technologies, says Rector of DTU, Anders Bjarklev.



A boost to leading Danish wind energy research

The new wind tunnel will contribute to the development of a next generation wind turbines and give Danish research institutions and companies access to the most advanced testing facilities.

- It's very exciting that Denmark will now be getting a big national wind tunnel which will strengthen research and innovation in wind power significantly. It will further emphasise Denmark's position as a world leader in wind technology, says CEO of Danish Wind Industry Association, Jan Hylleberg.

Ambitious goals for sustainable energy in Denmark

Over the past five years the Danish government has invested approximately 110 million euros into Danish research infrastructure of which a national wind tunnel is the most recent.

- The Danish government has set very ambitious goals for sustainable energy in Denmark. This requires new knowledge and investments that can support sustainable growth. And in this regard, the new wind tunnel makes an important contribution, says Education Minister Morten Østergaard.

Committee Minutes

STUDENT AFFAIRS AND ATHLETICS COMMITTEE

**Smithfield Room, The Inn at Virginia Tech
8:15 a.m.**

November 10, 2014

Board Members Present:

Cordel Faulk (Chair)
Austin Larrowe (Undergraduate Student Representative)
Debbie Petrine (Rector)
Wayne Robinson

Guests:

Whit Babcock, Christian Beyer, Cynthia Bonner, Tom Brown, Justin Computaro, Matt Chan, Jordan Coburn, John Dooley, Heather Evans, Ted Faulkner, Rick Ferraro, Eleanor Finger, Bill Foy, Randy Fullhart, Joe Gabbard, Martha Glass, Hunter Gresham, Hikmet Gursoy, Rachel Holloway, Byron Hughes, Carol Kahoun, Kathy Kaplan, Gary Kirk, Jonathan Manz, Kim O'Rourke, Rebecca Paulson, Susan Pedigo, Patty Perillo, Karen Sanders, Madeline Schreiber, Ro Settle, Frank Shushok, Angela Simmons, Adam Smith, Tricia Smith, Rick Sparks, Beth Umberger, Danny White, Buzz Williams, and Joey van Zegeren.

The meeting was called to order at 8:18 a.m.

Open Session

1. Introductions, Opening Remarks and Approval of September 15, 2014 Minutes.

Cordel Faulk, committee chair, allowed for introductions, provided opening remarks, and submitted the minutes of the September 15, 2014, meeting to the committee for review and acceptance.

A motion was made and passed unanimously to approve the minutes as written.

Before continuing with the agenda, a briefing was offered by Dr. Frank Shushok, senior associate vice president for student affairs and deputy Title IX coordinator, regarding the Governor's Task Force on Combatting Campus Sexual Violence, which he and assistant provost, Dr. Ellen Plummer, along with Kay Heidbreder, university legal counsel as support on behalf of the Attorney General's Office, were appointed to as representatives from Virginia Tech. There are three committees focused on prevention, response, and law enforcement. Virginia Tech completed an external review last year and is operating in a best practices scenario. The task force is

charged to identify promising practices for community colleges and 4-year institutions and report to the Governor in June 2015.

2. **Intercollegiate Athletics Report.** Whit Babcock, director of Athletics, provided a report on intercollegiate athletics. Joining Mr. Babcock were men's basketball coach, Buzz Williams, and player Joey van Zegeren. Men's basketball season opens with the first home game on Friday, November 14.

The presentation then focused on the student-athlete experience, including the make-up of the 603 student athletes from gender, ethnicity, academic year, and major, to the range of support offered to them including everything from nutrition and coaching to academic services and facilities. Mr. Babcock went on to share an article from the *Harvard Business Review* in which research shows that more than half of the top female executives (more than 400 female executives in five countries) were college athletes.

Mr. Babcock yielded the floor to assistant athletic director for student-athlete development, Mr. Danny White, who introduced members of the Student-Athlete Advisory Committee (SAAC), which serves as the "bridge" between student-athletes and the athletic department. SAAC is comprised of two or three athletes per team.

Mr. White shared LDRS 1016: Global Citizen Leadership, a course he co-designed where students experience Punta Cana from a service, leadership, sport, health, culture, social issues, international development, and student development lens. Division I student-athletes don't typically have the opportunity to travel abroad. This course is offered in the summer and offers student-athletes, and non-student-athletes, the opportunity for international service-learning.

In conclusion, a few final updates were issued including the Virginia Tech wrestling matches to be held on three different dates in February at the Moss Arts Center, a review is being conducted of the indoor club seats at Lane Stadium for maximum return of investment, and Mr. Babcock recognized some of Virginia Tech's athletic pioneers who were celebrated this fall.

3. **DSA Assessment: Data-Driven Division:** Dr. Martha Glass, director of assessment and professional development for the division of student affairs, highlighted the assessment efforts of the division and how data is used to drive decision making and provide accountability. The division of student affairs utilizes a consultant model of assessment to provide department-specific support, but division-wide reporting responsibility. Dr. Glass highlighted the division's 5 year program review cycle and our commitment to the Council for Advancement of Standards (CAS) and National Accreditation Standards. As well, she provided specific examples of how assessment helps prioritize and align our work.
4. **DSA Student Engagement at Virginia Tech:** Dr. Angela Simmons, assistant vice president for student affairs, reviewed the newly formed and highly collaborative student engagement "area" within the division of student affairs, which she has been leading since August 2014. Joining the presentation were colleagues Mr. Justin

Camputaro, director of student centers and activities, Ms. Heather Evans, director of the leadership education collaborative, Dr. Gary Kirk, director of VT Engage: The Community Learning Collaborative, and Mr. Rick Sparks, associate dean and director for new student and family programs. Together, they discussed the differences between engagement and participation, the possibilities offered by the Gallup-Perdue Index for student engagement, and their collective beginning vision and hopes for student engagement work at Virginia Tech across and between their areas, as well as throughout the division and university.

5. **DSA Strategic Funding Priorities:** Dr. Patricia A. Perillo, vice president for student affairs, highlighted the funding priorities for the division. Rooted in our Aspirations for Student Learning and established to support the division's vision of shaping the Virginia Tech student experience, six priorities drive the fundraising endeavors of the division: the Vice President's Fund for Excellence; Division of Student Affairs Scholarships; Transformative Student Spaces; Hands-on, Minds-on Programs; Learning Environments; and, Globalization and Inclusion.

Adjournment. With no further business, the meeting was adjourned at 12:03 p.m.

Intercollegiate Athletics
Report to the Student Affairs &
Athletic Committee of the Board of
Visitors

November 10, 2014

Agenda

- Intro Video
- Coach Buzz Williams – Men's Basketball
- Centering Our Focus on the Student-Athlete Experience – It's All About the 603
- Quick Hitters & Updates
- Closing Video

Intro Video

- *Available soon*

Coach Buzz Williams

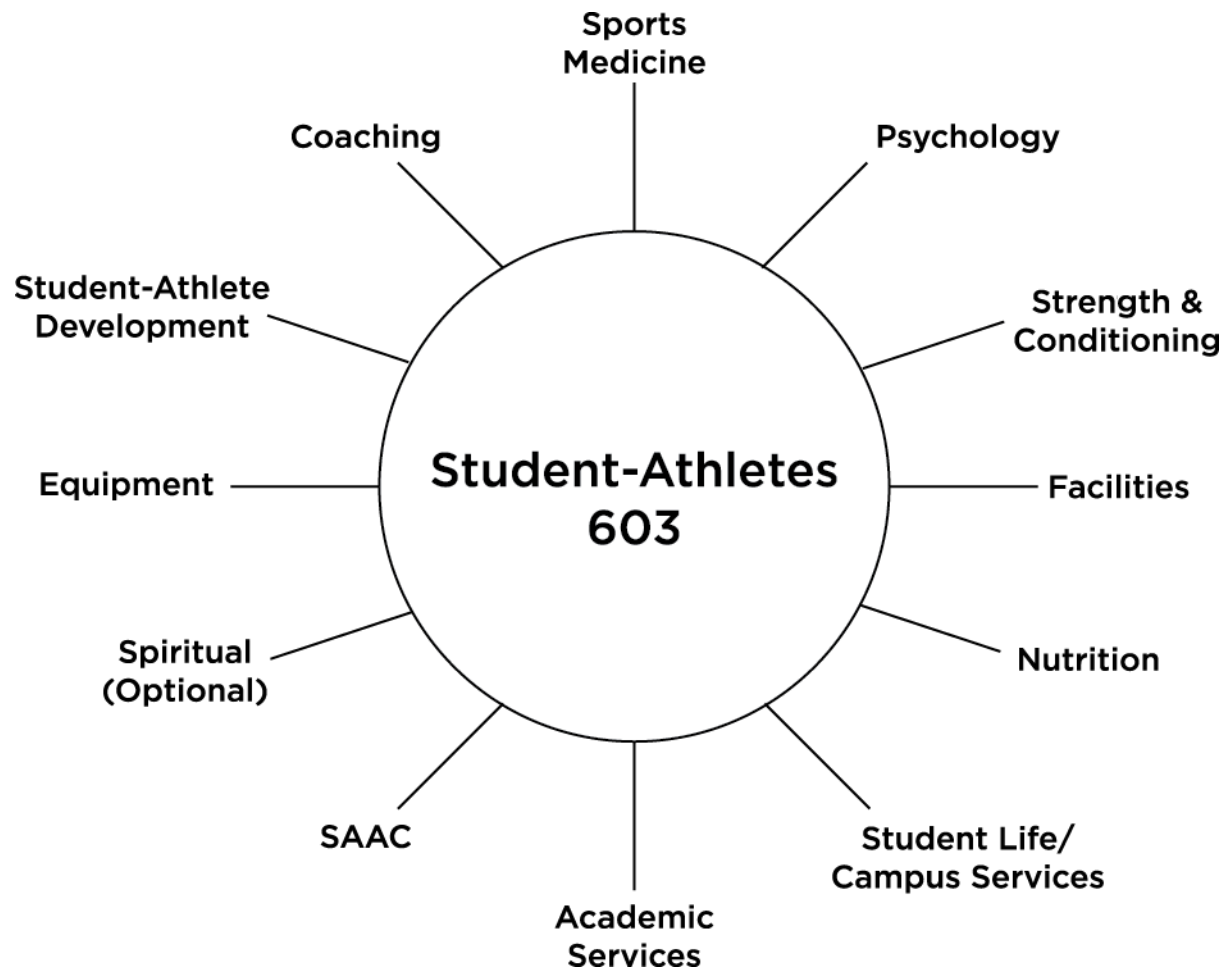


Centering Our Focus on the Student-Athlete Experience

Our Student-Athletes, Who are
they and What are they Majoring
in?

(Handout)

Student-Athlete Support – It's all about the 603



How we serve and grow Hokies, Someone's Sons and Daughters

Female Executives and College Athletics

(Handout)

Student-Athlete Advisory Commitee (SAAC)

- Promote effective communication between the Virginia Tech Athletics Department Administration and student-athlete population.
- To provide Virginia Tech student-athletes with opportunities that foster personal growth, leadership development and team building.
- To create, plan and implement outreach initiatives on campus and within the surrounding community.
- To increase the level of communication and camaraderie among teams in an effort to enhance the student-athlete experience.

Student-Athlete Advisory Committee (SAAC)



Carol Kahoun
Women's Tennis



Joey van Zegeren
Men's Basketball



Adam Smith
Men's Basketball



Christian Beyer
Men's Basketball



Jordan Coburn
Women's Soccer

LDRS 1016: Global Citizen Leadership

Danny White

Assistant Athletic Director of
Student-Athlete Development



LDRS 1016: Global Citizen Leadership





LDRS 1016: Global Citizen Leadership



Leadership and Social Change Minor Department of Agricultural, Leadership and Community Education

2012, 2013, 2014





LDRS 1016: Global Citizen Leadership





LDRS 1016: Global Citizen Leadership



Two sides to Punta Cana





LDRS 1016: Global Citizen Leadership





LDRS 1016: Global Citizen Leadership





LDRS 1016: Global Citizen Leadership





LDRS 1016: Global Citizen Leadership



Punta Cana Ecological Foundation (PCEF)

2005: VT MOU with PCEF

- *Caribbean Center for Education & Research (CCER)*
- Research, education & outreach
- Intellectual capital to develop educational programs





LDRS 1016: Global Citizen Leadership



PCEF's community programs focus on 4 areas of basic human development:

- Education
- Health
- Culture
- Sports





LDRS 1016: Global Citizen Leadership





LDRS 1016: Global Citizen Leadership





LDRS 1016: Global Citizen Leadership



Framing this course within:

International Development
&
Student Development



LDRS 1016: Global Citizen Leadership



1. Combining:

Service



+

Leadership



=



LDRS 1016: Global Citizen Leadership



Service-learning

- Creates a powerful tool for student development
(Dugan, 2006)
- More complex understanding of service, social issues and poverty
(Cipolle, 2010)
- Dramatic increase in leadership learning
(Dugan, 2006)



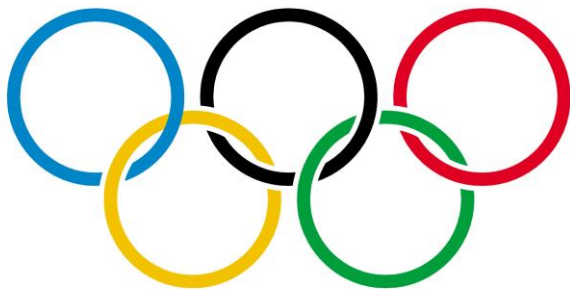
LDRS 1016: Global Citizen Leadership



2. Combining:

Sport

International Development



+



=

UNITED NATIONS



LDRS 1016: Global Citizen Leadership



Sport for Development & Peace



5 Day sports camp:

- Day 1-2: HIV/Aids Education with Deportes Para la Vida
- Day 3-5: Sports training (soccer, volleyball, football) and leadership development led by VT



LDRS 1016: Global Citizen Leadership



3. Combining:

University Values



+

Student Development



=



LDRS 1016: Global Citizen Leadership



- Ut Prosim creates an educational environment dedicated to service
- Must have a strong connection between the mission of the program and the mission of the institution

(Owen, 2012)

- University values are a major factor in the development of students' social justice understanding

(Cipolle, 2010)



LDRS 1016: Global Citizen Leadership





LDRS 1016: Global Citizen Leadership



Quick Hitters & Updates

Wrestling – Ancient Art meets Modern Art – at the Moss Arts Center



February 1
2 PM



February 6
7 PM



February 8
2 PM

North and South Clubs at Lane Stadium



Recognition and Celebration of our Pioneers

- Mrs. Anne Jones-Thompson &
Lynn Jones-Krulich – Women's Tennis, 1977-81
- Jerry Gaines – Football, 1968-71
- John Dobbins – Football, 1969-72

Closing Video



**Thank You
and
Go Hokies!**



Division of Student Affairs Data-Driven Division



Dr. Martha Glass
Director of Assessment and
Professional Development



Outcomes

- Know what assessment is and why it is important
- Understand how assessment is framed in the DSA
- Become familiar with “best practices” in assessment
- Provide examples for how DSA makes decisions with data



What is Assessment?

- The key questions:
 - What are we trying to do and why?
 - What is my program supposed to accomplish?
 - How well are we doing it?
 - How do we know?
 - How do we use the information to improve or celebrate successes?
 - Do the improvements we make work?



What is Assessment?

Two key points to remember

- 1) assessment guides good practice, while research guides theory development and test concepts
- 2) assessment has implications for a single institution, while research typically has broader implications for student affairs and higher education. (Erwin, 1991)



Why is it important?

- Accountability
 - Government
 - Parents, Students, Stakeholders
 - Fiscal responsibility
- Accreditation - SACS
- Responsibility to university, division, department mission – strategic planning
- Data-driven decision making



DSA Assessment Structure

Model for assessment – Consultant Model

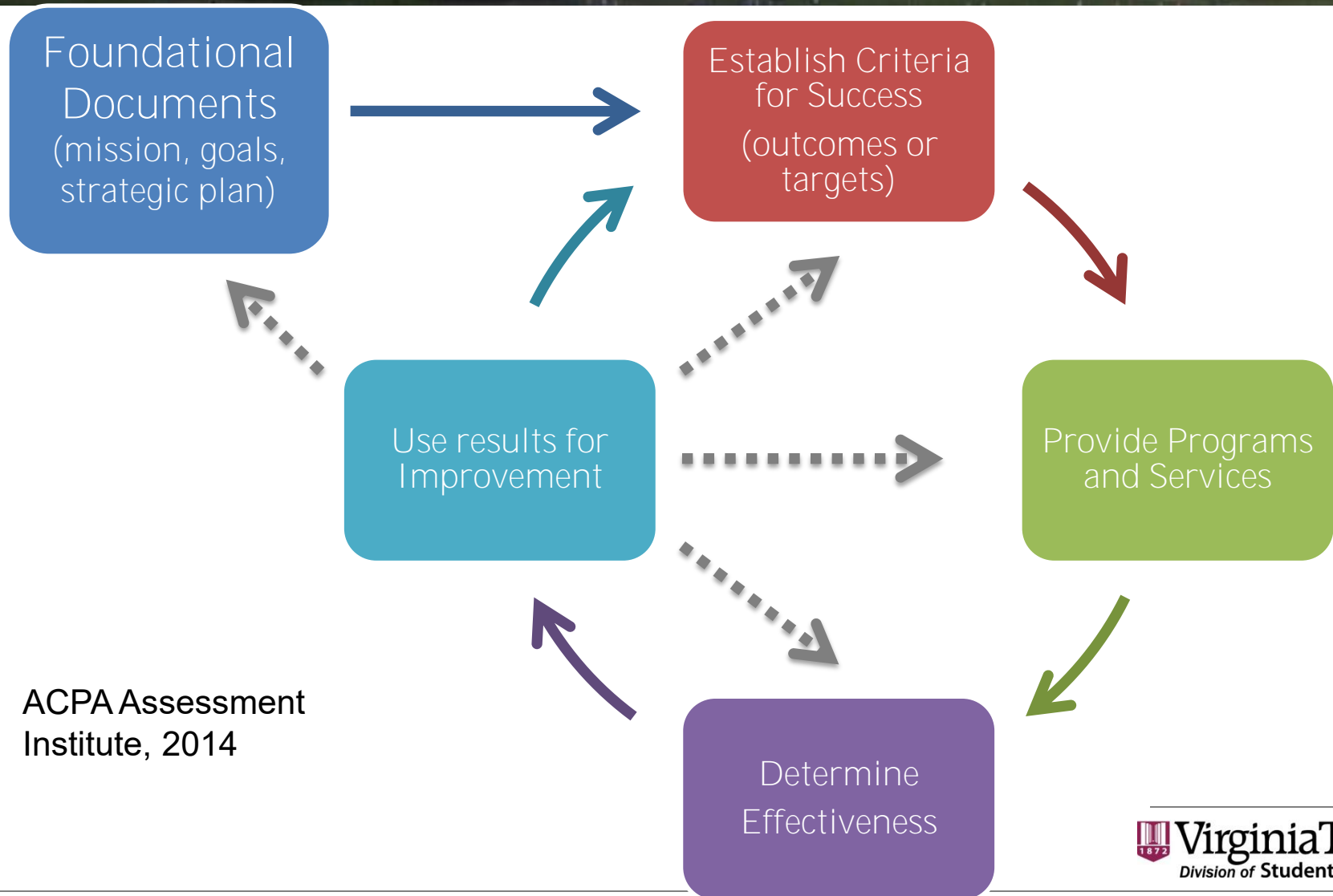
- Work with individual departments to develop and implement projects
- Provide education and support tailored to individual unit need
- Responsibility for assessment is spread across the entire division

(Education Advisory Board)



Outcomes Based Assessment

- Bresciani (2006) states that Outcomes Based Assessment is a *systematic* and *intentional* process. In this process, student affairs educators articulate what the program intends to accomplish in regard to its services, research, student learning, and faculty/staff development programs. The professionals then purposefully plan the program so that the intended results (outcomes) can be achieved; implement methods to systematically -over time- identify whether end results have been achieved; and finally, use the results to plan improvements or make recommendations for policy consideration, recruitment, retention, resource reallocation, or a new resource request



ACPA Assessment
Institute, 2014



What we do

- We offered 20 workshops on responsible drinking
- We developed and distributed newsletters to 300 long-term neighbors
- We had 200 students attend a leadership training

What difference are we making?

- Are students drinking more responsibly?
- Have relationships between long-term neighbors and their student neighbors improved?
- Do student leaders have effective skills, knowledge, and abilities?



Best Practices in Assessment

- Create a Culture of Accountability
- Strengthen Capacity Across the Division
- Hardwire Assessment Infrastructure
- Prioritize Our Work – Align Efforts
- Leveraging Results to Drive Change

(Education Advisory Board)



Culture of Assessment

- Accountability
 - Annual Department Assessment Plan
 - Program Review
- Behavior
 - Assessment Roundtable
 - Education
- Commitment
 - Leadership



Strengthen Capacity

- Webinars – Campus Labs
- Assessment Roundtable Training
 - Office of Assessment & Evaluation
 - Peer Education
- Higher Education Partnership
- Summer Assessment Camp



Assessment Infrastructure

- Annual Department Assessment Plans
 - Identify goals, outcomes, targets, measures
 - Outcomes
 - Learning
 - Administrative
 - Summarize findings
 - How did data inform decisions?
 - Tracking resources, usage, etc.



Assessment Infrastructure

- Department Rep on Roundtable
- Closing the Loop Award
- Program Review
 - 5-year cycle
 - Council for Advance of Standards -CAS
 - National Accreditation Standards
 - Internal and external



Prioritizing Our Work - Alignment

- Aspirations for Student Learning
- Guiding Principles for Service
- Division of Student Affairs Strategic Plan
 - Strategic Plan Implementation Team



University Mission and Outcomes

DSA Mission and Outcomes

Department Mission

Department Goals and Outcomes

Programs and
Services

Assessment

VT Culture and
Beliefs

DSA Culture and
Beliefs



Leveraging Results to Drive Change

- Examples from Annual Report
- Division level assessments
- Administrative Quality Improvements
- Balanced Scorecard



DSA Assessment & Research Projects

- Keystone Experience
- Longitudinal Study of the VT Experience
- Campus Climate
 - Diversity, safety, spirituality, Title IX
 - Undergraduate and Graduate
- Leadership Study
- National Benchmarking



Questions?

Student Engagement at Virginia Tech

What is Student Engagement?

- The amount of time and effort students put into their studies and other educationally purposeful activities.
- How a school deploys its resources and organizes the curriculum, other learning opportunities, and support services to induce students to participate in activities that lead to the experiences and outcomes that constitute student success (persistence, satisfaction, learning, and graduation) (Kuh, 2004).

Why Student Engagement Matters

- Participating in educationally purposeful activities directly influences the quality of students' learning and their overall educational experience. Therefore, high levels of student engagement are necessary for, and contribute to, collegiate success.
- Engagement differs from involvement in that it links more directly to desired educational processes and outcomes and emphasizes action that the institution can take to increase student engagement (Kuh, 2001).

Enhancing Student Engagement

High Impact Practices

First-Year Seminars and Experiences

Common Intellectual Experiences

Learning Communities

Writing-Intensive Courses

Collaborative Assignments and Projects

Undergraduate Research

Diversity/Global Learning

Service Learning/Community Based Learning

Internships

Capstone Courses and Projects

Enhancing Student Engagement

Gallup-Purdue Index

(Experiences in college that contribute to feeling prepared for life after college)

- I had at least one professor who made me excited about learning.
 - My professors cared about me as a person.
- I had a mentor who encouraged me to pursue my goals and dreams.
 - I worked on a project that took a semester or more to complete.
- I had an internship or job that allowed me to apply what I was learning in the classroom.
- I was extremely active in extracurricular activities and organizations.

New Student & Family Programs

- Transitional Programming and Services
 - New Student and Family Orientation
 - Extended Orientation - Hokie Camp
 - Hokie Hi Welcome
 - Ongoing Student/Family Partnership Initiatives
- Student Leadership Positions

Student Centers and Activities

- Quality Facilities
- Recreational Activities
- Art Program & Perspective Gallery
- Student Organizations
- Programming

Leadership Education Collaborative

- Vision, Mission, and Strategic Goal Areas
- The Leadership Education Collaborative Advisory Council
- Current Areas of Focus

VT Engage: The Community Learning Collaborative

- Mission and Core Values
- Curricular Service-Learning
- Co-Curricular Service Programs
- Community Capacity Building
- Scholarship and Assessment of Engagement

Student Engagement at Virginia Tech



VirginiaTech
Division of Student Affairs

Strategic Fundraising Priorities

Patricia A. Perillo, PhD

Vice President for Student Affairs

November 10, 2014



Our Mission:

To promote **student learning, life skills, and personal growth** through a strong focus on holistic student development and collaborative partnerships that deliver superior service to, and care for, students in the spirit of *Ut Prosim*.



Shaping the Virginia Tech Student Experience:

The Division of Student Affairs (DSA) completes and complements a Virginia Tech education with hands-on, minds-on experiences that prepare students for rewarding lives. The DSA is deeply committed to providing rich co-curricular learning opportunities and essential student services.

Virtually every aspect of a student's life outside the classroom is represented through the division's departments.



Alumni and Family Programs
Assessment and Professional Development
Campus Alcohol Abuse Prevention Center
Career Services
Cook Counseling Center
Communications and Innovative Technology
Community Engagement and Inclusion
Corps of Cadets
Cranwell International Center
Dean of Students
Development for Student Affairs and Parent Support
Dining
Fraternity and Sorority Life
Housing and Residence Life
Leadership Education Collaborative
Multicultural Programs and Services
New Student and Family Programs
Recreational Sports
Schiffert Health Center
Services for Students with Disabilities
Student Advocacy
Student Centers and Activities
Student Conduct
VT Engage: The Community Learning Collaborative

Shaping the Virginia Tech Student Experience is what Drives our Fundraising Priorities





**Hands-on,
Minds-on
Programs**

**Learning
Environments**

**Transformative
Student
Spaces**

**The Virginia
Tech Student
Experience**

**Globalization
and Inclusion**

**Vice President's
Fund for
Excellence**

**Division of
Student Affairs
Scholarships**



VirginiaTech
Division of Student Affairs

Vice President's Fund for Excellence

From orientation through graduation, both in and out of the classroom, the Division of Student Affairs provides a framework for academic achievement, personal growth, and lifelong fulfillment.

Creativity and innovation go hand-in-hand with the ability to respond quickly to a constantly changing environment. Unrestricted funds will allow us maximum financial flexibility so that we can take advantage of innovative ideas, unanticipated opportunities, prospects for collaboration, challenges that need attention, or crisis contingencies.

DSA Scholarships

Our commitment to students includes exposing them to new information and experiences that promote personal and professional knowledge, skills, and character development. The DSA's monetary awards based on leadership, merit, or financial need enable students to take advantage of opportunities they might not otherwise have. Examples include:

- **Student Leader Awards and Scholarships**
- **Travel and Study Abroad**
- **Conference Travel and Professional Development for Students**
- **Aspire! Awards**

Transformative Student Spaces

We provide welcoming, barrier-free, sustainable living-learning environments for our students. We are constantly evaluating our physical resources, how we currently use these assets for programs and services, and where opportunities exist to provide out-of-class learning, leadership development, academic partnerships, and research options. Examples include:

- **New Student Center**
- **Renovations to Existing Facilities**
 - Recreational Sports Fields
 - War Memorial Hall
 - Charging and Information Access Stations

Hands-on, Minds-on Programs

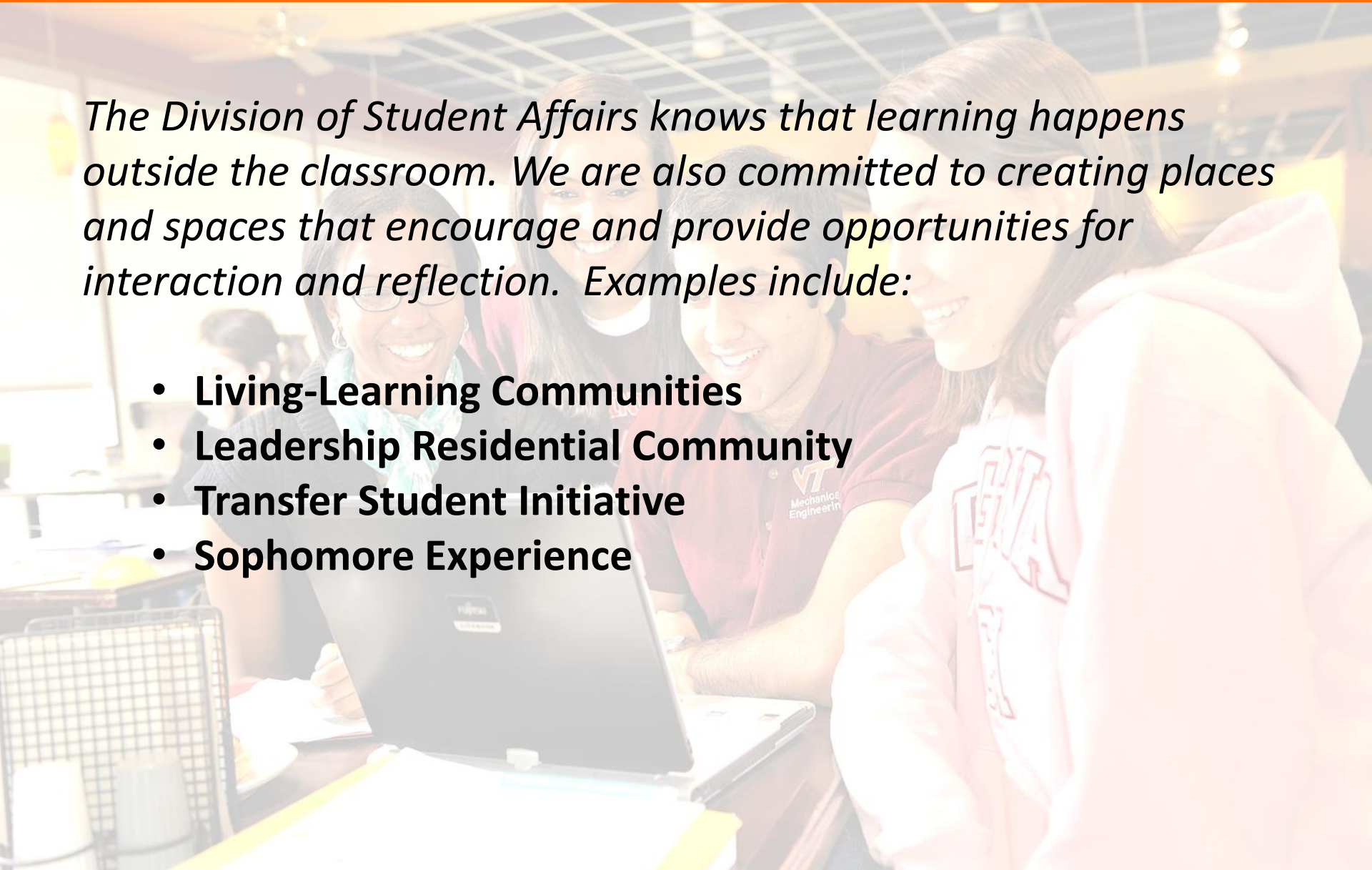
Virginia Tech students will form a set of affirmative values and develop the self-understanding to integrate these values into their decision-making. We inspire students to explore new endeavors and to engage in critical reflection on who they are and what they value so that they can lead and serve the greater good with others in a global community. Examples include:

- **Hokie Camp**
- **Leadership Education Collaborative**
- **Student Advocacy and Crisis Response**
- **VT Engage: The Community Learning Collaborative**
- **Women's Leadership Development**
- **Practicums, Internships, and Co-ops**

Learning Environments

The Division of Student Affairs knows that learning happens outside the classroom. We are also committed to creating places and spaces that encourage and provide opportunities for interaction and reflection. Examples include:

- **Living-Learning Communities**
- **Leadership Residential Community**
- **Transfer Student Initiative**
- **Sophomore Experience**



Globalization and Inclusion

The Division of Student Affairs prepares students for dynamic and diverse domestic and global environments. The collaboration of cultures, ideas, and different perspectives is an institutional asset that brings forth greater creativity, innovation, and learning. We will help students become courageous leaders who serve as change agents and make the world more humane and just. Examples include:

- **International Global Village**
- **Intergroup Dialogue (IGD) Program**



**Hands-on,
Minds-on
Programs**

**Learning
Environments**

**Transformative
Student
Spaces**

**The Virginia
Tech Student
Experience**

**Globalization
and Inclusion**

**Vice President's
Fund for
Excellence**

**Division of
Student Affairs
Scholarships**



Virginia Tech
Division of Student Affairs



VirginiaTech
Division of Student Affairs

Thank You!

Patricia A. Perillo, PhD
Vice President for Student Affairs

Shaping the Virginia Tech Student Experience



Division of Student Affairs

Our Aspirations for Student Learning

Commit to unwavering **curiosity**

Pursue **self-understanding** and **integrity**

Practice **civility**

Prepare for a life of **courageous leadership**

Embrace ***Ut Prosim*** as a way of life

Shaping the Virginia Tech Student Experience

A great education is all-encompassing and endures for a lifetime.

Virtually every aspect of a student's life outside the classroom is represented through the work of the Division of Student Affairs.

We recognize that a great education takes place everywhere on campus, both inside and outside of the classroom. It's also in the choices we make every day, and it continues long after our formal schooling has concluded.

This is our commitment in the Division of Student Affairs—to complete a Virginia Tech education so students flourish. Our goal is to enable students to maximize their years at Virginia Tech and, in so doing, help them develop exceptional qualities to draw on throughout their lives.

In all we do, we don't want students to just survive; we want them to thrive. This is why we are embarking upon an ambitious fundraising initiative.

We provide an exceptional education for our students during all stages of their Virginia Tech journeys, from orientation through graduation.

In order to do this, we focus upon offering innovative new programs and services, as well as developing those we have already begun.



In the Division of Student Affairs, we support virtually every aspect of Virginia Tech students' lives.



Through our many programs and the interactions that are constantly taking place within them, we are building community, both on our campus and throughout the world.

Shaping the Virginia Tech Student Experience

Vice President's Fund for Excellence \$1 million

The Vice President's Fund for Excellence will provide unrestricted support that allows us the flexibility to take advantage of unanticipated opportunities and develop promising ideas. In our efforts to best serve our students, we are guided by the Aspirations for Student Learning, a road map for making the Virginia Tech experience one that will prepare students for a purposeful and fulfilling life.

All five aspirations—committing to unwavering curiosity, pursuing self-understanding and integrity, practicing civility, preparing for a life of courageous leadership, and embracing the university's motto of *Ut Prosim* (That I May Serve)—connect to our mission of promoting student learning, life skills, and personal growth through a strong focus on student development and collaborative partnerships.

One way that we will use this donor-supported fund is for the Aspirations for Student Learning Symposiums—conferences at Virginia Tech which focus upon our five guiding aspirations. These conferences are open to all Virginia Tech students. They feature moderated paper presentations and discussions by members of the Virginia Tech community, allowing us to rally around the cause of strengthening education and learning.

Division of Student Affairs Scholarships \$4.25 million

To develop students' potential as the engaged leaders of tomorrow, we must provide them with learning opportunities today.

Scholarships have helped an increasing number of Hokies complete their education and learn valuable leadership and service-learning skills. The Division of Student Affairs administers scholarships to undergraduate students who demonstrate outstanding leadership qualities or the potential to become exceptional leaders. Additional scholarships will provide more assistance for deserving students.

Scholarships based on leadership, merit, and financial need expose students to new experiences. This promotes learning and character development. For example, we support students as they attend professional conferences around the country. There, they get a head start on their career by presenting their research, meeting leaders in their chosen field, and gaining a clear sense of how professional success is attained.



"A student's success in college is greatly influenced by the existence of a positive environment and support system from the very beginning," said recent Aspire! Award recipient Kylie Gilbert, center. "That is one of the main reasons why I am so passionate about building community in the residence halls. Sometimes it takes as little as a meaningful conversation at an ice cream social to make a student feel welcome and give them the confidence to be open to new ideas and take risks."



Scholarships have helped an increasing number of Hokies complete their education and learn valuable leadership and service-learning skills.

Shaping the Virginia Tech Student Experience

Transformative Student Spaces \$38.25 million

In the Division of Student Affairs, we are concerned with the whole person, which is why we are constantly evaluating our physical resources, considering how to expand our offerings, and stimulating creativity and innovation for our students.

A university taskforce is studying the feasibility of a much needed new student center, to be realized in the early 2020s, and is estimated to cost \$160 million. Even before that student center is built, there is much we can do to improve our existing facilities. For example, adding stations throughout campus to access information and charge mobile devices is critical for students, giving them places to plug in and connect with what's happening at Virginia Tech.

We ensure that our campus has healthy eating and exercise options, and put a strong emphasis on wellness. Virginia Tech was recently named the third-healthiest campus in America, in a measurement that took into account dining services, fitness facilities and initiatives, happiness rankings, and other categories. By modernizing our recreational sports fields and the fitness facilities in War Memorial Hall, we can help ensure that Hokies are charting a course for a lifetime of healthy habits.



Our emphasis on student wellness was honored when we were named the third-healthiest campus in America.

Hands-on, Minds-on Programs \$6.25 million

We recognize that students' enrollment at Virginia Tech, and their engagement in the culture of our university, are important moments in their lives. For many, leaving for college is the first time they have been away from their close-knit community of family and friends.

With this in mind, we emphasize students' first-year experiences, starting before they begin their formal academic educations. Held prior to the start of classes, the annual Hokie Camp immerses students in Virginia Tech traditions and core values.



Our annual Hokie Camp immerses students in Virginia Tech traditions and core values.

Shaping the Virginia Tech Student Experience

Our involvement with students begins with Hokie Camp. We develop their leadership potential through the Leadership Education Collaborative. With additional support, the Collaborative will assist with the development of a road map of experiences that enable students to attain the competencies necessary for global leadership.

Additionally, we foster partnerships that improve the quality of life in our community by providing volunteer opportunities through VT Engage. We guide those who face times of difficulty through our student advocacy and crisis response. Support for these existing programs will expand their reach and allow us to create additional responsive initiatives.

Learning Environments

\$20 million

At Virginia Tech, learning is not confined to classrooms and libraries; it happens everywhere.

To make the most of the education our students receive, we must create learning environments that provide frequent opportunities for interaction, creativity, and reflection.

With additional support, we will expand existing programs like our 16 living-learning communities and two residential colleges, as well as other facilities now under development. Participating students have a record of higher cumulative grade-point averages and increased interaction with faculty members. These holistic learning opportunities provide seamless environments for learning and personal growth.

We also plan to strengthen our transfer student initiative, which will build community among those who come to Virginia Tech having already begun their college journeys. A new sophomore-experience initiative will address a crucial time in students' development with programs that teach them how to cultivate and utilize their inherent strengths.



Carly Edwards was a Residential Leadership Community intern, orientation leader and assistant, Hokie Ambassador, and Hokie Camp counselor. "Those experiences helped me to meet the students and faculty who have touched my life," Carly said, "The highlight of my time at Virginia Tech has been working with other student leaders, classmates, and faculty in both academic and student affairs. It is through these interactions that I discovered my true passion and what I would like to do with the rest of my life. I ultimately want to help others grow and learn about themselves."

Shaping the Virginia Tech Student Experience

Globalization and Inclusion \$10 million

Our students are preparing for lifetimes of courageous leadership.

The Division of Student Affairs prepares them for dynamic and diverse domestic and global environments. The collaboration of cultures, ideas, and different perspectives is an environment that brings forth greater creativity, innovation, and learning. Our programs inspire students to become agents of global change—people who will seek to make the world more humane and just.

We guide students on this path by engaging them through multicultural programs such as the International Street Fair and the Student Diversity Summit, and by providing them with opportunities for constructive and civil dialogue about both our differences and our shared values.

Through these programs and the interactions that take place within them, we build community both locally and throughout the world.

A Bright Future

Just as we celebrate our students' personal development, we take pride in the accomplishments of the Division of Student Affairs.

Nevertheless, we know we must do more. We must expand our offerings and outreach if Virginia Tech is to continue to attract and retain bright and service-minded students, and if we are to remain committed to our mission of developing the leaders of tomorrow.

Private support allows students to build upon the world-class education they receive at Virginia Tech. In our increasingly competitive world, it's not enough for universities to provide a classroom education of the highest caliber; we need to offer ways for students to maximize what they've learned.

Thank you for your interest in the Division of Student Affairs and Virginia Tech.



Maggie Appel-Schumacher, far left, spent her first two years at Virginia Tech living in The World, a themed housing community which fosters understanding of diverse cultures. She said, "It connected me with other students who were far from home. My roommate was Chinese. I had neighbors from Sri Lanka and Kenya. It's all about celebrating differences and at the same time coming together as Hokies."



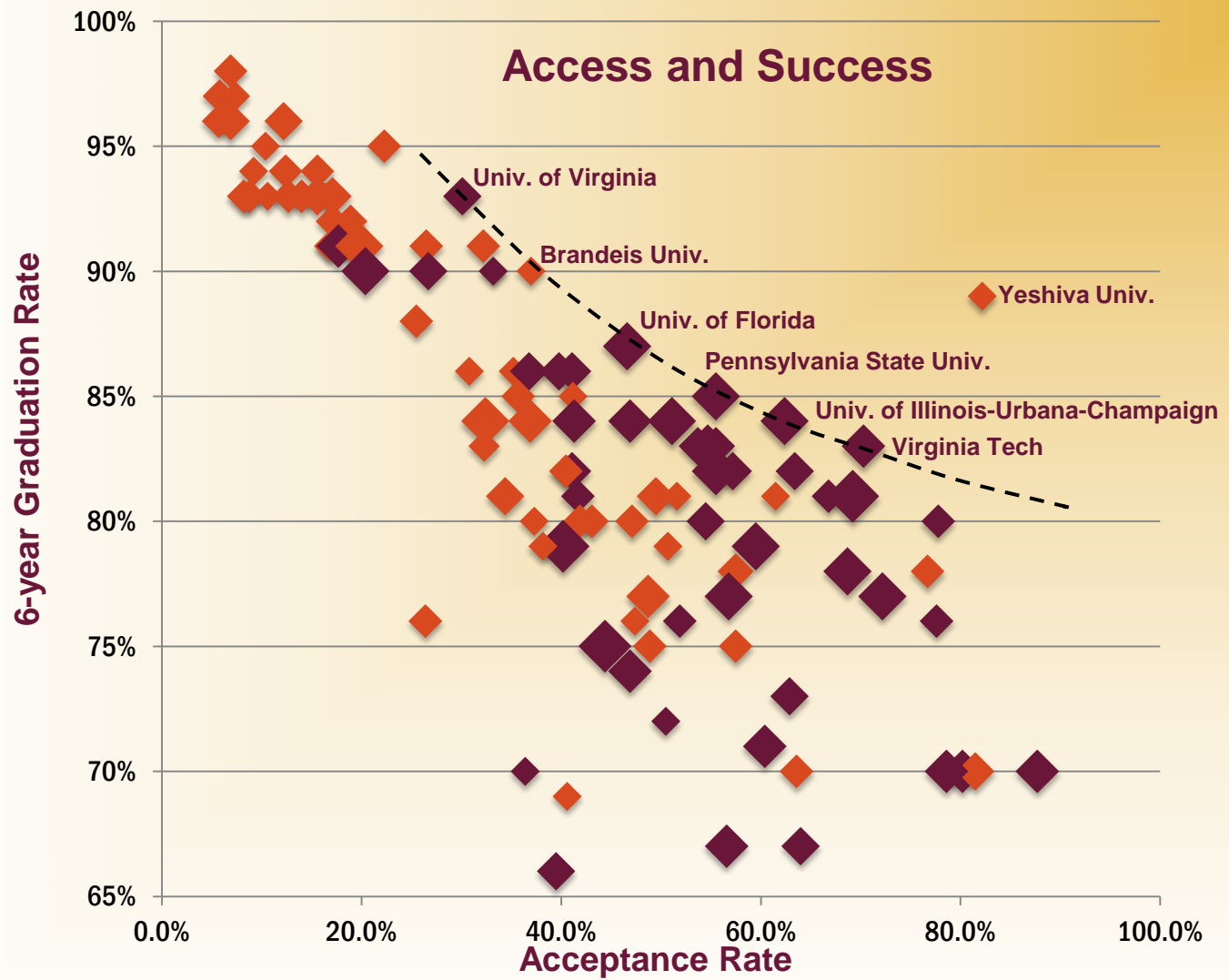
Private support allows Virginia Tech students to enhance what they've learned.



Office of University Development (0336)
Virginia Tech
902 Prices Fork Rd.
Blacksburg, VA 24061
www.givingto.vt.edu
800-533-1144

Director of Development for Student Affairs
and Parent Support (0250)
Virginia Tech
112 Burruss Hall
Blacksburg, VA 24061
540-231-5111

[illegible]



Top 100 US News & World Report National Universities (2015)
Public (Maroon), Private (Orange)

**RESOLUTION ON HONORING 2015 WILLIAM H. RUFFNER MEDAL RECIPIENT
SANDRA C. DAVIS**

WHEREAS, Virginia Tech is very proud to recognize among its most esteemed friends, Sandra C. Davis, who has been and continues to be a loyal and enthusiastic volunteer leader and supporter of the university; and

WHEREAS, Sandra Davis has had an extensive tenure of service at Virginia Tech, being first introduced to the university through its 4-H programs, and continued engagement as a board member of the W.E. Skelton 4-H Center at Smith Mountain Lake, and the boards of the Virginia Tech Foundation and Virginia Tech Athletic Fund, as well as the National Campaign Steering Committee of the Campaign for Virginia Tech: Invent the Future, valuing the influence of Virginia Tech in her life with its emphasis on the ideals of leadership, loyalty, service and *Ut Prosim – That I Might Serve*; and

WHEREAS, Mrs. Davis has garnered professional prestige in her industry throughout her long and distinguished career in real estate and property management; and

WHEREAS, Mrs. Davis was named a lifetime, honorary member of the Virginia Tech Alumni Association in 2007 in recognition of her loyalty, love, service, and support to the university, a noteworthy distinction reserved for only the most committed Hokies at Heart and shared with less than 15 members of our vast alumni base of nearly 240,000; and

WHEREAS, Sandy Davis's many years of active participation in the university community have inspired her desire to create a wide variety of educational opportunities for Virginia Tech students through her support of the Arts Initiative, the Center for Civil War Studies, the Hahn Horticulture Gardens, Intercollegiate Athletics, the Corps of Cadets, the Pamplin College of Business, the College of Veterinary Medicine, the College of Engineering, the College of Architecture and Urban Studies, Alumni Programs, and many other university programs; and

WHEREAS, Sandy Davis and her husband, William "Jack" Davis, are inspirational examples of how a meaningful life is achieved not only through personal success, but also in service to others, continuously providing philanthropic support across the breadth of the university and leading the way to expanding the appreciation for the arts in the local Blacksburg community and broader region as namesakes of the Street and Davis Performance Hall within the Moss Arts Center at Virginia Tech; and

WHEREAS, the extraordinary generosity of Mrs. Davis has allowed her and her husband, Jack, to be recognized members of the Legacy Society, preparing for the future of Virginia Tech, as well as members of the Ut Prosim Society at the President's Circle level, the university's most prestigious donor recognition society;

NOW, THEREFORE, BE IT RESOLVED, that in recognition of Mrs. Davis's many years of leadership and notable service to the university and to her community, the Board of Visitors of Virginia Polytechnic Institute and State University confers upon Sandra C. Davis its highest award, the 2015 William H. Ruffner Medal.

RECOMMENDATION:

That the resolution conferring the 2015 William H. Ruffner Medal to Sandra C. Davis be approved.

November 10, 2014

**RESOLUTION ON HONORING 2015 UNIVERSITY DISTINGUISHED ACHIEVEMENT
AWARD RECIPIENT WILLIAM W. LEWIS**

WHEREAS, Dr. William W. Lewis, Jr. is a 1963 graduate of Virginia Tech with a B.S. in Physics from the College of Science; and

WHEREAS, Dr. Lewis has the distinction of being the university's first Rhodes Scholar, obtaining his doctoral degree in theoretical physics from Oxford University in 1966; and

WHEREAS, Dr. Lewis has demonstrated the value of his Virginia Tech education, applying his skills globally as a highly respected strategist and economist, being a visionary leader who exhibits outstanding foresight and resolve; and

WHEREAS, Dr. Lewis has had a long, distinguished, and exemplary career that serves as a testament to his personal drive and skill as a leader with high-ranking service, including Acting United States Secretary of Energy; Principal Deputy Assistant Secretary of Defense; Senior Financial Officer at The World Bank; Partner at McKinsey and Company, one of the nation's most prestigious and influential management consulting firms; Founding Director of the McKinsey Global Institute, the firm's economics think-tank; and as an administrator at the University of California, Berkeley and Princeton University; and

WHEREAS, Dr. Lewis has made significant contributions to the world at large, sharing his knowledge in written form with articles that have appeared in publications such as *The Wall Street Journal*, *The Economist*, and *The New York Times*, among many other publications, in addition to authoring his first published book, *The Power of Productivity*, drawing international acclaim; and

WHEREAS, Dr. Lewis personifies the university motto, *Ut Prosim*, selflessly serving the world, his country, his community, and his alma mater as an advisor to the Department of Physics in the College of Science and the University Honors Program at Virginia Tech, as well as fulfilling active board appointments for numerous organizations promoting the well-being of the world's citizens;

NOW, THEREFORE, BE IT RESOLVED that, with great pride and in recognition of his professional accomplishments, service, leadership, and commitment to making the world a better place in ways that bring honor to his profession and to his alma mater, the Board of Visitors of Virginia Polytechnic Institute and State University confers the University Distinguished Achievement Award for 2015 to Dr. William W. Lewis.

RECOMMENDATION:

That the resolution conferring the 2015 University Distinguished Achievement Award to Dr. William Lewis be approved.

November 10, 2014

**RESOLUTION ON NAMING THE CENTER FOR INNOVATION
AND ENTREPRENEURSHIP IN THE PAMPLIN COLLEGE OF BUSINESS
FOR APEX SYSTEMS**

WHEREAS, Brian Callaghan (PSYC '93), Ted Hanson (ACCT '91), Edwin "Win" Sheridan (PS '94), and Jeff Veatch (FIN '93) are proud alumni of Virginia Tech; and

WHEREAS, Brian Callaghan, Win Sheridan, and Jeff Veatch utilized their Virginia Tech educations to start, cultivate, and successfully manage their own company, Apex Systems, Inc.; and

WHEREAS, Ted Hanson joined the company in its early years and now serves as the Chief Financial Officer for Apex Systems, Inc.; and

WHEREAS, Brian Callaghan, Ted Hanson, Win Sheridan, and Jeff Veatch are all enthusiastic and loyal supporters of their alma mater, and members of the Ut Prosim Society; and

WHEREAS, the Pamplin College of Business, through the leadership of Dean Robert Sumichrast, has recently established the Center for Innovation and Entrepreneurship; and

WHEREAS, since being approved by the Virginia Tech Board of Visitors of Virginia Tech, the Center for Innovation and Entrepreneurship has become one of the most exciting and promising academic initiatives on campus; and

WHEREAS, innovation through entrepreneurship is one of the three main focus areas for the Pamplin College of Business as outlined in its newly formed strategic plan; and

WHEREAS, the extraordinary success of Brian Callaghan, Win Sheridan, and Jeff Veatch as entrepreneurs, with the help of Ted Hanson, exemplifies the vision and goals for future students of the Center for Innovation and Entrepreneurship; and

WHEREAS, Brian Callaghan, Ted Hanson, Win Sheridan, and Jeff Veatch enthusiastically embrace the mission of the Center for Innovation and Entrepreneurship; and

WHEREAS, Brian Callaghan, Ted Hanson, Win Sheridan, and Jeff Veatch have pledged support for the Center for Innovation and Entrepreneurship by providing a significant charitable gift commitment, volunteering to serve as mentors to students and being available in an advisory capacity for the Center; and

WHEREAS, Brian Callaghan, Ted Hanson, Win Sheridan, and Jeff Veatch understand that providing a significant lead gift in the early formation of the Center for Innovation and Entrepreneurship will help secure other philanthropic gifts for the Center; and

WHEREAS, the Center for Innovation and Entrepreneurship is open and available to students from all colleges at Virginia Tech, making it a truly interdisciplinary entrepreneurial academic initiative; and

WHEREAS, Brian Callaghan, Ted Hanson, Win Sheridan, and Jeff Veatch have graciously pledged a collective gift of \$5 million, to be paid over 10 years; and

WHEREAS, Brian Callaghan, Ted Hanson, Win Sheridan, and Jeff Veatch wish to name the Center for Innovation and Entrepreneurship not after themselves, but after the company they founded and build so successfully, Apex Systems;

NOW, THEREFORE, BE IT RESOLVED, that in appreciation of the generosity of Brian Callaghan, Ted Hanson, Win Sheridan, and Jeff Veatch, and their collective pledge of \$5 million, the new innovation and entrepreneurial center in the Pamplin College of Business will be named the Apex Systems Center for Innovation and Entrepreneurship.

BE IT FURTHER RESOLVED, that as the terms of the gift agreement are fulfilled in ten years (2024), the formal name of the Center will be reviewed in subsequent ten year intervals to either maintain the name Apex Systems Center for Innovation and Entrepreneurship or to accommodate any unanticipated organizational identity changes at Apex Systems, and in accordance with prevailing university policy at the time of review.

RECOMMENDATION:

That the above resolution naming the Apex Systems Center for Innovation and Entrepreneurship be approved.

November 10, 2014

**RESOLUTION ON NAMING THE FINANCIAL PLANNING SUITE IN HUTCHESON
HALL FOR THE CHARLES SCHWAB CORPORATION/FOUNDATION**

WHEREAS, the Charles Schwab Foundation, on behalf of the Charles Schwab Corporation, provided a charitable gift of \$200,000 to the Virginia Tech Foundation in September 2014; and

WHEREAS, Charles Schwab is a respected, global leader in the financial services industry; and

WHEREAS, their gift is intended to provide a model for the financial planning industry to become actively involved in supporting and promoting financial planning education in colleges and universities as a source of the next generation of professionals; and

WHEREAS, Charles Schwab endeavors to address infrastructure improvements to Hutcheson Hall by underwriting renovations and furnishing of space suitable for holding seminars and workshops, in support of Virginia Tech's Financial Planning Program; and

WHEREAS, the College of Agriculture and Life Sciences and the Pamplin College of Business wish to appropriately acknowledge the connection of Charles Schwab to the Financial Planning Program, and look to extend Charles Schwab's involvement and financial support in subsequent years;

NOW, THEREFORE, BE IT RESOLVED, that in acknowledgement of Charles Schwab's generosity and in recognition of current and future benefits to the university, the renovated Financial Planning Suite in Hutcheson Hall, will be known as the Charles Schwab Financial Planning Suite for a period of five years from the date of completion of renovations.

RECOMMENDATION:

That the above resolution naming the Charles Schwab Financial Planning Suite be approved.

November 10, 2014

**RESOLUTION ON NAMING THE ENTRANCE TO THE INDOOR PRACTICE
FACILITY FOR WIN SHERIDAN '94 AND BRIAN CALLAGHAN '93**

WHEREAS, Win Sheridan '94 and Brian Callaghan '93 have been loyal supporters of the Virginia Tech Athletic Fund; and

WHEREAS, Win Sheridan and Brian Callaghan have supported the Athletics Department with major gifts to Lane Stadium's South End Zone and West Side expansions, the Football Locker Room and the Field House Campaign; and

WHEREAS, Win Sheridan and Brian Callaghan provided major funding to name the football locker room the Team United Locker Room in honor of Coach Frank Beamer; and

WHEREAS, Win Sheridan and Brian Callaghan are both Orange & Maroon Benefactors with the Virginia Tech Athletic Fund and Senior Benefactors with the University's Ut Prosim Society; and

WHEREAS, Win Sheridan and Brian Callaghan have not only supported the Virginia Tech Athletic Fund through monetary contributions but have also been major sponsors of radio and television shows to Virginia Tech Athletics and Virginia Tech football through their company, Apex Systems; and

WHEREAS, Win Sheridan and Brian Callaghan each made a leadership pledge to Intercollegiate Athletics of \$1,000,000 to the Field House Campaign;

NOW, THEREFORE, BE IT RESOLVED, that in appreciation to Win Sheridan and Brian Callaghan for their generosity towards Virginia Tech and the Department of Athletics, that the entrance to the Indoor Practice Facility be named the Sheridan – Callaghan Entrance.

RECOMMENDATION:

That the above resolution naming the Sheridan-Callaghan Entrance be approved.

November 10, 2014

RESOLUTION ON NAMING THE ACCESS ROAD SURROUNDING THE INDOOR PRACTICE FACILITY FOR BRIAN CALLAGHAN '93 AND WIN SHERIDAN '94

WHEREAS, Brian Callaghan '93 and Win Sheridan '94 have been loyal supporters of the Virginia Tech Athletic Fund; and

WHEREAS, Brian Callaghan and Win Sheridan have supported the Athletics Department with major gifts to Lane Stadium's South End Zone and West Side expansions, the Football Locker Room and the Field House Campaign; and

WHEREAS, Brian Callaghan and Win Sheridan provided major funding to name the football locker room the Team United Locker Room in honor of Coach Frank Beamer; and

WHEREAS, Brian Callaghan and Win Sheridan are both Orange & Maroon Benefactors with the Virginia Tech Athletic Fund and Senior Benefactors with the University's Ut Prosim Society; and

WHEREAS, Brian Callaghan and Win Sheridan have not only supported the Virginia Tech Athletic Fund through monetary contributions but have also been major sponsors of radio and television shows to Virginia Tech Athletics and Virginia Tech football through their company, Apex Systems; and

WHEREAS, Brian Callaghan and Win Sheridan each made a leadership pledge to Intercollegiate Athletics of \$1,000,000 to the Field House Campaign;

NOW, THEREFORE, BE IT RESOLVED, that in appreciation to Brian Callaghan and Win Sheridan for their generosity towards Virginia Tech and the Department of Athletics, that the access road surrounding the Indoor Practice Facility and the Steve Johnson Football Practice Fields be named Callaghan – Sheridan Way.

RECOMMENDATION:

That the above resolution naming Callaghan-Sheridan Way be approved.

November 10, 2014

**RESOLUTION ON NAMING THE COACH'S OBSERVATION DECK IN THE INDOOR
PRACTICE FACILITY FOR
THEODORE S. HANSON '91 AND LINDA ALSCHBACH HANSON '89**

WHEREAS, Ted '91 and Linda '89 Hanson have been loyal supporters of the Virginia Tech Athletic Fund; and

WHEREAS, Ted and Linda Hanson have supported the Athletics Department with major gifts to the Pete Dye River Course at Virginia Tech, The Hahn-Hurst Basketball Practice Facility, the Football Locker Room and the Field House Campaign; and

WHEREAS, Ted Hanson, Brian Callaghan, Win Sheridan and Jeff Veatch collectively provided the funding to name the football locker room the Team United Locker Room in honor of Coach Frank Beamer; and

WHEREAS, Ted and Linda Hanson are Orange & Maroon Benefactors with the Virginia Tech Athletic Fund and Senior Benefactors with the university's Ut Prosim Society; and

WHEREAS, Ted and Linda Hanson made a \$350,000 pledge to Intercollegiate Athletics and the Field House Campaign;

NOW, THEREFORE, BE IT RESOLVED, that in appreciation to Ted and Linda Hanson for their generosity towards Virginia Tech and the Department of Athletics, that the coach's observation deck in the Indoor Practice Facility be named the Ted and Linda Alschbach Hanson Coach's Observation Deck.

RECOMMENDATION:

That the above resolution naming the Ted and Linda Alschbach Hanson Coach's Observation Deck be approved.

November 10, 2014

RESOLUTION ON NAMING THE 18TH HOLE AT THE PETE DYE RIVER COURSE OF VIRGINIA TECH FOR JOHN '77 AND BEVERLY BATES

WHEREAS, John W. Bates, III is a 1977 graduate of Virginia Tech; and

WHEREAS, John and Beverly Bates have been generous donors to the Virginia Tech Athletic Fund over their lifetimes; and

WHEREAS, John and Beverly Bates have supported numerous areas at Virginia Tech with major gifts such as the Alumni Center Campaign and the Pamplin College of Business; and

WHEREAS, John Bates served as the Campaign Chair for Richmond during the Campaign for Virginia Tech – Invent the Future; and

WHEREAS, John and Beverly Bates have been strong supporters of Virginia Tech Athletics through annual contributions, but also through their partnership with classmates in a Lane Stadium suite; and

WHEREAS, John Bates is a loyal and dedicated Hackin' Hokie and supporter of Virginia Tech golf; and

WHEREAS, John and Beverly Bates have pledged \$100,000 to Virginia Tech Athletics and the River Course;

NOW, THEREFORE, BE IT RESOLVED, that in appreciation to John and Beverly Bates for their generosity towards Virginia Tech and the Department of Athletics, that Hole #18 at the Pete Dye River Course at Virginia Tech be named the John and Beverly Bates Hole.

RECOMMENDATION:

That the above resolution naming the John and Beverly Bates Hole be approved.

November 10, 2014

**RESOLUTION ON NAMING THE VOLLEYBALL TEAM LOUNGE
IN THE VOLLEYBALL LOCKER ROOM OF VIRGINIA POLYTECHNIC INSTITUTE &
STATE UNIVERSITY FOR NINA AND DOUG TROTT**

WHEREAS, Nina & Doug Trott are proud alumni of Virginia Polytechnic Institute & State University, Class of 1978; and

WHEREAS, Nina & Doug Trott have been enthusiastic and loyal supporters of Virginia Tech and its athletic programs; and

WHEREAS, Nina & Doug Trott have been faithful members of the Virginia Tech Athletic Fund; and

WHEREAS, Nina & Doug Trott are Ut Prosim and Hokie Club Benefactors; and

WHEREAS, Nina & Doug Trott have contributed \$152,750 during their lifetime to Virginia Tech, on behalf of the Department of Athletics; and

WHEREAS, Nina & Doug Trott have contributed \$137,750 to the Campaign for Virginia Tech: Invent the Future on behalf of the Department of Athletics; and

WHEREAS, Nina & Doug Trott have contributed \$99,400 on behalf of the Department of Athletics for the Volleyball Locker Room;

NOW, THEREFORE, BE IT RESOLVED, that in appreciation to Nina & Doug Trott for their generosity toward Virginia Tech and the Department of Athletics and their desire to support Women's Olympic Sports, the Team Lounge of the Volleyball Locker Room will be known henceforth as the Nina & Doug Trott Volleyball Team Lounge.

Be it further resolved that this resolution supersedes the resolution adopted by the Board of Visitors on November 7, 2011.

RECOMMENDATION:

The above resolution naming the Nina & Doug Trott Volleyball Team Lounge be approved.

November 10, 2014

**RESOLUTION ON NAMING THE NINA AND DOUG TROTT LOUNGE
IN THE WOMEN'S SOCCER TEAM LOCKER ROOM**

WHEREAS, Nina and Doug Trott have been generous supporters to Virginia Tech and to the Athletics program in particular; and

WHEREAS, Nina and Doug Trott have been season ticket holders in football and men's basketball and travel extensively to support the Hokies in away game and bowl contests; and

WHEREAS, Nina and Doug Trott made a significant gift (\$99,400) to support the renovation of the Women's Soccer Locker Room;

NOW, THEREFORE, BE IT RESOLVED, that in appreciation to Nina and Doug Trott for their generosity toward Virginia Tech and the Department of Athletics and their desire to support Women's Olympic Sports at Virginia Tech, that the Lounge in the newly renovated Women's Soccer Locker Room be named The Nina and Doug Trott Lounge.

**Superseded by
Resolution of
November 10, 2014**

George Nolen, Rector
Board of Visitors
Virginia Polytechnic Institute and State University

Charles W. Steger, President
Virginia Polytechnic Institute and State University

Resolution adopted November 7, 2011

Summary

Emeritus Faculty Resolutions (4)

November 10, 2014

College of Engineering

Norman Dowling	Professor Emeritus of Materials Science and Engineering and Biomedical Engineering and Mechanics
Thomas Grizzard	Professor Emeritus of Civil and Environmental Engineering

College of Liberal Arts and Human Sciences

Ann LaBerge	Associate Professor Emerita of Science and Technology Studies
Sam G. Riley	Posthumous Designation of Professor Emeritus of Communication

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1983 and continuing for 32 years, Norman E. Dowling, Ph.D. faithfully served Virginia Tech as a faculty member in the Department of Engineering Science and Mechanics (now merged with Biomedical Engineering and Mechanics) and the Department of Materials Science and Engineering in the College of Engineering; and

WHEREAS, he has made significant contributions to the understanding of the mechanics of materials, resulting in engineers using his work for design and analysis, especially as related to materials fatigue; and

WHEREAS, he has published widely (over 40 refereed papers) on the topic of materials fatigue with his first paper written in 1972 being one of the most cited papers in the field, and his textbook, *Mechanical Behavior of Materials*, having been widely adopted as an engineering textbook and having sold over 42,000 copies; and

WHEREAS, he served as interim head of Engineering Science and Mechanics from 2002 – 2004 and interim head of Materials Science and Engineering from 1999 - 2000; and

WHEREAS, he has been involved in significant professional service and been awarded the American Society for Testing and Materials Award of Merit and honorary title of Fellow; and

WHEREAS, he has received the Frank J. Maher Professorship; and

WHEREAS, he has provided many years of distinguished service to the departments, college, university, industry, the professional societies, and the academic community at large; and

WHEREAS, he has established collaborations with colleagues in Japan, New Zealand, and France that have broadened the international activities of the department; and

WHEREAS, he has contributed to the development and teaching of over nine different engineering courses and several thousand students; and

WHEREAS, he has advised over 15 senior theses, 15 master's theses, and seven Ph.D. dissertations;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Norman E. Dowling, Ph.D. for his distinguished service to the university with the title Professor Emeritus of Materials Science and Engineering and Biomedical Engineering and Mechanics.

RECOMMENDATION:

That the above resolution recommending Norman E. Dowling, Ph.D. for emeritus status be approved.

November 10, 2014

RESOLUTION FOR EMERITUS STATUS

WHEREAS, beginning in 1974 and continuing for 40 years, Thomas J. Grizzard, Ph.D. faithfully served Virginia Tech as a faculty member in the Department of Civil and Environmental Engineering; and

WHEREAS, he has also been the director of the Occoquan Laboratory throughout his career, and has served the university and the citizens of the National Capital Region in the land grant missions of education, outreach, and research on a variety of topics related to the understanding and management of the urban water cycle; and

WHEREAS, in the early 1980's, he was instrumental in the introduction of graduate education in civil and environmental engineering to the National Capital Region, where he has taught over 1,000 students in environmental engineering and science, and also advised over 200 M.S. and Ph.D. students; and

WHEREAS, he served as the director for civil and environmental engineering graduate programs in the National Capital Region for nearly 25 years; and

WHEREAS, he has been responsible for externally funded research totaling over \$40M, with a personal share of nearly \$30M, the results of which have made substantial contributions to the body of knowledge on the urban water cycle relating to the potable reuse of reclaimed wastewater, the management of drinking water impoundments, and the characterization and control of urban stormwater; and

WHEREAS, his research, service, and outreach efforts have contributed to the sustainability of the urban landscapes of the National Capital Region in the state of Maryland, the District of Columbia, and the Commonwealth of Virginia, and to the restoration of the Chesapeake Bay; and

WHEREAS, as the longest-serving member of the College of Engineering faculty in the National Capital Region, he has exemplified the *Ut Prosim* (That I May Serve) spirit of Virginia Tech through his many years of dedicated service to his department and college, and to the university;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors recognizes Thomas J. Grizzard, Ph.D. for his distinguished service to the university with the title Professor Emeritus of Civil and Environmental Engineering.

RECOMMENDATION:

That the above resolution recommending Thomas J. Grizzard, Ph.D. for emeritus status be approved.

November 10, 2014

RESOLUTION FOR EMERITA STATUS

WHEREAS, beginning in 1983 and continuing for 31 years, Ann LaBerge, Ph.D. faithfully served Virginia Tech as a faculty member in the Department of Science and Technology Studies in the College of Liberal Arts and Human Sciences; and

WHEREAS, her research made significant contributions to the understanding of the French history of medicine; and

WHEREAS, her research was published in refereed journal articles, book chapters, and books; and

WHEREAS, she contributed to the discipline of science and technology studies as a frequent conference organizer and reviewer for national and international journals and funding agencies; and

WHEREAS, she taught undergraduate and graduate courses; 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 Ann LaBerge, Ph.D. for her distinguished service to the university and with the title of Associate Professor Emerita of Science and Technology Studies.

RECOMMENDATION:

That the above resolution recommending Ann LaBerge, Ph.D. for emerita status be approved.

November 10, 2014

RESOLUTION FOR POSTHUMOUS EMERITUS STATUS

WHEREAS, beginning in 1981 and continuing for 33 years, Sam G. Riley III, Ph.D. faithfully served Virginia Tech as a faculty member in the Department of Communication in the College of Liberal Arts & Human Sciences; and

WHEREAS, he made significant contributions in the discipline of American journalism being recognized as one of the leading authorities on Southern newspapers and Southern magazines; and

WHEREAS, he was the author of 19 books, numerous scholarly articles and conference papers, and more than 1,000 reference book entries; and

WHEREAS, he was the founding member of the editorial board of the *Journal of Magazine and New Media Research*; and

WHEREAS, he was inducted into Phi Beta Delta Honor Society for international scholars; and

WHEREAS, he served his discipline through participation in the following professional organizations: Association for Education in Journalism and Mass Communications, American Journalism Historians' Association, National Society of Newspaper Columnists, and The Society of Professional Journalists; and

WHEREAS, he served as head of the Department of Communication for four years in the early years of the department; and

WHEREAS, with dedication, he taught a wide variety of undergraduate courses ranging from magazine and opinion writing to communication law, ethics, and media institutions; and

WHEREAS, he advised and mentored countless undergraduate students helping them to develop successful careers in journalism; and

WHEREAS, in 2001 he was selected as National Magazine Educator of the Year by the Association for Education in Journalism & Mass Communication; and

WHEREAS, he established the Virginia Tech chapter of Kappa Tau Alpha (the national mass communications honorary) in 1985, and received the 2000 William Howard Taft Award for outstanding chapter advisor; and

WHEREAS, he provided many years of distinguished contributions to the department, college, and university through dedicated service on numerous committees and commissions;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Visitors posthumously recognizes Sam G. Riley III, Ph.D. for his distinguished service to the university with the title Professor Emeritus of Communication.

RECOMMENDATION:

That the above resolution recommending Sam G. Riley III, Ph.D. for emeritus status be approved.

November 10, 2014

Summary

Endowed Chairs, Professorships, or Fellowships Resolutions (2)

November 10, 2014

College of Agriculture and Life Sciences

Kimberly Morgan

David M. Kohl Junior Faculty Fellow

College of Engineering

Shashank Priya

Robert E. Hord, Jr. Professor of Mechanical
Engineering

ENDOWED FELLOWSHIP
David M. Kohl Junior Faculty Fellowship

The Kohl Centre was founded to honor Dr. David M. Kohl in honor of his 25 years of service as a professor of agricultural finance and small business management and entrepreneurship in the Department of Agricultural and Applied Economics. The hallmark of Dr. Kohl's academic career was to engage students in hands-on research and problem-solving while simultaneously addressing the needs of agricultural and rural entrepreneurs. The David M. Kohl Junior Faculty Fellow will lead the effort through mentoring undergraduate experiential learning opportunities that integrate research and extension to solve real world business problems. The fellowship recipient will work with the department head and undergraduate program director to implement the program, consistent with the centre's vision.

Dean Alan Grant, on the recommendation of Steven Blank, Ph.D. head of the Department of Agricultural and Applied Economics, and with the unanimous support of the department honorifics committee supports the nomination of Kimberly Morgan, Ph.D. to serve as the David M. Kohl Junior Faculty Fellow in the Kohl Centre for a three-year, renewable term.

Kimberly Morgan has years of experience in working with students, producers, and industry groups from the Southern region. She currently serves as an Assistant Professor with teaching and extension responsibilities. Her teaching and extension programs in the areas of small business management, entrepreneurship, risk management, and marketing, are designed to improve Virginia agriculture. She has dedicated her teaching career to providing students with practical applications of economic and business principles. Aside from incorporating real-world case studies into her courses, she regularly invites her students to participate in extension programs. The students provide farm and agribusiness managers with creative solutions to a variety of business issues based on what they have learned in academic courses, original research they conduct, and a team approach that is based on the experience, knowledge, and skills of diverse student groups.

RECOMMENDATION:

That Kimberly Morgan, Ph.D. be appointed as the David M. Kohl Junior Faculty Fellow for a three-year renewable term, effective October 1, 2014, that she have access to endowment income funds to advance the objectives of the Kohl Agribusiness Centre and, if available, with funds from the eminent scholars match program.

November 10, 2014

ENDOWED FELLOWSHIP
Robert E. Hord, Jr. Mechanical Engineering Professorship

The Robert E. Hord, Jr. Professorship in Mechanical Engineering was established by the generous gift of \$4.5M through the estate of Robert E. Hord, Jr. (ME '41). This professorship was created to be awarded to an outstanding professor within the Department of Mechanical Engineering for a renewable term of five years. Dean Richard Benson has nominated Shashank Priya, Ph.D. as the Robert E. Hord, Jr. Professor of Mechanical Engineering based on the recommendations of the interim head of the Department of Mechanical Engineering, and the Department of Mechanical Engineering's Honorifics Committee.

Shashank Priya has made significant and extraordinary contributions to research and scholarship in the broad areas of energy harvesting, smart materials (piezoelectric, magnetoelectric, conducting polymers, shape memory alloys), devices (sensors, MEMS actuators, transformers, filters), and bio-inspired systems (humanoid, jellyfish). He has authored or co-authored over 260 journal papers in high-impact-factor journals, has guest edited nine books and special issues. He has graduated fifteen Ph.D. students and sixteen M.S. students, and mentored nine post-doctoral research associates and research scientists. At present, he is advising 11 graduate students and seven post-doctoral fellows and research scientists.

He has been a Primary Investigator (PI) or Co-PI on research grants amounting to more than \$20M. He has attracted research funding from the Office of Naval Research (ONR), the Department of Energy (DoE), the National Science Foundation (NSF), the Army Research Office (ARO), the Air Force Office of Scientific Research (AFOSR), Defense Advanced Research Projects Agency (DARPA), the National Institute of Standards and Technology (NIST), the National Institute of Health (NIH) and from various industrial sources. His research on lead-free piezoelectric ceramics has yielded various new compositions that provide high electromechanical coupling factors, dielectric constants, and piezoelectric constants relative to lead-based ceramics. He has also made significant contributions to the field of magnetoelectric composites covering laminate and particulate structures. He is currently leading an Office of Naval Research-Multi University Research Initiative (ONR-MURI) program on bio-inspired unmanned underwater vehicles. His work on robotic jellyfish prototypes has received wide spread coverage in the scientific literature as well the popular press. He is also the founding director of the National Science Foundation-Industry/University Collaborative Research Center (NSF-I/UCRC) for Energy Harvesting Materials (CEHMS) at Virginia Tech, which is attracting worldwide attention as one of the premier centers for energy harvesting with partners in Germany, India, and South Korea. Because of his stature in the research community, Shashank Priya was selected to head the NSF Industry/University Cooperative Research Center (I/UCRC) program.

RECOMMENDATION:

That Shashank Priya, Ph.D. be appointed as the Robert E. Hord, Jr. Professor of Mechanical Engineering effective for a period of five years beginning April 8, 2015, with a salary supplement and operating expenses as provided by the endowment and, if available, with funds from the eminent scholars match program.

November 10, 2014

Faculty Personnel Changes Report

ACADEMIC AFFAIRS COMMITTEE AND FINANCE AND AUDIT COMMITTEE

Quarter ending September 30, 2014

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	1
New Appointments to Tenure-Track or Continued Appointment-Track	22
New Appointments to Non-Tenure Track	0
Adjustments in Salary	27
Administrative and Professional Faculty	
New Appointments	11
Adjustments in Salary	52
One-time payments	7
One-time payments for Post-Season Sports Events	10

RECOMMENDATION:

That the Board ratify the Faculty Personnel Changes Report

November 10, 2014

FACULTY PERSONNEL CHANGES
November 10, 2014

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION						
					EFF DATE	% APPT	ANNUAL RATE		AMOUNT CHANGE	PERCENT INCREASE	REASON FOR CURRENT ACTION
							BASE	ONE-TIME			
<u>Agriculture & Life Sciences</u>											
Arancibia, Ramon	Assistant Professor	Eastern Shore AREC	Reg	12	25-Aug-14	100	\$	93,500			
Daniels, Kristy	Assistant Professor	Dairy Science	Reg	9	10-Aug-14	100	\$	92,000			
Flessner, Michael	Assistant Professor	Plant Pathology, Physiology and Weed Science	Reg	9	10-Aug-14	100	\$	78,000			
Harden, Samantha	Assistant Professor	Human Nutrition, Foods, and Exercise	Reg	9	10-Aug-14	100	\$	78,000			
Kraak, Vivica	Assistant Professor	Human Nutrition, Foods, and Exercise	Reg	9	10-Aug-14	100	\$	80,000			
Strawn, Laura	Assistant Professor	Eastern Shore AREC	Reg	9	10-Oct-14	100	\$	85,000			
<u>Architecture & Urban Studies</u>											
Bohannon, Cermetrius	Assistant Professor	School of Architecture + Design	Reg	9	10-Aug-14	100	\$	70,000			
Hankey, Steven	Assistant Professor	College of Architecture & Urban Studies	Reg	9	25-Aug-14	100	\$	69,000			
Jordan, Sara	Assistant Professor	College of Architecture & Urban Studies	Reg	9	10-Aug-14	100	\$	69,000			
Sterett, Susan	Professor - Tenured	School of Public and International Affairs	Reg	12	25-Aug-14	100	\$	129,165			
<u>Business</u>											
Kang, Hee Jung	Assistant Professor	Hospitality and Tourism	Reg	9	10-Aug-14	100	\$	96,000			
May, Frank	Assistant Professor	Marketing	Reg	9	10-Aug-14	100	\$	155,000			

continued

TEACHING AND RESEARCH FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION						
					EFF DATE	% APPT	ANNUAL RATE		AMOUNT CHANGE	PERCENT INCREASE	REASON FOR CURRENT ACTION
							BASE	ONE-TIME			
<u>Engineering</u>											
Dhillon, Harpreet	Assistant Professor	Electrical & Computer Engineering	Reg	9	10-Aug-14	100	\$	92,000			
Karim, Ayman	Associate Professor	Chemical Engineering	Reg	9	10-Aug-14	100	\$	106,000			
Moran, Diego	Assistant Professor	Industrial and Systems Engineering	Reg	9	10-Aug-14	100	\$	88,000			
Lau, Nathan	Assistant Professor	Industrial and Systems Engineering	Reg	9	10-Aug-14	100	\$	89,000			
Saad, Walid	Assistant Professor	Electrical & Computer Engineering	Reg	9	10-Aug-14	100	\$	97,000			
Srinivasan, Bhuvana	Assistant Professor	Aerospace and Ocean Engineering	Reg	9	10-Aug-14	100	\$	88,000			
Zeng, Haibo	Assistant Professor	Electrical & Computer Engineering	Reg	9	10-Aug-14	100	\$	94,500			
<u>Liberal Arts and Human Sciences</u>											
Felt, David	Assistant Professor	History	Reg	9	10-Aug-14	100	\$	57,000			
Gitre, Carmen	Assistant Professor	History	Reg	9	10-Aug-14	100	\$	57,000			
<u>Science</u>											
Liu, Guoliang	Assistant Professor	Chemistry	Reg	9	10-Aug-14	100	\$	80,000			
<u>Veterinary Medicine</u>											
Neves Soares, Joao	Assistant Professor	Small Animal Clinical Science	Reg	12	1-Sep-14	100	\$	110,000			

TEACHING AND RESEARCH FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION							
					EFF DATE	% APPT	ANNUAL RATE		AMOUNT CHANGE	PERCENT INCREASE	REASON FOR CURRENT ACTION	
							BASE	ONE-TIME				
<u>Agriculture & Life Sciences</u>												
Hedrick, Valisa	Assistant Professor	Human Nutrition, Foods, and Exercise	Reg	9	10-Aug-14	100	\$	78,000	\$	31,000	65.96%	Promotion
Kaufman, Eric	Associate Professor	Agricultural, Leadership and Community Education	Reg	9	10-Aug-14	100	\$	94,925	\$	9,000	10.47%	Increased Responsibilities
<u>Architecture & Urban Studies</u>												
Dee, Meaghan	Assistant Professor	School of Visual Arts	Reg	9	10-Aug-14	100	\$	70,000	\$	11,000	18.64%	Promotion
Tew, Gregory	Associate Professor	School of Architecture + Design	Reg	9	10-Aug-14	100	\$	102,570	\$	10,000	10.80%	Increased Responsibilities
Webster, Dane	Associate Professor	School of Visual Arts	Reg	9	10-Aug-14	100	\$	86,450	\$	10,000	13.08%	Retention
<u>Business</u>												
Jiang, Juncai	Assistant Professor	Marketing	Reg	9	10-Aug-14	100	\$	150,000	\$	20,000	15.38%	Promotion
Malone, Jason	Assistant Professor of Practice	Finance, Insurance and Business Law	Reg	9	10-Aug-14	100	\$	68,000	\$	12,308	22.10%	Retention
Seref, Michelle	Assistant Professor	Business Information Technology	Reg	9	10-Aug-14	100	\$	137,000	\$	63,000	85.14%	Promotion
Singal, Vijay	Professor	Finance, Insurance and Business Law	Reg	9	1-Jul-14	100	\$	305,555	\$	73,239	31.53%	Promotion
<u>Engineering</u>												
Cameron, Kirk	Professor	Computer Science	Reg	9	10-Aug-14	100	\$	145,732	\$	14,573	11.11%	Increased Responsibilities
Hou, Yiwei	Professor	Electrical & Computer Engineering	Reg	9	10-Aug-14	100	\$	156,966	\$	25,000	18.94%	Retention
Murali, T. M.	Associate Professor	Computer Science	Reg	9	10-Aug-14	100	\$	125,281	\$	24,000	23.70%	Retention
Rajagopalan, Padmavathy	Associate Professor	Chemical Engineering	Reg	9	10-Aug-14	100	\$	158,029	\$	30,273	23.70%	Retention
Roy, Christopher	Professor	Aerospace and Ocean Engineering	Reg	12	1-Jul-14	100	\$	164,769	\$	17,847	12.15%	Increased Responsibilities

continued

TEACHING AND RESEARCH FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION							
					EFF DATE	% APPT	ANNUAL RATE		AMOUNT CHANGE	PERCENT INCREASE	REASON FOR CURRENT ACTION	
							BASE	ONE-TIME				
<u>Liberal Arts and Human Sciences</u>												
Ansell, Aaron	Assistant Professor	Religion and Culture	Reg	9	10-Aug-14	100	\$	57,000	\$	8,000	16.33%	Promotion
Barton, Jennifer	Advanced Instructor	English	Reg	9	10-Aug-14	100	\$	38,740	\$	4,740	13.94%	Equity
Cleland, Katharine	Assistant Professor	English	Reg	9	10-Aug-14	100	\$	56,000	\$	8,000	16.67%	Promotion
Gabriele, Matthew	Associate Professor	Religion and Culture	Reg	9	10-Aug-14	100	\$	76,655	\$	9,000	13.30%	Increased Responsibilities
Halpin, Dennis	Assistant Professor	History	Reg	9	10-Aug-14	100	\$	56,000	\$	16,000	40.00%	Promotion
Komelski, Matthew	Instructor	Human Development	Reg	9	10-Aug-14	100	\$	52,000	\$	14,260	37.79%	Promotion
Peguero, Anthony	Associate Professor	Sociology	Reg	9	10-Aug-14	100	\$	90,000	\$	13,354	17.42%	Retention
Plotica, Luke	Assistant Professor	Political Science	Reg	9	10-Aug-14	100	\$	56,000	\$	6,000	12.00%	Promotion
<u>Science</u>												
Amateis, Patricia	Associate Professor	Chemistry	Reg	9	10-Aug-14	100	\$	75,000	\$	10,000	15.38%	Increased Responsibilities
Arachchige, Shamindri	Instructor	Chemistry	Reg	9	10-Aug-14	100	\$	52,100	\$	10,000	23.75%	Increased Responsibilities
Loehr, Nicholas	Associate Professor	Mathematics	Reg	9	10-Aug-14	100	\$	95,000	\$	9,500	11.11%	Retention
Morris, John	Professor	Chemistry	Reg	9	10-Aug-14	100	\$	116,333	\$	14,333	14.05%	Increased Responsibilities
Orr, Daniel	Assistant Professor	Mathematics	Reg	9	10-Aug-14	100	\$	70,000	\$	16,000	29.63%	Promotion

ADMINISTRATIVE AND PROFESSIONAL FACULTY

NEW APPOINTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION						
					EFF DATE	% APPT	ANNUAL RATE		AMOUNT CHANGE	PERCENT INCREASE	REASON FOR CURRENT ACTION
							BASE	ONE-TIME			
<u>Dean of Libraries</u>											
Nicholls, Natsuko	Research Data Consultant	University Libraries	Reg	12	25-Sep-14	100	\$	65,000			
<u>President</u>											
Bryan, Anne	Trainer	Athletics	Reg	12	10-Aug-14	100	\$	44,000			
Cantor, Charles	Director of Player Personnel for Football	Athletics	Reg	12	7-Jul-14	100	\$	60,000			
Davis, Whitney	Director, Softball Operations	Athletics	Reg	12	25-Aug-14	100	\$	30,000			
Griesemer, Brett	Trainer	Athletics	Reg	12	10-Aug-14	100	\$	44,000			
Guerry, James	Director of High School Relations for Football	Athletics	Reg	12	28-Jul-14	100	\$	40,000			
Johannigmeier, Eric	Assistant Track and Field Coach	Athletics	Reg	12	4-Aug-14	100	\$	37,000			
Miller, Justin	Assistant Softball Coach	Athletics	Reg	12	10-Jul-14	100	\$	48,500			
Northup, Carly	Assistant Athletics Director for External Fan Engagement	Athletics	Reg	12	25-Aug-14	100	\$	77,500			
Poole, Mallory	Assistant Coach, Lacrosse	Athletics	Reg	12	1-Sep-14	100	\$	50,000			
Valley, Morgan	Assistant to the Head Coach and Director of S-A Development, Women's Basketball	Athletics	Reg	12	18-Aug-14	100	\$	50,000			

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION							
					EFF DATE	% APPT	ANNUAL RATE		AMOUNT CHANGE	PERCENT INCREASE	REASON FOR CURRENT ACTION	
							BASE	ONE-TIME				
<u>Agriculture & Life Sciences</u>												
Eifert, Joell	Director, Virginia Tech Food Innovation Program	Food Science and Technology	Reg	12	10-Aug-14	100	\$	50,000	\$	7,000	16.28%	Promotion
Perkins, Dedreia	Business Operations Manager	CALS Administration	Reg	12	25-Jul-14	100	\$	60,000	\$	7,392	14.05%	Promotion
<u>Business</u>												
Sumichrast, Robert	Dean, College of Business	Dean of Business	Reg	12	1-Jul-14	100	\$	450,000	\$	20,000	4.65%	Contractual Increase
<u>Dean of Libraries</u>												
Miller, Rebecca	Assistant Director, Learning Services	University Libraries	Reg	12	10-Jul-14	100	\$	66,187	\$	9,000	15.73%	Increased Responsibilities
Pressley, Lauren	Director, Learning Environments	University Libraries	Reg	12	10-Jul-14	100	\$	78,000	\$	13,000	20.00%	Increased Responsibilities
<u>Engineering</u>												
Barrett, Sharon	Business Manager	Civil and Environmental Engineering	Reg	12	10-Aug-14	100	\$	90,000	\$	11,224	14.25%	Promotion
<u>Graduate School</u>												
Walton, William	Director, Finance and Administration	Dean, Graduate School	Reg	12	10-Jul-14	100	\$	91,000	\$	13,000	16.67%	Increased Responsibilities
<u>Natural Resources</u>												
Mortimer, Michael	Director, Natural Resources Program	Center for Leadership in Global Sustainability	Reg	12	1-Jul-14	100	\$	152,997	\$	15,000	10.87%	Increased Responsibilities

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION						
					EFF DATE	% APPT	ANNUAL RATE		AMOUNT CHANGE	PERCENT INCREASE	REASON FOR CURRENT ACTION
							BASE	ONE-TIME			
President											
Capaldo, Stephen	Associate University Legal Counsel	University Legal Counsel	Reg	12	10-Aug-14	100	\$	1,000			Market Competitiveness
Ciancelli, David	Director, Track & Field/Cross Country Programs	Athletics	Reg	12	10-Jul-14	100	\$	2,000			Post Season Bonus Payment
					10-Jul-14	100	\$	2,000			Post Season Bonus Payment
Collins, Sean	Trainer	Athletics	Reg	12	10-Aug-14	100	\$ 44,897		\$ 1,500	3.46%	Equity
Cross, Eric	Director of Equipment Services	Athletics	Reg	12	10-Jul-14	100	\$ 65,000		\$ 28,098	76.14%	Promotion
Dietter, David	Trainer	Athletics	Reg	12	10-Aug-14	100	\$ 44,000		\$ 2,000	4.76%	Equity
Doolan, Keith	Trainer	Athletics	Reg	12	25-Jul-14	100	\$ 56,000		\$ 4,000	7.69%	Equity
Foster, Charles	Assistant Track & Field Coach	Athletics	Reg	12	10-Jul-14	100	\$	1,000			Post Season Bonus Payment
					10-Jul-14	100	\$	1,000			Post Season Bonus Payment
Gabbard, Thomas	Associate Athletic Director, Internal Affairs	Athletics	Reg	12	25-Jul-14	100	\$ 145,000		\$ 10,792	8.04%	Equity
Garnes, Bruce	Deputy Director, Football Operations	Athletics	Reg	12	25-Jul-14	100	\$ 55,000		\$ 5,516	11.15%	Equity
Gess, Mark	Associate University Legal Counsel	University Legal Counsel	Reg	12	10-Aug-14	100	\$	1,000			Market Competitiveness
Gilbert-Lowry, Reyna	Assistant Athletic Director, Student Life	Athletics	Reg	12	25-Jul-14	100	\$ 83,000		\$ 25,250	43.73%	Equity
Goforth, Michael	Associate Athletic Director, Sports Medicine	Athletics	Reg	12	25-Jul-14	100	\$ 102,000		\$ 7,545	7.99%	Equity
Gwinn, Derek	Assistant Athletic Director, Compliance	Athletics	Reg	12	25-Jul-14	100	\$ 73,000		\$ 5,000	7.35%	Equity
Heidbreder, Kay	University Counsel	University Legal Counsel	Reg	12	10-Aug-14	100	\$	1,000			Market Competitiveness
Helms, Christopher	Associate Athletic Director, Olympic Sports	Athletics	Reg	12	25-Jul-14	100	\$ 115,000		\$ 13,288	13.06%	Equity
Huss, Stephen	Assistant Men's Tennis Coach	Athletics	Reg	12	25-Jul-14	100	\$ 45,000		\$ 5,000	12.50%	Equity
Jack, Gregory	Associate Head Coach, Track & Field	Athletics	Reg	12	10-Jul-14	100	\$	1,000			Post Season Bonus Payment
					10-Jul-14	100	\$	1,000			Post Season Bonus Payment
McClanahan, Marvin	Associate University Legal Counsel	University Legal Counsel	Reg	12	10-Aug-14	100	\$	1,000			Market Competitiveness

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION						
					EFF DATE	% APPT	ANNUAL RATE		AMOUNT CHANGE	PERCENT INCREASE	REASON FOR CURRENT ACTION
							BASE	ONE-TIME			
Old, William	Director of Operations, Women's Basketball	Athletics	Reg	12	10-Sep-14	100	\$ 67,865		\$ 7,418	12.27%	Equity
Parker, Timothy	Associate Athletic Director, Compliance and Governance	Athletics	Reg	12	25-Jul-14	100	\$ 92,000		\$ 7,143	8.42%	Equity
Purnell, Frederick	Trainer	Athletics	Reg	12	10-Aug-14	100	\$ 44,000		\$ 8,000	22.22%	Equity
Rudd, Lisa	Associate Athletic Director, Financial Affairs	Athletics	Reg	12	25-Jul-14	100	\$ 111,000		\$ 13,432	13.77%	Equity
Shelby, Betty	Assistant Coach, Women's Basketball	Athletics	Reg	12	10-Sep-14	100	\$ 97,299		\$ 7,299	8.11%	Equity
Thomas, Benjamin	Head Cross Country and Distance Coach	Athletics	Reg	12	10-Jul-14	100		\$ 1,000			Post Season Bonus Payment
					10-Jul-14	100		\$ 1,000			Post Season Bonus Payment
					10-Aug-14	100	\$ 67,526		\$ 3,000	4.65%	Retention
Valley, Morgan	Assistant Coach, Women's Basketball	Athletics	Reg	12	10-Sep-14	100	\$ 90,000		\$ 40,000	80.00%	Promotion
White, Daniel	Director, Student-Athlete Affairs	Athletics	Reg	12	25-Jul-14	100	\$ 64,000		\$ 19,900	45.12%	Equity
Woods, Jermaine	Assistant Coach, Women's Basketball	Athletics	Reg	12	10-Sep-14	100	\$ 97,299		\$ 7,299	8.11%	Equity
Zabinsky, Jennifer	Director of Sports Nutrition	Athletics	Reg	12	25-Jul-14	100	\$ 54,350		\$ 5,000	10.13%	Equity
Zalewski, Paul	Assistant Track & Field Coach	Athletics	Reg	12	10-Jul-14	100		\$ 1,000			Post Season Bonus Payment
					10-Jul-14	100		\$ 1,000			Post Season Bonus Payment
<u>Science</u>											
Heflin, James	Associate Dean Research and Graduate Studies	Dean of Science	Reg	12	10-Sep-14	100	\$ 145,000		\$ 40,000	38.10%	Promotion
<u>Senior Vice President & Provost</u>											
Espinoza, Juan	Associate Director	Undergraduate Admissions	Reg	12	10-Aug-14	100	\$ 77,000		\$ 21,924	39.81%	Increased Responsibilities
McNamee, Mark	Senior Vice President & Provost	Senior Vice President & Provost	Reg	12	1-Jan-15	100		\$ 60,000			Annual Deferred Compensation
<u>Veterinary Medicine</u>											
Hylton, April	Assistant Dean for Administration	Dean, Veterinary Medicine	Reg	12	10-Jul-14	100	\$ 110,000		\$ 15,000	15.79%	Promotion

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION						
					EFF DATE	% APPT	ANNUAL RATE		AMOUNT CHANGE	PERCENT INCREASE	REASON FOR CURRENT ACTION
							BASE	ONE-TIME			
<u>Vice President for Administration</u>											
Thomas, Jonathan	Manager of Server Support	Information Technology Administrative Services	Reg	12	10-Aug-14	100	\$ 67,797		\$ 8,843	15.00%	Promotion
White, Pamela	Executive Director, Equity and Access	Equity and Access	Reg	12	25-Sep-14	100	\$ 120,800		\$ 34,130	39.38%	Promotion
Wilson, Sherwood	Vice President for Administration	Vice President for Administration	Reg	12	1-Jan-15	100		\$ 50,000			Annual Deferred Compensation
<u>Vice President for Development & University Relations</u>											
Minter, Ryan	Annual Giving Officer	University Development	Reg	12	28-Jul-14	100	\$ 40,000		\$ 9,910	32.93%	Promotion
<u>Vice President for Finance & CFO</u>											
Belcher, William	University Coordinator of Business Practices	Capital Assets & Financial Management	Reg	12	10-Jul-14	100	\$ 90,000		\$ 10,250	12.85%	Retention
Douglas, Ellen	Director of Risk Management	Risk Management	Reg	12	10-Aug-14	100	\$ 107,533		\$ 9,775	10.00%	Promotion
Hillman, James	Auxiliary Budget Manager	Budget and Financial Planning	Reg	12	22-Jul-14	100	\$ 72,000		\$ 11,735	19.47%	Retention
Shelton, Millard Dwight	Vice President for Finance & CFO	Vice President for Finance	Reg	12	1-Jan-15	100		\$ 50,000			Annual Deferred Compensation
Starling, Barbara	Interim Associate Controller for Financial Reporting and Cost Accounting	Controllers Office	Reg	12	10-Aug-14	100	\$ 87,711		\$ 14,004	19.00%	Increased Responsibilities
<u>Vice President for Information Technology</u>											
Buhrdorf, Kevin	Director, Human Resources Applications	Human Resources Applications	Reg	12	10-Jul-14	100	\$ 97,500		\$ 10,603	12.20%	Promotion
Durrani, Hashim	Lead Applications Analyst	Human Resources Applications	Reg	12	25-Sep-14	100	\$ 84,600		\$ 10,900	14.79%	Promotion
Edmison, Kenneth	Director of Software Development	Technology-enhanced Learning and Online Strategies	Reg	12	16-Sep-14	100	\$ 84,000		\$ 14,520	20.90%	Promotion

continued

ADMINISTRATIVE AND PROFESSIONAL FACULTY

ADJUSTMENTS

NAME	TITLE	DEPARTMENT	REG or RSTR	MONTHS	CURRENT ACTION						
					EFF DATE	% APPT	ANNUAL RATE		AMOUNT CHANGE	PERCENT INCREASE	REASON FOR CURRENT ACTION
							BASE	ONE-TIME			
<u>Vice President for Research</u>											
Ekkad, Srinath	Associate Vice President for Research	Research/Interdisc Program Administration	Reg	12	10-Jul-14	100	\$ 225,700		\$ 75,900	50.67%	Promotion
Lindstrom, Nicole	Laboratory Animal Vet Program Specialist and Interim Clinical Laboratory Animal Veterinarian	Lab Animal Resources	Reg	12	25-Aug-14	100	\$ 90,240		\$ 25,000	38.32%	Increased Responsibilities
Naff, Ryan	Research Accounting Manager	Virginia Tech Transportation Institute	Reg	12	10-Sep-14	100	\$ 57,000		\$ 5,488	10.65%	Promotion
<u>Vice President for Student Affairs</u>											
Baer, Katherine	Assistant Director of Health Professions Advising	Health Professions Advising/Career Services	Reg	12	10-Jul-14	100	\$ 49,000		\$ 7,000	16.67%	Promotion
Glass, Martha	Director of Assessment and Professional Development	Division of Student Affairs	Reg	12	10-Jul-14	100	\$ 75,000		\$ 10,847	16.91%	Promotion
Hudson, Robyn	Associate Director	Division of Student Affairs	Reg	12	10-Aug-14	100	\$ 60,000		\$ 9,970	19.93%	Increased Responsibilities
Russo, Kathryn	Student Life Coordinator	Housing and Residence Life	Reg	12	10-Aug-14	100	\$ 63,667		\$ 31,667	98.96%	Increased Responsibilities
Settle, Rohsaan	Interim Director of Student Conduct	Student Conduct	Reg	12	10-Jul-14	100	\$ 71,299		\$ 10,000	16.31%	Increased Responsibilities
Simmons, Angela	Assistant Vice President for Student Affairs	Student Centers and Activities	Reg	12	25-Jul-14	100	\$ 120,000		\$ 46,000	62.16%	Promotion
Smith, Patricia	Director of Multicultural Programs and Services	Multicultural Programs and Services	Reg	12	10-Aug-14	100	\$ 70,000		\$ 7,650	12.27%	Promotion

Personnel Changes Report - Addendum A
Annual Base Compensation: Athletic Employment Contracts
Calendar Year 2015

		CY 2015
<u>Whit Babcock</u>		
	Base Salary	\$ 493,500
	Courtesy Cars (2)	\$ 15,000
	Blacksburg Country Club	\$ 3,719
	Retention Incentive	\$ 140,000
	Total Compensation	\$ 652,219
<u>Frank Beamer</u>		
	Base Salary	\$ 315,253
	Courtesy Car	\$ 7,500
	Blacksburg Country Club	\$ 3,719
	Retention Incentive	\$ 2,220,672
	IMG and Nike	\$ 185,000
	Total Compensation	\$ 2,732,144
<u>Kevin Dresser</u>		
	Base Salary	\$ 137,500
	Car stipend	\$ 5,000
	Meadows Country Club	\$ 800
	Total Compensation	\$ 143,300
<u>Bud Foster</u>		
	Base Salary	\$ 589,890
	Courtesy Car	\$ 7,500
	River Course Membership	\$ 2,400
	Total Compensation	\$ 599,790
<u>Mike Gentry</u>		
	Base Salary (contract ends 12/31/15)	\$ 199,259
	Courtesy Car	\$ 7,500
	Blacksburg Weight Club	\$ 469
	Total Compensation	\$ 207,228
<u>Seth Greenberg</u>	Contractual obligation (ends 3/31/16)	\$ 300,000
	Total Compensation (subject to offset)	\$ 300,000
<u>James Johnson</u>	Contractual obligation (ends 4/30/17)	\$ 283,776
	Total Compensation (subject to offset)	\$ 283,776
<u>Pat Mason</u>		
	Base Salary	\$ 156,702
	Courtesy Car	\$ 7,500
	Blacksburg Country Club	\$ 3,719
	Easton	\$ 25,000
	Total Compensation	\$ 192,921
<u>Jim Weaver</u>	Contractual obligation (ends 12/31/15)	\$ 469,529
	Total Compensation	\$ 469,529
<u>Buzz Williams</u>		
	Base Salary	\$ 500,000
	Courtesy Cars (2)	\$ 15,000
	Blacksburg Country Club	\$ 3,719
	Retention Incentive	\$ 1,866,667
	Total Compensation	\$ 2,385,386
<u>Dennis Wolff</u>		
	Base Salary	\$ 283,775
	Courtesy Cars (2)	\$ 13,440
	Blacksburg Country Club	\$ 3,719
	Retention Incentive	\$ 156,924
	Total Compensation	\$ 457,858

**RESOLUTION FOR PROMOTION TO THE RANK OF ASSOCIATE PROFESSOR
AND AWARD OF TENURE
TO DR. KIMBERLEE WEAVER**

Whereas, Dr. Kimberlee Weaver is an assistant professor of marketing in Virginia Tech's Pamplin College of Business; and

Whereas, the university recommends promotion to associate professor and the award of tenure to Dr. Weaver, contingent upon her meeting certain conditions;

Now, therefore, be it resolved that the Board of Visitors of Virginia Polytechnic Institute and State University approves of the award of tenure and promotion to the rank of associate professor of marketing of Dr. Kimberlee Weaver, contingent upon Dr. Weaver's fulfillment of certain conditions, and to become effective when determined by the President that those conditions have been met; and

Be it further resolved that this resolution will be attached to and become part of the Personnel Changes Report presented to the Board of Visitors on November 10, 2014.

RECOMMENDATION:

That the award of tenure and promotion to the rank of associate professor of marketing be approved for Dr. Kimberlee Weaver, contingent upon her fulfillment of certain conditions, and to become effective when determined by the President that those conditions have been met.

Approved by the Board of Visitors on November 10, 2014.

2014-15 Faculty Salary Adjustments

FINANCE AND AUDIT COMMITTEE

November 10, 2014

As detailed in the 2014-15 Faculty Compensation Plan approved by the Board of Visitors at the June 2, 2014 meeting, faculty salary adjustments are normally reviewed and approved by the Board of Visitors in two phases: adjustments for promotion are traditionally recommended at the spring meeting and adjustments based on performance are recommended at the fall meeting.

Consistent with the Board approved 2014-15 Faculty Compensation Plan, salary increases for merit and other special salary adjustments for continuing faculty are proposed. The General Assembly did not provide merit-based salary funding for instructional faculty, administrative and professional faculty for the 2014-15 fiscal year.

To facilitate the 2014-15 merit review process, each academic and administrative area was provided with a resource pool based upon 2.75 percent of its faculty salary allocation. The university also provided authority to each academic and senior management area to reallocate at least 0.5 percent of existing base budgets to address exceptional merit for teaching, research, and administrative professional faculty. As a result, the average of the recommended merit increase equals 3.26 percent for teaching, research, and administrative and professional faculty. The overall average of recommended faculty increases, including promotion and tenure and other special increases, equals 3.59 percent. The recommended salary adjustments for merit and other special actions are listed in the attached report.

Benchmark Comparison for Instructional Faculty

The State Council of Higher Education for Virginia (SCHEV) maintains a set of peer institutions for each public institution in Virginia for the purpose of determining the adequacy of funding for faculty salaries.

Two significant changes occurred during 2007 with regard to the university's faculty salary peer group. First, at its July 10, 2007 meeting, SCHEV approved a new group of peer institutions for each Virginia institution to benchmark for salary purposes. Virginia Tech has since had 25 institutions in its peer group. The establishment of the peer group is an intensive process, and one that occurs once every 10 years.

Second, the Commonwealth made the decision to change the official data source from which peer salary information is obtained. Previously, the source for salary data from peer institutions was the American Association of University Professors (AAUP) Faculty Salary Survey data. The AAUP data has been used since the establishment of the first faculty salary peer group in 1986. During the summer 2007, SCHEV changed the source for faculty salary data to be the Integrated Postsecondary Education Data System (IPEDS). This data source does not, in the view of the institutions, have the

same level of integrity and consistency as the AAUP data. The switch of faculty salary data sets to IPEDS has had a dampening impact on the faculty salary peer data and thus the 60th percentile target for Virginia Tech.

The university annually monitors the authorized faculty salary average, which reflects the salary average available to Virginia Tech based on funding appropriations provided by the Commonwealth. Each year the university also computes its actual salary average, which is determined based on faculty in place at the end of each calendar year in accordance with rules issued by the Secretary of Education.

While the university traditionally updated the Board of Visitors concerning the status of the consolidated salary average and the university's standing within its benchmark group at the November Board of Visitors meeting, The Integrated Postsecondary Education Data System (IPEDS) has indicated that this data will not be available until December. The attached table provides a list of the university's peer group and the comparative salary averages for Fall 2013 based on SCHEV approved estimates for peer schools.

SCHEV reports that the authorized salary average for 2013-14 at Virginia Tech was \$93,104. Using SCHEV's estimated 2% average increase at Peer institutions, this average places Virginia Tech at 15th out of 26 institutions. This is the equivalent of the 31st percentile of the university's peer group for 2013-14. The 60th percentile salary based on IPEDS data was \$101,907. In comparison, Virginia Tech's actual average salary of \$91,775 for 2013-14 ranked 19th out of 26 institutions; the equivalent of the 27th percentile of the benchmark group.

Using SCHEV's projection methodology for 2014-15, it is reasonable to expect that Virginia Tech's annual merit process will allow the university to move in tandem with its peer group in terms of the authorized salary ranking.

	<u>Fall 2012</u> <u>(Actual)</u>	<u>Fall 2013</u> <u>(Estimated)</u>	<u>Fall 2014</u> <u>(Projected)</u>
60th Percentile IPEDS	\$99,909	\$101,907*	\$103,945**
State Authorized Salary Average	\$90,392	\$93,104	\$94,780**
Actual Average Salary(a)	\$88,130	\$91,775	\$94,987**
Rank — Authorized	17 of 26	15 of 26 *	15 of 26**
Rank — Actual	24 of 26	19 of 26 *	15 of 26**
Percentile — Authorized	28th	31st *	31 st **
Percentile — Actual	22nd	27th *	31 st **

**estimated based on State Council of Higher Education methodology*

***projection based on State Council of Higher Education escalator and university calculations*

(a) SCHEV switched from AAUP to IPEDS benchmark data in 2007.

(b) Computed in accordance with traditional consolidated salary average guidelines provided by the Secretary of Education.

The variance between the 2013-14 SCHEV authorized salary average and the university's fall 2013 actual salary average was \$1,329, or 1.5 percent. The state understands that the authorized and actual salary averages will not match exactly at any point. It is the institution's responsibility to monitor and adjust actual salary averages to stay within a reasonable range of the authorized average. After closing the actual to authorized salary gap, the university expects a 1.8% increase to the authorized salary as a result of the 2014-15 merit adjustment process.

In the past, this gap has occurred because of the university's actions, in some cases, to recruit junior faculty at salary averages well below the authorized average to replace retiring senior faculty and, on occasion, replace one senior faculty member with two junior faculty. The actions taken in the past helped to support the departmental budgets (especially during recessions) and to provide the faculty needed to address teaching loads, especially at the undergraduate level, as enrollments have increased significantly without corresponding General Fund support. While the university actively works to manage and reduce the gap between the authorized and actual salary averages, some gap is likely to remain as long as the university's funding deficiency, as documented by the base budget adequacy model, exists.

Other Salary Adjustments

In addition to the faculty salary adjustments based on performance, it is necessary to adjust the salaries of specific faculty members at other times during the fiscal year. These adjustments are primarily for merit increases upon the hiring anniversary dates for restricted positions, for changes in duties and responsibilities, for special temporary assignments, and for faculty selected for a different position as part of a search. The President, Provost, and Vice President for Finance and CFO have been authorized by the Board of Visitors to administer the faculty compensation plan during the year and act upon requests for salary adjustments. The salary changes established through this process are submitted for ratification to the Board of Visitors on a quarterly basis on the Faculty Personnel Changes Report in accordance with the Faculty Compensation Plan.

RECOMMENDATION:

That the proposed merit and special salary adjustments for faculty in the 2014-15 fiscal year be approved as presented in the following report.

Benchmark Salary Analysis 2014-15 Fiscal Year

Institution	Fall 2013 Estimated ⁽¹⁾	Fall 2014 (Projected) ⁽²⁾	Rank	Year-to-Year Increase	
				\$	%
California, University of (Berkeley)	\$ 130,824	\$ 133,441	1	\$ 2,616	2.0%
Cornell University	124,233	126,718	2	2,485	2.0%
Southern California, University of	116,136	118,459	3	2,323	2.0%
California-Davis, University of	108,866	111,043	4	2,177	2.0%
Texas at Austin, University of	105,598	107,709	5	2,112	2.0%
Maryland, University of (College Park)	104,909	107,007	6	2,098	2.0%
Illinois, University of (Urbana-Champaign)	103,064	105,125	7	2,061	2.0%
Rutgers University (New Brunswick)	102,440	104,488	8	2,049	2.0%
Ohio State University	102,329	104,376	9	2,047	2.0%
Purdue University	99,869	101,867	10	1,997	2.0%
Minnesota, University of (Twin Cities)	98,042	100,003	11	1,961	2.0%
Wisconsin, University of (Madison)	94,857	96,754	12	1,897	2.0%
Michigan, University of (Ann Arbor)	94,508	96,398	13	1,890	2.0%
Stony Brook University	93,948	95,827	14	1,879	2.0%
Virginia Tech	93,104	94,780	15	1,676	1.8% ⁽³⁾
Colorado at Boulder, University of	92,865	94,722	16	1,857	2.0%
Iowa State University	92,626	94,479	17	1,853	2.0%
SUNY at Buffalo	92,176	94,020	18	1,844	2.0%
Texas A & M University	91,846	93,683	19	1,837	2.0%
Washington, University of (Seattle)	91,699	93,533	20	1,834	2.0%
Michigan State University	91,222	93,046	21	1,824	2.0%
Florida, University of	90,818	92,634	22	1,816	2.0%
North Carolina State University	90,285	92,091	23	1,806	2.0%
Pennsylvania State University	90,093	91,894	24	1,802	2.0%
Pittsburgh, University of	85,218	86,922	25	1,704	2.0%
Missouri, University of (Columbia)	80,435	82,044	26	1,609	2.0%
Virginia Tech's Percentile Ranking	31st	31st			

1) Fall 2013 peer salary averages are based on SCHEV methodology. IPEDS data is not yet available.

2) Fall 2014 peer salary averages are based on SCHEV projected average increases of 2%.

3) Virginia Tech's actual salary average is below the authorized salary average. Therefore, after closing the actual to authorized salary gap, the university expects a 1.8% increase to the authorized salary as a result of the actions recommended in this report.

College of Agriculture and Life Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>AGRICULTURAL RESEARCH AND EXTENSION CENTER - Alson H. Smith, Jr.</u>				
Bergh, James	Professor		102,135	CY
Wolf, Anthony	Professor	Director	133,523	CY
Yoder, Keith	Professor		119,552	CY
Nita, Mizuho	Assistant Professor		79,561	CY
Peck, Gregory	Assistant Professor		81,405	CY
Lin, Binbin	Postdoctoral Associate		40,000	CY
Hatch, Tremain	Research Associate		51,000	CY
<u>AGRICULTURAL RESEARCH AND EXTENSION CENTER - Eastern Shore</u>				
Reiter, Mark	Associate Professor		101,852	CY
Rideout, Steven	Associate Professor	Director	113,500	CY
Gu, Ganyu	Postdoctoral Associate		48,000	CY
<u>AGRICULTURAL RESEARCH AND EXTENSION CENTER - Eastern Virginia</u>				
Pitman, Robert	Senior Research Associate	Superintendent	89,665	CY
<u>AGRICULTURAL RESEARCH AND EXTENSION CENTER - Hampton Roads</u>				
Derr, Jeffrey	Professor		98,244	CY
Hong, Chuanxue	Professor		112,644	CY
Schultz, Peter	Professor	Director	133,368	CY
Kong, Ping	Research Scientist		61,223	CY
Owen, James	Assistant Professor		85,000	AY
Sample, David	Assistant Professor		96,285	AY
Zhang, Haibo	Postdoctoral Associate		46,361	CY
Fox, Laurie	Professional Lecturer		53,530	CY
Samtani, Jayesh	Professional Lecturer		68,100	CY
Brosch, Christopher	Project Associate		66,950	CY
Avenot, Herve	Research Associate		46,350	CY
<u>AGRICULTURAL RESEARCH AND EXTENSION CENTER - Middleburg</u>				
Grove, Jacob	Professional Lecturer		48,666	CY
<u>AGRICULTURAL RESEARCH AND EXTENSION CENTER - Shenandoah Valley</u>				
Fiske, David	Research Associate	Superintendent	92,384	CY
<u>AGRICULTURAL RESEARCH AND EXTENSION CENTER - Southern Piedmont</u>				
Johnson, Charles	Professor		99,600	CY
Teutsch, Christopher	Associate Professor		87,968	CY
Wilkinson, Carol	Associate Professor	Director	110,800	CY
Reed, Thomas	Research Scientist		75,236	CY
Campbell, Brian	Professional Lecturer		70,101	CY
Ellis, Bradley	Professional Lecturer		43,150	CY

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<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>AGRICULTURAL RESEARCH AND EXTENSION CENTER - Southwest Virginia</u>				
Wright, Donald	Research Associate	Superintendent	66,502	CY
<u>AGRICULTURAL RESEARCH AND EXTENSION CENTER - Tidewater</u>				
Estienne, Mark	Professor		102,900	CY
Herbert, David	Professor		115,229	CY
Balota, Maria	Associate Professor		84,671	CY
Holshouser, David	Associate Professor		83,085	CY
Frame, William	Assistant Professor		81,760	CY
Mehl, Hillary	Assistant Professor		78,200	CY
<u>AGRICULTURAL RESEARCH AND EXTENSION CENTER - Virginia Seafood</u>				
Jahncke, Michael	Professor	Director	128,943	CY
Kauffman, Daniel	Professional Lecturer		85,256	CY
Lane, Robert	Professional Lecturer		59,794	CY
Schwarz, Michael	Professional Lecturer		80,985	CY
Villalba, Abigail	Professional Lecturer		70,933	CY
<u>Agricultural, Leadership and Community Education</u>				
Rudd, Rickie	Professor	Department Head & Endowed Professor	187,900	CY
Kaufman, Eric	Associate Professor		97,504	AY
Westfall-Rudd, Donna	Associate Professor		81,674	AY
Anderson, James	Assistant Professor		81,752	CY
Archibald, Thomas	Assistant Professor		78,250	AY
Clegorne, Nicholas	Assistant Professor		61,800	CY
Friedel, Curtis	Assistant Professor		79,280	AY
Niewolny, Kimberly	Assistant Professor		84,036	CY
Spindler, Matthew	Assistant Professor		77,250	AY
Scherer, Hannah	Research Assistant Professor		60,770	AY
Seibel, George	Instructor		63,319	CY
Gehrt, Karen	Professional Lecturer		113,694	CY
Seibel, Megan	Professional Lecturer		65,508	CY
Vines, Karen	Professional Lecturer		69,020	CY
Drape, Tiffany	Senior Research Associate		55,825	CY
<u>Agricultural and Applied Economics</u>				
Alwang, Jeffrey	Professor		125,040	AY
Blank, Steven	Professor	Department Head	188,000	CY
Bosch, Darrell	Professor		113,553	CY
Boyle, Kevin	Professor		215,250	CY
Davis, George	Professor		138,039	AY

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<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Ellerbrock, Michael	Professor		112,635	AY
Geyer, Leighton	Professor		130,752	CY
Lytton, Ruth	Professor		100,112	AY
Marchant, Mary	Professor		160,558	RE11
Mills, Bradford	Professor		122,049	CY
Norton, George	Professor		141,505	CY
Pease, James	Professor		106,268	CY
Peterson, Everett	Professor		99,262	RE10
Stephenson, Stephen	Professor		116,008	CY
Taylor, Daniel	Professor		103,294	CY
Grant, Jason	Associate Professor		121,358	RE10
Groover, Gordon	Associate Professor		106,265	CY
Moeltner, Klaus	Associate Professor		122,338	AY
You, Wen	Associate Professor		142,256	RE12
Ferreira, Gustavo	Assistant Professor		103,473	RE11
Morgan, Kimberly	Assistant Professor		88,400	AY
Larochelle, Catherine	Research Assistant Professor		77,000	CY
Flinchum, Randy	Professional Lecturer		60,000	CY
Walker, Martha	Professional Lecturer		93,384	CY
Bruce, Franklin	Sr Project Associate		51,459	CY
<u>Agriculture Technology Program- Two year</u>				
Doak, Samuel	Advanced Instructor		60,040	AY
Guthrie, Joseph	Advanced Instructor		61,684	AY
Kohl, Rachel	Advanced Instructor		60,385	AY
Martin, Thomas	Advanced Instructor		62,000	AY
Mykerezi, Pavli	Advanced Instructor	Director	97,900	CY
<u>Animal and Poultry Sciences</u>				
Denbow, Donald	Professor		127,814	AY
Dunnington, Elizabeth	Professor		89,913	AY
Gerrard, David	Professor	Department Head	193,200	CY
Greiner, Scott	Professor		98,967	AY
Jiang, Honglin	Professor		132,598	RE12
Knight, James	Professor		115,033	CY
McCann, Mark	Professor		137,396	AY
Smith, Edward	Professor		119,739	RE12
Wong, Eric	Professor	Endowed Professor	132,945	RE10
Dalloul, Rami	Associate Professor		86,623	AY

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<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Ealy, Alan	Associate Professor		98,900	AY
Eversole, Dan	Associate Professor		94,793	AY
Johnson, Sally	Associate Professor	Endowed Professor	134,900	AY
Rhoads, Robert	Associate Professor		94,050	AY
Splan, Rebecca	Associate Professor		85,537	CY
Wood, Cynthia	Associate Professor		87,167	AY
Yakout, Haitham	Research Scientist		45,825	CY
Cline, Mark	Assistant Professor		85,900	AY
Dorshorst, Benjamin	Assistant Professor		79,900	AY
El-Kadi, Samer	Assistant Professor		80,900	AY
Gilbert, Elizabeth	Assistant Professor		85,900	AY
Lee, Kiho	Assistant Professor		83,838	AY
Persia, Michael	Assistant Professor		84,838	AY
Rhoads, Michelle	Assistant Professor		83,900	AY
Zhao, Lidan	Postdoctoral Associate		41,200	CY
Shi, Hao	Research Assistant Professor		64,300	AY
Bergamasco, Luciana	Instructor		61,700	AY
McCann, Julia	Instructor		73,415	CY
Pratt, Paige	Instructor		65,523	CY
Tamim, Nada	Instructor		61,700	AY
Crisman, Virginia	Professional Lecturer		72,636	CY
Golden, William	Professional Lecturer		37,368	CY
Saville, Joi	Professional Lecturer		37,300	CY
Thorpe, Leemar	Project Associate		41,500	CY
<u>Biochemistry</u>				
Bevan, David	Professor		104,418	CY
Gillaspy, Glenda	Professor		107,342	CY
Kennelly, Peter	Professor	Department Head	170,400	CY
Larson, Timothy	Professor		101,562	CY
Li, Jianyong	Professor		109,069	AY
Tu, Zhijian	Professor		136,437	RE12
Phillips, Katherine	Senior Research Scientist		99,842	CY
Helm, Richard	Associate Professor		101,968	CY
Klemba, Michael	Associate Professor		80,580	AY
Mukhopadhyay, Biswarup	Associate Professor		120,024	RE12
Sobrado, Pablo	Associate Professor		108,423	RE11
White, Robert	Associate Professor		109,469	CY

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<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Zhu, Jinsong	Associate Professor		107,021	RE12
Biedler, James	Research Scientist		50,992	CY
Merino, Emilio	Research Scientist		62,775	CY
Qi, Yumin	Research Scientist		49,996	CY
Wu, Ling	Research Scientist		55,000	CY
da Fonseca, Isabel	Research Scientist		50,000	CY
Cassera, Maria	Assistant Professor		109,274	RE12
Mackey, Zachary	Assistant Professor		79,722	AY
Xu, Bin	Assistant Professor		79,722	AY
Allen, Kylie	Postdoctoral Associate		40,000	CY
Dai, Yumin	Postdoctoral Associate		41,000	CY
Krai, Priscilla	Postdoctoral Associate		40,000	CY
Liu, Pengcheng	Postdoctoral Associate		40,000	CY
Susanti, Dwi	Postdoctoral Associate		45,000	CY
Wang, Yu	Postdoctoral Associate		40,000	CY
Purwantini, Endang	Research Assistant Professor		68,401	CY
Slaughter, Stephen	Professional Lecturer		86,841	CY
Irwin, Ruth	Project Director		68,821	CY
Rasor, Amy	Research Associate		53,898	CY
Ruggio, David	Research Associate		58,949	CY
Ray, William	Senior Research Associate		45,625	CY
<u>Biological Systems Engineering</u>				
Benham, Brian	Professor		110,157	AY
Hession, William	Professor		104,652	AY
Mallikarjunan, Parameswaran	Professor		113,912	CY
Wolfe, Mary Leigh	Professor	Department Head	196,040	CY
Zhang, Chenming	Professor		133,609	RE10
Zhang, Yi Heng	Professor		109,772	AY
Yagow, Eugene	Senior Research Scientist		73,078	CY
Barone, Justin	Associate Professor		127,315	CY
Heatwole, Conrad	Associate Professor		110,483	CY
Ogejo, Jactone	Associate Professor		100,568	CY
Scott, Durelle	Associate Professor		93,930	AY
Thompson, Theresa	Associate Professor		102,708	CY
Kline, Karen	Research Scientist		63,084	CY
Easton, Zachary	Assistant Professor		88,000	AY
Krometis, Leigh Anne	Assistant Professor		87,330	AY

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<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Ruder, Warren	Assistant Professor		84,800	AY
Senger, Ryan	Assistant Professor		91,380	AY
Sridhar, Venkataramana	Assistant Professor		92,000	AY
Fuka, Daniel	Postdoctoral Associate		42,000	CY
Qi, Peng	Postdoctoral Associate		40,000	CY
Mariger, Stanley	Instructor		63,606	CY
Baker, Priscilla	Professional Lecturer		20,000	CY
Ignosh, John	Professional Lecturer		68,540	CY
You, Chun	Senior Research Associate		48,149	CY
Ling, Erin	Sr Project Associate		62,110	CY
<u>CALS Administration</u>				
Grant, Alan	Administrative Professor	Dean	272,700	CY
Barlow, Christopher	Professional Lecturer		68,000	CY
Christian, Mary	Professional Lecturer		107,000	CY
Ebel, Elizabeth	Professional Lecturer		58,045	CY
Evans, Brandi	Professional Lecturer		50,000	CY
Gehrt, Dennis	Professional Lecturer		99,729	CY
Gill, Susan	Professional Lecturer		50,000	CY
Glidden, Dorothy	Professional Lecturer		91,000	CY
Kleiber, Stephen	Professional Lecturer		125,000	CY
Lucas, April	Professional Lecturer		60,000	CY
Mahdu, Samantha	Professional Lecturer		61,500	CY
Perkins, Dedreia	Professional Lecturer		60,000	CY
<u>CALS Extension</u>				
Jones, Edwin	Administrative Professor		209,600	CY
Sutphin, Cathy	Professional Associate Prof		120,702	CY
Baughman, Sarah	Research Assistant Professor		94,809	CY
Grisso, Robert	Administrative Lecturer		149,750	CY
Calhoun, David	Professional Lecturer		122,098	CY
DeBord, Karen	Professional Lecturer		82,400	CY
Hunnings, Joseph	Professional Lecturer		99,810	CY
Lambur, Michael	Professional Lecturer		120,300	CY
Scott, Brigitte	Project Associate		63,742	CY
<u>CALS Information Technology</u>				
Crawford, Mark	Professional Lecturer		66,993	CY
Kelly, Sarah	Professional Lecturer		50,856	CY
Robinson, Patrick	Professional Lecturer		87,921	CY

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<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Shetrone, Scott	Professional Lecturer		57,582	CY
Sumner, Mark	Professional Lecturer		67,726	CY
Vines, Neal	Professional Lecturer		150,700	CY
<u>CALS Research</u>				
Mostaghimi, Saied	Administrative Professor	Associate Dean & Endowed Professor	236,100	CY
Jellison, Jody	Professor		157,280	CY
Dudek, Nancy	Professional Lecturer		60,500	CY
<u>College Farm</u>				
Paulette, Dwight	Senior Research Associate		92,472	CY
<u>Crop and Soil Environmental Sciences</u>				
Abaye, Azenegashe	Professor		107,041	CY
Daniels, Walter	Professor	Endowed Professor	159,094	RE12
Eick, Matthew	Professor		98,450	CY
Ervin, Erik	Professor		113,892	CY
Evanylo, Gregory	Professor		111,685	CY
Goatley, James	Professor		103,289	CY
Griffey, Carl	Professor	Endowed Professor	127,131	CY
Hagedorn, Charles	Professor		131,812	CY
Hodges, Steven	Professor		129,371	CY
Saghai-Marooof, Mohammad	Professor		143,732	CY
Thompson, Tommy	Professor	Department Head	190,000	CY
Zipper, Carl	Professor		97,964	CY
Berry, Duane	Associate Professor		84,396	CY
Fike, John	Associate Professor		81,965	CY
Galbraith, John	Associate Professor		87,648	CY
Maguire, Rory	Associate Professor		91,785	CY
Thomason, Wade	Associate Professor		96,605	CY
Tracy, Benjamin	Associate Professor		88,311	CY
Xia, Kang	Associate Professor		93,750	AY
Malla, Subas	Research Scientist		53,581	CY
Badgley, Brian	Assistant Professor		77,400	AY
Fukao, Takeshi	Assistant Professor		77,400	AY
Steele, Meredith	Assistant Professor		77,400	AY
Stewart, Ryan	Assistant Professor		79,400	AY
Hussain, Rana Muhammad	Postdoctoral Associate		40,800	CY
Zhang, Bo	Research Assistant Professor		79,900	CY
Zhang, Xunzhong	Research Assistant Professor		55,496	CY

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<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Bendfeldt, Eric	Professional Lecturer		81,301	CY
Cataldi, Joseph	Professional Lecturer		50,400	CY
Hardiman, Thomas	Professional Lecturer		57,768	CY
Stewart, Jennifer	Professional Lecturer		33,600	CY
Burger, Julia	Research Associate		40,352	CY
Haering, Kathryn	Research Associate		31,311	CY
Hokanson, Elizabeth	Research Associate		47,720	CY
Koropchak, Sara	Research Associate		45,980	CY
Liu, Limei	Research Associate		41,800	CY
Rosso, Maria	Research Associate		44,529	CY
Thomas, Steven	Research Associate		68,289	CY
Beck, Michel	Senior Research Associate		26,821	CY
Brooks, Wynse	Senior Research Associate		53,817	CY
Conta, Jay	Senior Research Associate		74,712	CY
Orndorff, Zenah	Senior Research Associate		60,811	CY
Severson, Erik	Senior Research Associate		58,510	CY
Shang, Chao	Senior Research Associate		66,897	CY
<u>Dairy Science</u>				
Akers, Robert	Professor	Department Head & Endowed Professor	169,500	CY
Hanigan, Mark	Professor	Endowed Professor	123,107	AY
James, Robert	Professor		107,131	CY
Knowlton, Katharine	Professor	Endowed Professor	116,564	CY
Corl, Benjamin	Associate Professor		99,800	AY
Kanevsky, Isis	Associate Professor		92,011	AY
Petersson-Wolfe, Christina	Associate Professor		89,465	CY
Cockrum, Rebecca	Assistant Professor		78,250	AY
Ferreira, Gonzalo	Assistant Professor		78,300	AY
Ray, Partha	Postdoctoral Associate		41,200	CY
Winston, David	Lecturer		72,336	CY
<u>Director, CALS Resident Instruction</u>				
Sumner, Susan	Administrative Professor	Associate Dean	200,000	CY
<u>Entomology</u>				
Brewster, Carlyle	Professor		95,045	CY
Kok, Loke	Professor	Department Head	195,425	CY
Kuhar, Thomas	Professor		106,551	CY
Miller, Dini	Professor		102,566	CY
Pfeiffer, Douglas	Professor		103,752	CY

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<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Salom, Scott	Professor		112,675	CY
Weaver, Michael	Professor		107,455	CY
Adelman, Zachary	Associate Professor		114,418	RE12
Myles, Kevin	Associate Professor		113,668	RE12
Paulson, Sally	Associate Professor		83,760	AY
Sharakhov, Igor	Associate Professor		117,392	RE12
Onufrieva, Ksenia	Research Scientist		47,863	CY
Sharakhova, Maria	Research Scientist		53,402	CY
Anderson, Troy	Assistant Professor		81,203	AY
Marek, Paul	Assistant Professor		77,275	AY
Aryan, Azadeh	Postdoctoral Associate		41,200	CY
Basu, Sanjay	Postdoctoral Associate		43,356	CY
Jenson, Lacey	Postdoctoral Associate		44,000	CY
Samuel, Gladys	Postdoctoral Associate		42,642	CY
Day, Eric	Professional Lecturer		66,463	CY
Dodd, Howard	Research Associate		55,801	CY
Laub, Curtis	Research Associate		49,917	CY
Hipkins, Patricia	Senior Research Associate		59,552	CY
Roberts, Everett	Senior Research Associate		72,266	CY
<u>Food Science and Technology</u>				
Duncan, Susan	Professor		104,068	AY
Marcy, Joseph	Professor	Department Head	170,700	CY
O'Keefe, Sean	Professor		104,862	AY
Boyer, Renee	Associate Professor		88,399	AY
Eifert, Joseph	Associate Professor		92,009	AY
Eigel, William	Associate Professor		99,400	AY
Ponder, Monica	Associate Professor		86,587	AY
Williams, Robert	Associate Professor		89,802	AY
Kuhn, David	Assistant Professor		88,633	RE10
Neilson, Andrew	Assistant Professor		78,750	AY
Stewart, Amanda	Assistant Professor		80,340	AY
Chase, Melissa	Professional Lecturer		54,477	CY
Eifert, Joell	Professional Lecturer		50,000	CY
Granata, Linda	Professional Lecturer		50,000	CY
Kelly, Molly	Professional Lecturer		66,950	CY
Wiersema, Brian	Professional Lecturer		64,500	CY
Dupell, Renee	Research Associate		64,200	CY

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<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Fernandez-Plotka, Virginia	Research Associate		31,476	AY
Lawson, Laura	Research Associate		42,854	CY
Taylor, Daniel	Research Associate		46,350	CY
<u>Horticulture</u>				
Beers, Eric	Professor		118,210	CY
Harris, James	Professor	Department Head	166,800	CY
Latimer, Joyce	Professor		108,248	CY
Niemiera, Alexander	Professor		103,277	CY
Veilleux, Richard	Professor	Endowed Professor	158,730	CY
Welbaum, Gregory	Professor		104,684	CY
Clark, Susan	Associate Professor		93,853	RE10
McDuffie, Robert	Associate Professor		73,842	AY
Scoggins, Holly	Associate Professor		98,549	CY
Williams, Mark	Associate Professor		88,840	AY
Zhao, Bingyu	Associate Professor		91,559	AY
Zhao, Chengsong	Research Scientist		49,711	CY
O'Rourke, Megan	Assistant Professor		77,250	AY
Aulakh, Sukhwinder	Postdoctoral Associate		44,000	CY
Chanda, Bidisha	Postdoctoral Associate		42,745	CY
Liu, Yi	Postdoctoral Associate		37,100	CY
Leshyn, Barbara	Advanced Instructor		64,515	AY
Hessler, Alex	Instructor		53,560	CY
Close, David	Professional Lecturer		69,010	CY
Freeborn, John	Professional Lecturer		46,260	CY
Huckestein, Stephanie	Professional Lecturer		45,230	CY
Straw, Richard	Professional Lecturer		79,067	CY
Vallotton, Amber	Professional Lecturer		59,740	CY
Gugercin, Sarah	Research Associate		41,468	CY
<u>Human Nutrition, Foods and Exercise</u>				
Davy, Kevin	Professor		161,091	RE12
Estabrooks, Paul	Professor		156,708	RE12
Hutson, Susan	Professor		161,000	CY
Rankin, Janet	Professor		107,921	AY
Williams, Jay	Professor		106,154	AY
Davy, Brenda	Associate Professor		123,033	RE12
Good, Deborah	Associate Professor		98,129	AY
Grange, Robert	Associate Professor		103,391	AY

College of Agriculture and Life Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Hulver, Matthew	Associate Professor	Department Head	184,500	CY
Ju, Young	Associate Professor		85,399	AY
Liu, Dongmin	Associate Professor		146,726	RE12
Schmelz, Eva	Associate Professor		95,094	AY
Serrano, Elena	Associate Professor		121,186	RE12
Zoellner, Jamie	Associate Professor		127,199	RE12
Almeida, Fabio	Assistant Professor		108,150	RE12
Cheng, Zhiyong	Assistant Professor		80,580	AY
Frisard, Madlyn	Assistant Professor		107,779	RE12
Hedrick, Valisa	Assistant Professor		78,000	AY
Hill, Jennie	Assistant Professor		107,882	RE12
Misyak, Sarah	Postdoctoral Associate		41,200	CY
Porter, Kathleen	Postdoctoral Associate		44,000	CY
Smith, Erin	Postdoctoral Associate		43,680	CY
Wu, Yaru	Postdoctoral Associate		40,000	CY
McMillan, Ryan	Research Assistant Professor		65,920	CY
Cox, Heather	Advanced Instructor		68,907	AY
Girmes-Grieco, Nicolin	Instructor		58,059	AY
Selberg-Eaton, Renee	Instructor		65,282	CY
Papillon, Carol	Senior Instructor		72,022	AY
LaFalce, Amy	Professional Lecturer		42,930	CY
Brock, Donna Jean	Project Associate		53,500	CY
Brooks, Austin	Project Associate		43,600	CY
Ledlie, Meredith	Project Associate		52,785	CY
Margheim, Lynn	Project Associate		53,820	CY
Stevens, Judith	Project Associate		70,831	CY
Wall, Sarah	Project Associate		62,655	CY
Marinik, Elaina	Project Director		68,544	CY
McFerren, Mary	Project Director		92,550	CY
Addington, Adele	Research Associate		56,817	CY
Wang, Aihua	Research Associate		42,848	CY
Wiedmer, Franc-Eric	Research Associate		61,627	CY
Zheng, Dongxu	Research Associate		40,119	CY
<u>Plant Pathology, Physiology, and Weed Science</u>				
Eisenback, Jonathan	Professor		85,866	CY
Grabau, Elizabeth	Professor	Department Head	190,500	CY
Greene, Ruth	Professor		82,701	AY

College of Agriculture and Life Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
McDowell, John	Professor		139,850	RE11
Westwood, James	Professor		98,935	CY
Askew, Shawn	Associate Professor		90,828	CY
Baudoin, Antonius	Associate Professor		85,235	AY
Jelesko, John	Associate Professor		80,938	CY
Schmale, David	Associate Professor		119,611	RE11
Vinatzter, Boris	Associate Professor		105,903	RE11
Barney, Jacob	Assistant Professor		81,980	AY
Colla'kova', Eva	Assistant Professor		97,634	RE11
Okumoto, Sakiko	Assistant Professor		80,438	AY
Pilot, Guillaume	Assistant Professor		88,200	RE10
Wang, Xiaofeng	Assistant Professor		78,600	AY
Clarke, Christopher	Postdoctoral Associate		43,260	CY
Hansen, Mary	Instructor		67,629	CY
Lally, David	Project Associate		57,325	CY
McCall, David	Research Associate		51,342	CY
McMaster, Nicole	Research Associate		46,018	CY
Zhang, Jiantao	Research Associate		41,928	CY
Bush, Elizabeth	Senior Research Associate		48,085	CY
Park, So Yon	Senior Research Associate		57,000	CY
Shuman, Joel	Sr Project Associate		71,707	CY

College of Architecture and Urban Studies

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Architecture</u>				
Albright, Kathryn	Professor	Chair, Foundation Program	98,660	AY
Breitschmid, Markus	Professor	Chair, Core Program	96,875	AY
Choudhury, Salahuddin	Professor	Assistant Coordinator & Advisor, Internal Transfer Program	113,330	AY
Dunay, Donna	Professor	Endowed Professor	124,530	AY
Dunay, Robert	Professor	Endowed Professor & Director, Center for Design Research	206,075	CY
Holt, Jaan	Professor	Endowed Professor & Director, WAAC	168,366	CY
Jones, James	Professor	PhD Program Chair & Director, CHPE	99,535	AY
Piedmont-Palladino, Susan	Professor		101,875	AY
Rodriguez-Camilloni, Humberto	Professor		95,465	AY
Rott, Hans	Professor		98,505	AY
Setareh, Mehdi	Professor		108,865	AY
Vernon, Mitzi	Professor		96,625	AY
Weiner, Frank	Professor		96,725	AY
Wheeler, Joseph	Professor		96,720	AY
Fenske, Lawrence	Associate Prof of Practice		66,430	AY
Bassett, James	Associate Professor		75,835	AY
Bork, Dean	Associate Professor		88,330	AY
Bryon, Hilary	Associate Professor		75,830	AY
Clements, Terry	Associate Professor		79,135	AY
Cortes, Mario	Associate Professor		75,240	AY
Dorsa, Edward	Associate Professor	Chair, Industrial Design Program	90,975	AY
Dugas, David	Associate Professor		76,750	AY
Edge, Kay	Associate Professor		77,710	AY
Emmons, Paul	Associate Professor	Chair, WAAC PhD Program	89,000	AY
Ermann, Michael	Associate Professor		91,590	AY
Feuerstein, Marcia	Associate Professor		75,185	AY
Galloway, William	Associate Professor		88,680	AY
Gartner, Howard	Associate Professor		81,462	AY
Green, William	Associate Professor		72,990	AY
Jacobson, Wendy	Associate Professor		77,735	AY
Katen, Brian	Associate Professor	Chair, Landscape Architecture Program	86,785	AY
Kelsch, Paul	Associate Professor		43,755	AY
Kennedy, Brook	Associate Professor		74,710	AY
Kim, Mintai	Associate Professor		74,500	AY
Martin, Shelley	Associate Professor		78,896	AY

College or Architecture and Urban Studies

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
McGrath, Margarita	Associate Professor		75,340	AY
McSherry, Laurel	Associate Professor	Chair, Masters Landscape Architecture Program, Alexandria	106,695	AY
Pittman, Vance	Associate Professor	Chair, Graduate Program	90,110	AY
Renard, Helene	Associate Professor		72,500	AY
Schnoedt, Heinrich	Associate Professor	Chair, Core & Advanced Professional Program	87,920	AY
Sharma, Akshay	Associate Professor		37,050	AY
Tew, Gregory	Associate Professor	Director, Professional & Industry Relations	104,880	AY
Thompson, Steven	Associate Professor		85,960	AY
Tucker, Lisa	Associate Professor	Chair, Interior Design Program	85,475	AY
Whitney, Brad	Associate Professor		74,420	AY
Zawistowski, Keith	Assistant Prof of Practice		59,245	AY
Zawistowski, Marie	Assistant Prof of Practice		59,245	AY
Balls Huling, Lindy	Assistant Professor		69,685	AY
Doan, Patrick	Assistant Professor		70,385	AY
Grant, Elizabeth	Assistant Professor		76,300	AY
Heavers, Nathan	Assistant Professor		74,240	AY
Ishida, Aki	Assistant Professor		71,990	AY
Wagner, Matthew	Assistant Professor		69,685	AY
Zellner Bassett, Paola	Assistant Professor		71,745	AY
Clark, David	Research Assistant Professor		66,300	AY
Schneider, Mark	Advanced Instructor		64,620	AY
Balster, Andrew	Instructor	Director, Chicago Studio Program	84,160	CY
Holt, Rengin	Instructor		61,760	AY
Pieper, Ryan	Visiting Instructor		58,390	CY
Pritchett, Christopher	Visiting Instructor		63,580	AY
Sullivan, Martha	Visiting Instructor		57,150	AY
Vorster, Clive	Visiting Instructor		53,790	AY
Hollander, Henry	Professional Lecturer	Coordinator, Outreach & Alumni Relations, WAAC	65,000	CY
<u>Art and Art History</u>				
Burch-Brown, Carol	Professor	Professor	103,390	AY
Concannon, Kevin	Professor	School Director	146,005	CY
Crane, David	Professor		99,415	AY
Van Hook, Leila	Professor	Co-Director, Material Arts Program	99,730	AY
Casto, Marilyn	Associate Professor		71,135	AY
Knoblauch, Ann-Marie	Associate Professor	Assistant School Director & NASAD Coordinator	91,240	AY
Moseley Christian, Michelle	Associate Professor	Coordinator	75,780	AY
Paterson, Simone	Associate Professor		75,265	AY

College or Architecture and Urban Studies

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Standley, Eric	Associate Professor	Area Coordinator, Foundations Program	75,890	AY
Tucker, Thomas	Associate Professor		71,040	AY
Webster, Dane	Associate Professor	Director, MFA	90,000	AY
Abel, Troy	Assistant Professor		68,670	AY
Blanchard, Samuel	Assistant Professor		66,950	AY
Dee, Meaghan	Assistant Professor	Program Chair, Visual Communication Design	71,000	AY
Gindlesberger, Hans	Assistant Professor		64,830	AY
Head, Travis	Assistant Professor		64,375	AY
Bannan, Diane	Advanced Instructor		44,335	AY
Rosenthal, Joy	Instructor		42,450	AY
Sim, Deborah	Instructor		54,460	CY
Hand, Jennifer	Visiting Instructor		44,335	AY
Choi, Dongsoo	Professional Lecturer	Creative Tech. & Computing Manager	56,400	CY
<u>Building Construction</u>				
Beliveau, Yvan	Professor	Department Head	183,958	AY
Thabet, Walid	Professor	Endowed Professor	98,400	AY
McCoy, Andrew	Associate Professor	Endowed Professor	95,760	AY
Mills, Thomas	Associate Professor		90,610	AY
Pearce, Annie	Associate Professor		90,610	AY
Reichard, Georg	Associate Professor		90,110	AY
Yauger, James	Assistant Prof of Practice		61,800	CY
Turkaslan Bulbul, Muhsine	Assistant Professor		81,370	AY
Ryan, Jacqueline	Professional Lecturer	Academic Advisor & Recruiter	47,500	CY
<u>Community Design Assistance Center</u>				
Gilboy, Elizabeth	Assistant Professor	Director, CDAC	72,500	CY
Browning, Lara	Project Associate		49,320	CY
<u>Dean - Architecture</u>				
Davis, Albert	Administrative Professor	Dean & Endowed Professor	265,300	CY
Hirt, Sonia	Professor	Associate Dean, Academic Affairs	135,010	CY
Miller, Patrick	Professor	Associate Dean, Graduate Studies & Outreach	134,550	CY
Schubert, Robert	Professor	Associate Dean, Research	155,250	CY
Porterfield, Christine Marie	Professional Lecturer	Human Resources Manager	69,340	CY
Simpson, Maritza	Professional Lecturer	Director, Finance & Administration	100,275	CY
<u>Housing Research Center</u>				
Jones, Melissa	Research Associate		50,000	CY
<u>Institute for Policy and Governance</u>				
Watts, Tamara	Professional Lecturer	Medicaid Case Analyst	55,745	CY

College or Architecture and Urban Studies

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Adams, Jeremy	Project Associate		64,830	CY
Lo, Suzanne	Project Associate		66,950	CY
Mooney, Erin	Research Associate		59,760	CY
Dunkenberger, Mary	Sr Project Associate		84,935	CY
Lesko, Holly	Sr Project Associate		68,845	CY
Moore, John	Sr Project Associate		77,625	CY
Price-Rhodes, Melony	Sr Project Associate		85,795	CY
<u>Myers-Lawson School of Construction</u>				
Fiori, Christine	Associate Prof of Practice	Associate School Director & Endowed Professor	101,763	CY
Iorio, Josh	Assistant Prof of Practice		69,000	CY
Simmons, Denise	Assistant Professor		90,000	AY
Young-Corbett, Deborah	Assistant Professor		92,000	AY
<u>School of Public and International Affairs</u>				
Browder, John	Professor		106,822	AY
Cook, Brian	Professor		113,686	AY
Dunaway, Wilma	Professor		100,062	AY
Khademian, Anne	Professor	School Director	175,000	CY
Knox, Paul	Professor	University Distinguished Professor	283,020	CY
Koebel, Charles	Professor		114,227	AY
Peters, Joel	Professor		101,299	AY
Rothschild, Joyce	Professor		111,112	AY
Sanchez, Thomas	Professor		102,157	AY
Stephenson, Max	Professor	Director, VT Institute for Policy and Governance	111,755	CY
Toal, Gerard	Professor	Associate Chair, Government and International Affairs (NCR)	118,376	AY
Buehler, Ralph	Associate Professor		86,169	AY
Datz, Giselle	Associate Professor		83,460	AY
Dull, Matthew	Associate Professor		78,080	AY
Jensen, Laura	Associate Professor		86,700	AY
Rees, Joseph	Associate Professor	Director of Richmond Program (CPAP)	93,305	AY
Roberts, Patrick	Associate Professor	Associate Director, CPAP (NCR)	77,649	AY
Wernstedt, Kris	Associate Professor	Program Co-chair, UAP (Blacksburg & NCR)	92,040	AY
Zahm, Diane	Associate Professor	UAP Program Co-chair & Director of Undergraduate UAP Program	89,610	AY
Ahram, Ariel	Assistant Professor		74,160	AY
Bukvic, Anamaria	Assistant Professor		45,563	AY
Chaves, Elisabeth	Assistant Professor		50,000	AY
Cowell, Margaret	Assistant Professor		75,100	AY
Eckerd, Adam	Assistant Professor		73,500	AY

College of Architecture and Urban Studies

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Hall, Ralph	Assistant Professor		73,600	AY
Lemaire, Robin	Assistant Professor		70,720	AY
Misra, Shalini	Assistant Professor		74,520	AY
Nickel, Patricia	Assistant Professor		70,380	AY
Widmer, Jocelyn	Assistant Professor		70,040	AY
Zhang, Yang	Assistant Professor	Director, MURP Program	74,238	AY
Alex, Jaimy	Professional Lecturer	Managing Editor	57,763	CY
Offenbacher, Beth	Professional Lecturer	Associate Director, Social Media	69,666	CY
<u>Metropolitan Institute</u>				
Wells, Kathryn	Postdoctoral Associate		46,825	CY
Schilling, Joseph	Research Assistant Professor		79,447	AY
Hanff, Jessica	Project Associate	Assistant Director, Research Administration	68,290	CY
Bulka, Lauren	Research Associate		51,925	CY

Department of Athletics

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Department of Athletics</u>				
McCloskey, Sharon	Administrative Lecturer		150,000	CY
Adair, Charles	Professional Lecturer		125,000	CY
Adair, Shelbylynn	Professional Lecturer		48,321	CY
Ballein, John	Professional Lecturer		137,500	CY
Bell, Aaron	Professional Lecturer		57,320	CY
Brizendine, Michael	Professional Lecturer		69,628	CY
Brugger-McSorley, Bridget	Professional Lecturer		52,679	CY
Burker, Megan	Professional Lecturer		70,000	CY
Chew, Isaac	Professional Lecturer		260,000	CY
Cianelli, David	Professional Lecturer		130,000	CY
Collins, Sean	Professional Lecturer		44,897	CY
Cross, Eric	Professional Lecturer		65,000	CY
Dietter, David	Professional Lecturer		44,000	CY
Dillard, Brandon	Professional Lecturer		40,014	CY
Doolan, Keith	Professional Lecturer		56,000	CY
Dresser, Kevin	Professional Lecturer		125,000	CY
East, Timothy	Professional Lecturer		107,138	CY
Eugene, Ernest	Professional Lecturer		90,000	CY
Evans, Megan	Professional Lecturer		41,519	CY
Ferguson, Jarrett	Professional Lecturer		82,800	CY
Foster, Charles	Professional Lecturer		60,049	CY
Gabbard, Thomas	Professional Lecturer		145,000	CY
Garnes, Bruce	Professional Lecturer		55,000	CY
Gilbert-Lowry, Reyna	Professional Lecturer	Associate A.D.	83,000	CY
Goforth, Michael	Professional Lecturer		102,000	CY
Gomez Fonseca, Freddy	Professional Lecturer		36,050	CY
Gwinn, Derek	Professional Lecturer		73,000	CY
Hartsook, Austin	Professional Lecturer		30,900	CY
Helms, Christopher	Professional Lecturer	Director	115,000	CY
Hoffman, David	Professional Lecturer		42,000	CY
Huss, Stephen	Professional Lecturer		51,463	CY
Jack, Gregory	Professional Lecturer		116,982	CY
Jackson, David	Professional Lecturer		84,048	CY
Jaudon, Jon	Professional Lecturer		117,870	CY
Johnson, Devin	Professional Lecturer		60,000	CY
Kinney, Jefferson	Professional Lecturer		42,848	CY
Kopp, Andrew	Professional Lecturer		55,000	CY

Department of Athletics

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Kunigonis, Amy	Professional Lecturer		46,772	CY
Kunigonis, Michael	Professional Lecturer		92,700	CY
LaFon, Heather	Professional Lecturer		53,824	CY
Lawrence, Jimmy	Professional Lecturer		53,389	CY
Malcom, Jenna	Professional Lecturer		41,878	CY
McNeilly, Jamie	Professional Lecturer		125,000	CY
McSorley, Patrick	Professional Lecturer		48,204	CY
Mitchell, Terry	Professional Lecturer		66,000	CY
O'Brien, Angela	Professional Lecturer		48,500	CY
Old, William	Professional Lecturer		67,865	CY
Panella, Martha	Professional Lecturer		63,357	CY
Parker, Timothy	Professional Lecturer		92,000	CY
Piemonte, Ronald	Professional Lecturer		65,000	CY
Purnell, Frederick	Professional Lecturer		44,000	CY
Reynolds, Jeffrey	Professional Lecturer		130,000	CY
Ridley, Erin	Professional Lecturer		52,800	CY
Riley, Christopher	Professional Lecturer		83,684	CY
Robelot, Reed	Professional Lecturer		39,235	CY
Robertson, Carol	Professional Lecturer		70,000	CY
Robie, Anthony	Professional Lecturer		73,000	CY
Roccaforte, Steven	Professional Lecturer		185,000	CY
Rudd, Lisa	Professional Lecturer		111,000	CY
Sharp, Brian	Professional Lecturer		45,098	CY
Shelby, Betty	Professional Lecturer		97,299	CY
Short, Keith	Professional Lecturer		50,120	CY
Shuman, John	Professional Lecturer		40,000	CY
Skinner, Ned	Professional Lecturer		100,000	CY
Smith, Clarence	Professional Lecturer		86,197	CY
Smith, David	Professional Lecturer		83,524	CY
Stockwell, Sarah	Professional Lecturer		40,035	CY
Thomas, Benjamin	Professional Lecturer		67,526	CY
Thomas, Nelson	Professional Lecturer		105,000	CY
Thompson, James	Professional Lecturer		80,000	CY
Underwood, Casey	Professional Lecturer		67,779	CY
Wells, Jeremy	Professional Lecturer		72,305	CY
White, Daniel	Professional Lecturer		64,000	CY
Wolf, Lyle	Professional Lecturer		37,500	CY
Woodard, Robert	Professional Lecturer		78,000	CY

Department of Athletics

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Woods, Jermaine	Professional Lecturer		97,299	CY
Young, Perren	Professional Lecturer		36,138	CY
Zabinsky, Jennifer	Professional Lecturer		60,000	CY
Zalewski, Paul	Professional Lecturer		44,398	CY
Zawacki-Woods, Terry	Professional Lecturer		66,796	CY

Pamplin College of Business

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Accounting and Information Systems</u>				
Barkhi, Reza	Professor	Department Head	189,691	CY
Belanger, France	Professor	Endowed Professor	188,319	AY
Brown, Robert	Professor	Endowed Professor	198,360	AY
Cloyd, C	Professor	Endowed Professor	198,209	AY
Fan, Weiguo	Professor	Endowed Professor	178,529	AY
Jenkins, James	Professor	Endowed Professor	190,196	AY
Maher, John	Professor	Endowed Professor	197,441	AY
Seago, Wilmer	Professor	Endowed Professor	202,425	AY
Bhattacharjee, Sudip	Associate Professor	Endowed Professor	169,125	AY
Brozovsky, John	Associate Professor	Endowed Professor	148,376	AY
Salbador, Debra	Associate Professor	Endowed Professor	140,011	AY
Sheetz, Steven	Associate Professor		132,027	AY
Tegarden, David	Associate Professor		136,764	AY
Wallace, Linda	Associate Professor	Endowed Professor	134,001	AY
Beyer, Brooke	Assistant Professor		171,500	AY
Hansen, Thomas	Assistant Professor		172,000	AY
Johnson, Eugene	Assistant Professor		171,500	AY
Oler, Mitchell	Assistant Professor		148,941	AY
Popova, Velina	Assistant Professor		156,290	AY
Stein, Sarah	Assistant Professor		171,500	AY
Wolfe, Michael	Assistant Professor		171,500	AY
Almond, Lynn	Instructor		68,003	AY
Easterwood, Cintia	Instructor		72,045	AY
Ross, Dianna	Instructor		75,415	AY
Lacoste, Jean	Senior Instructor		67,292	AY
<u>Business Information Technology</u>				
Badinelli, Ralph	Professor	Endowed Professor	133,706	AY
Cook, Deborah	Professor	Endowed Professor	136,161	AY
Ghandforoush, Parviz	Professor	Director, NOVA MBA PGM	268,450	CY
Ragsdale, Cliff	Professor	Endowed Professor	164,583	AY
Rakes, Terry	Professor	Endowed Professor	166,625	AY
Rees, Loren	Professor	Endowed Professor	185,151	AY
Russell, Roberta	Professor		127,193	AY
Taylor, Bernard	Professor	Department Head & Endowed Professor	283,891	CY
Zobel, Christopher	Professor	Endowed Professor	148,404	AY
Abrahams, Alan	Associate Professor		138,656	AY
Deane, Jason	Associate Professor		136,165	AY

Pamplin College of Business

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Hoopes, Barbara	Associate Professor		109,498	AY
James, Tabitha	Associate Professor		137,096	AY
Khansa, Lara	Associate Professor		148,869	AY
Major, Raymond	Associate Professor		107,152	AY
Matheson, Lance	Associate Professor		111,518	AY
Nottingham, Quinton	Associate Professor		113,138	AY
Wang, Gang	Associate Professor		139,809	AY
Seref, Michelle	Assistant Professor		137,000	AY
Seref, Onur	Assistant Professor		142,193	AY
Clark, Laura	Advanced Instructor		82,177	AY
Jones, Richard	Advanced Instructor		97,343	AY
<u>Dean of Business</u>				
Sumichrast, Robert	Administrative Professor	Dean	466,300	CY
Nakamoto, Kent	Professor	Endowed Professor, & Associate Dean	279,674	CY
Clemenz, Candice	Administrative Assistant Prof	Associate Dean	168,493	CY
Hunnings, Wanda	Administrative Lecturer	Associate Dean	136,260	CY
Skripak, Stephen	Administrative Lecturer	Associate Dean	130,417	CY
Africa, Emily Anne	Professional Lecturer		46,575	CY
Camputaro, Robin	Professional Lecturer		75,787	CY
Clevenger, Jennifer	Professional Lecturer		66,488	CY
Cloyd, Renee	Professional Lecturer		49,320	CY
Daugherty, Richard	Professional Lecturer	Director	118,544	CY
Dickhans, James	Professional Lecturer		86,519	CY
French, Gina	Professional Lecturer		57,909	CY
Greene, Darren	Professional Lecturer		71,575	CY
Hall, Maureen	Professional Lecturer		104,295	CY
Loving, Jessica	Professional Lecturer		59,305	CY
Mease, Stuart	Professional Lecturer		102,510	CY
Monday, Justin	Professional Lecturer		46,248	CY
O'Donnell, Barry	Professional Lecturer		82,510	CY
Osborne, Mary	Professional Lecturer		81,572	CY
Sheehan, Thomas	Professional Lecturer	Director	97,918	CY
Wells, Katherine	Professional Lecturer		46,575	CY
<u>Finance, Insurance, and Business Law</u>				
Hiller, Janine	Professor	Endowed Professor	134,709	AY
Kadlec, Gregory	Professor	Endowed Professor	283,000	AY
Keown, Arthur	Professor	Endowed Professor	220,174	AY
Kumar, Raman	Professor	Endowed Professor	194,804	AY

Pamplin College of Business

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Mansi, Sattar	Professor	Endowed Professor	230,000	AY
Morgan, George	Professor	Endowed Professor	166,647	AY
Patterson, Douglas	Professor		135,403	AY
Pinkerton, John	Professor	Endowed Professor	159,511	AY
Singal, Vijay	Professor	Department Head & Endowed Professor	315,055	CY
Kender, Michael	Professor of Practice		104,805	AY
Klock, Derek	Associate Prof of Practice		78,260	AY
Billingsley, Randall	Associate Professor		122,850	AY
Bonomo, Vittorio	Associate Professor		88,042	AY
Easterwood, John	Associate Professor		135,409	AY
Malone, Jason	Assistant Prof of Practice		71,750	AY
Anginer, Deniz	Assistant Professor		191,900	AY
Lel, Ugur	Assistant Professor		189,464	AY
Wang, Tong	Assistant Professor		191,900	AY
Celiker, Umut	Visiting Assistant Professor		190,000	AY
Hart, Brian	Instructor		61,872	AY
<u>Hospitality and Tourism Management</u>				
Khan, Mahmood	Professor		136,961	AY
McGehee, Nancy	Professor	Department Head	194,552	CY
Murrmann, Suzanne	Professor		115,420	AY
Perdue, Richard	Professor	Endowed Professor	182,654	AY
Uysal, Muzaffer	Professor		136,355	AY
Parsons, Richard	Associate Prof of Practice		75,860	AY
Magnini, Vincent	Associate Professor		122,264	AY
Singal, Manisha	Assistant Professor		106,852	AY
Soulek, Kimberly	Assistant Professor		104,311	AY
Xiang, Zheng	Assistant Professor		117,250	AY
Feiertag, Howard	Lecturer		36,102	AY
Sexton, James	Lecturer		92,287	CY
<u>Management</u>				
Carlson, Kevin	Professor	Department Head	209,059	CY
Gnyawali, Devi	Professor	Endowed Professor	158,785	AY
Markham, Steven	Professor	Endowed Professor	155,500	AY
Seth, Anju	Professor	Endowed Professor	239,369	AY
Wokutch, Richard	Professor	Endowed Professor	182,763	AY
Arthur, Jeffrey	Associate Professor		133,960	AY
Cobb, Anthony	Associate Professor		121,659	AY
French, John	Associate Professor		116,207	AY

Pamplin College of Business

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Hatfield, Donald	Associate Professor		132,866	AY
Smith, Wanda	Associate Professor		108,527	AY
Tegarden, Linda	Associate Professor		118,227	AY
Zimmerman, Ryan	Associate Professor		164,500	AY
Bruyaka, Olga	Assistant Professor		138,777	AY
Junkunc, Marc	Assistant Professor		73,700	AY
Thakur Wernz, Pooja	Assistant Professor		141,306	AY
Ward Bartlett, Anna	Assistant Professor		135,750	AY
Borny, Lorraine	Advanced Instructor		50,021	AY
Deck, Margaret	Instructor		45,446	AY
Carlson, Kimberly	Professional Instructor		50,000	CY
Kennedy, Reed	Professional Lecturer		93,956	CY
<u>Marketing</u>				
Brinberg, David	Professor	Endowed Professor	198,761	AY
Herr, Paul	Professor	Endowed Professor and Department Head	274,338	CY
Ozanne, Julie	Professor	Endowed Professor	196,692	AY
Sirgy, Mack	Professor		132,285	AY
Wertalik, Donna	Associate Prof of Practice		77,725	AY
Bagchi, Rajesh	Associate Professor		194,115	AY
Coupey, Eloise	Associate Professor		132,103	AY
Jiang, Juncai	Assistant Professor		152,700	AY
Weaver, Kimberlee	Assistant Professor		130,107	AY
Reilly, Thomas	Instructor		53,981	AY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Advanced Research Institute</u>				
Rahman, Saifur	Professor	Director & Endowed Professor	234,434	CY
Krimgold, Frederick	Research Associate Professor		133,537	CY
Pipattanasomporn, Manisa	Research Associate Professor		103,840	AY
Zhang, Jinghe	Postdoctoral Associate		60,000	CY
Kuzlu, Murat	Research Assistant Professor		65,000	AY
Teklu, Yonael	Professional Lecturer		78,992	AY
Balitsky, Philip	Research Associate		61,460	CY
Hagerman, George	Senior Research Associate		76,097	CY
<u>Aerospace and Ocean Engineering</u>				
Brown, Alan	Professor		121,417	AY
Canfield, Robert	Professor		147,765	AY
Devenport, William	Professor		215,807	RE12
Kapania, Rakesh	Professor	Endowed Professor	151,173	AY
Paterson, Eric	Professor	Department Head & Endowed Professor	207,500	CY
Raj, Pradeep	Professor		122,000	AY
Roy, Christopher	Professor		182,318	RE12
Schetz, Joseph	Professor	Endowed Professor	209,299	AY
Woolsey, Craig	Professor		115,557	AY
Farhood, Mazen	Associate Professor		94,080	AY
Ma, Lin	Associate Professor		98,650	AY
McCue-Weil, Leigh	Associate Professor		105,000	AY
Neu, Wayne	Associate Professor		104,102	AY
Patil, Mayuresh	Associate Professor		89,672	AY
Philen, Michael	Associate Professor		100,878	AY
Sultan, Cornel	Associate Professor		102,775	AY
Borgoltz, Aurelien	Research Associate Professor		100,000	CY
Locatelli, Davide	Research Scientist		74,444	CY
Choi, Seongim	Assistant Professor		86,000	AY
Lowe, Kevin	Assistant Professor		95,620	AY
Seidel, Gary	Assistant Professor		92,720	AY
Wang, Kevin	Assistant Professor		90,000	AY
Xiao, Heng	Assistant Professor		84,000	AY
Im, Dong	Postdoctoral Associate		53,690	CY
Alexander, William	Research Assistant Professor		86,000	CY
Intaratep, Nanyaporn	Research Assistant Professor		82,000	CY
Burchett, Amy	Professional Lecturer		77,500	CY
Meyers, Timothy	Research Associate		47,495	CY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Biomedical Engineering</u>				
Duma, Stefan	Professor	Department Head & Endowed Professor	362,250	CY
Gabler, Hampton	Professor		179,754	CY
Robertson, John	Research Professor		84,000	AY
Davalos, Rafael	Associate Professor		141,160	RE12
Lee, Yong	Associate Professor		87,995	AY
Van Dyke, Mark	Associate Professor		134,912	RE12
VandeVord, Pamela	Associate Professor		121,275	AY
Bickford, Lissett	Assistant Professor		90,080	AY
Cao, Guohua	Assistant Professor		92,080	AY
Rowson, Steven	Assistant Professor		122,666	RE12
Verbridge, Scott	Assistant Professor		90,080	AY
Cemazar, Jaka	Postdoctoral Associate		40,789	CY
Colacino, Katelyn	Postdoctoral Associate		45,197	CY
Howes, Meghan Kathleen	Postdoctoral Associate		57,750	CY
Kusano, Kristofer	Postdoctoral Associate		52,000	CY
Kemper, Andrew	Research Assistant Professor		100,000	CY
Lawless, Monika	Professional Lecturer		93,492	CY
McNally, Craig	Research Associate		56,000	CY
<u>Chemical Engineering</u>				
Achenie, Luke	Professor		135,801	AY
Baird, Donald	Professor	Endowed Professor	202,803	RE10
Cox, David	Professor	Department Head	212,688	CY
Davis, Richey	Professor		116,366	AY
Ducker, William	Professor		152,640	AY
Kiran, Erdogan	Professor		152,997	AY
Liu, Yih-An	Professor	Alumni Distinguished Professor & Endowed Professor	169,812	AY
Rim, Peter	Visiting Professor	Endowed Professor	78,457	AY
Goldstein, Aaron	Associate Professor		105,359	AY
Lu, Chang	Associate Professor		169,250	AY
Martin, Stephen	Associate Professor		91,590	AY
Rajagopalan, Padmavathy	Associate Professor	Endowed Professor	158,029	RE11
Huang, Jianhua	Research Scientist		52,770	CY
Bortner, Michael	Instructor		79,000	AY
Zhu, Xiaoru	Research Associate		51,438	CY
<u>Civil and Environmental Engineering</u>				
Boardman, Gregory	Professor		116,909	AY
Charney, Finley	Professor		122,856	AY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Cousins, Thomas	Professor		119,180	AY
Dietrich, Andrea	Professor		119,919	AY
Easterling, William	Professor	Department Head & Endowed Professor	228,279	CY
Edwards, Marc	Professor	Endowed Professor	244,167	CY
Filz, George	Professor	Endowed Professor	186,685	RE12
Flintsch, Gerardo	Professor		157,537	RE12
Green, Russell	Professor		117,851	AY
Hobeika, Antoine	Professor		140,551	AY
Knocke, William	Professor	Endowed Professor	201,768	AY
Leon, Roberto	Professor	Endowed Professor	164,847	AY
Little, John	Professor	Endowed Professor	125,142	AY
Marr, Linsey	Professor		115,905	AY
Moglen, Glenn	Professor		169,966	RE12
Pruden-Bagchi, Amy	Professor		125,905	AY
Rakha, Hesham	Professor	Endowed Professor	174,589	RE12
Roberts-Wollmann, Carin	Professor		116,076	AY
Sinha, Sunil	Professor		111,383	AY
Trani, Antonio	Professor		116,730	AY
Vikesland, Peter	Professor		115,905	AY
Wang, Linbing	Professor		117,181	AY
Widdowson, Mark	Professor		146,881	RE11
de la Garza, Jesus	Professor	Endowed Professor	186,695	RE12
Dove, Joseph	Associate Prof of Practice		84,700	AY
Abbas, Montasir	Associate Professor		96,137	AY
Brandon, Thomas	Associate Professor		105,749	AY
Dymond, Randel	Associate Professor	Director	107,469	AY
Gallagher, Daniel	Associate Professor		98,229	AY
Garvin, Michael	Associate Professor		100,919	AY
Hancock, Kathleen	Associate Professor		103,839	AY
He, Zhen	Associate Professor		95,892	AY
Irish, Jennifer	Associate Professor		131,322	RE12
Mauldon, Matthew	Associate Professor		93,300	AY
Moen, Cristopher	Associate Professor		95,864	AY
Murray-Tuite, Pamela	Associate Professor		97,000	AY
Rodriguez-Marek, Adrian	Associate Professor		102,964	AY
Rojiani, Kamal	Associate Professor		112,933	CY
Taylor, John	Associate Professor		133,151	RE12
Godrej, Adil	Research Associate Professor		117,446	CY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Leng, Weinan	Research Scientist		52,901	CY
Parks, Jeffrey	Research Scientist		64,912	CY
Katz, Bryan	Assistant Prof of Practice		46,500	CY
Mouras, Victoria	Assistant Prof of Practice		91,000	CY
Scardina, Robert	Assistant Prof of Practice		68,840	CY
Young, Kevin	Assistant Prof of Practice		80,730	CY
Eatherton, Matthew	Assistant Professor		92,000	AY
Hester, Erich	Assistant Professor		90,000	AY
Koutromanos, Ioannis	Assistant Professor		86,000	AY
Stark, Nina	Assistant Professor		89,000	AY
Prussin, Aaron	Postdoctoral Associate		48,000	CY
Vejerano, Eric	Postdoctoral Associate		44,935	CY
Zhang, Fei	Postdoctoral Associate		41,616	CY
Olgun, Celal	Research Assistant Professor		79,930	CY
Zhang, Husen	Research Assistant Professor		76,500	AY
Lattimer, Kara	Instructor		58,775	CY
Barrett, Sharon	Professional Lecturer		92,000	CY
Cranwell, Lindy	Professional Lecturer		58,250	CY
Long, Courtney	Professional Lecturer		52,000	CY
Smiley, Elizabeth	Professional Lecturer		66,190	CY
Ghalayini, Nabil	Project Associate		52,000	CY
Hall, Melissa	Project Associate		41,000	CY
Kumar, Saurav	Research Associate		57,500	CY
Mokarem, David	Research Associate		86,100	CY
Post, Harold	Research Associate		76,457	CY
Wang, Dongmei	Research Associate		69,494	CY
Hinze, Nicolas	Senior Research Associate		73,488	CY
Zhou, Ning	Sr Project Associate		85,938	CY
<u>Computer Science</u>				
Balci, Osman	Professor		115,376	AY
Bowman, Douglas	Professor		115,155	AY
Cameron, Kirk	Professor		145,732	AY
Chen, Ing Ray	Professor		118,260	AY
Feng, Wu-Chun	Professor	Endowed Professor	192,732	RE12
Fox, Edward	Professor		153,117	RE10
Heath, Lenwood	Professor		124,706	AY
Kafura, Dennis	Professor		146,937	AY
Lou, Wenjing	Professor		167,733	RE12

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
North, Christopher	Professor		112,877	AY
Ramakrishnan, Narendran	Professor	Endowed Professor	196,175	AY
Ribbens, Calvin	Professor		139,452	CY
Ryder, Barbara	Professor	Department Head & Endowed Professor	225,650	CY
Sandu, Adrian	Professor		134,013	AY
Shaffer, Clifford	Professor		111,637	AY
Watson, Layne	Professor		150,328	AY
Feng, Annette	Senior Research Scientist		69,000	CY
Harrison, Steven	Associate Prof of Practice		99,376	AY
Back, Godmar	Associate Professor		93,649	AY
Butt, Ali	Associate Professor		112,389	AY
Cao, Yang	Associate Professor		94,262	AY
Edwards, Stephen	Associate Professor		101,663	AY
Gracanin, Denis	Associate Professor		95,113	AY
Lu, Chang Tien	Associate Professor		105,047	AY
McCrickard, Donald	Associate Professor		96,312	AY
Murali, T	Associate Professor		125,281	AY
Onufriev, Alexey	Associate Professor		111,294	RE10
Perez-Quinonez, Manuel	Associate Professor		115,656	AY
Tatar, Deborah	Associate Professor		101,620	AY
Tilevich, Eli	Associate Professor		97,500	AY
Yao, Danfeng	Associate Professor	Endowed Professor	105,262	AY
Zhang, Liqing	Associate Professor		93,649	AY
Cao, Yong	Assistant Professor		89,143	AY
Jung, Changhee	Assistant Professor		92,475	AY
Lee, Dongyoon	Assistant Professor		92,475	AY
Prakash, Bodicherla Aditya	Assistant Professor		93,589	AY
Anandakrishnan, Ramamoorthy	Postdoctoral Associate		39,187	CY
Ritz, Anna	Postdoctoral Associate		57,751	CY
Singh, Gurjot	Postdoctoral Associate		60,000	CY
Tandon, Ravi	Research Assistant Professor		110,000	CY
Barnette, Noah	Senior Instructor		74,669	AY
McQuain, William	Senior Instructor		66,168	AY
Arthur, Terry	Lecturer		45,868	CY
Bradford, Libby	Lecturer		54,867	CY
Farris, Gregory	Professional Lecturer		44,230	CY
Sathre, Paul	Project Associate		51,625	CY
Stefanescu, Razvan	Research Associate		55,105	CY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Wang, Hao	Research Associate		61,950	CY
Tolokh, Igor	Senior Research Associate		47,000	CY
<u>Dean - Engineering</u>				
Benson, Richard	Administrative Professor	Dean	416,000	CY
Lesko, John	Administrative Professor	Associate Dean	177,357	CY
Watford, Bevelee	Administrative Professor	Associate Dean	210,613	CY
Westman, Erik	Professor		166,284	CY
Mu, Mingkai	Research Scientist		80,000	CY
Shen, Zhiyu	Research Scientist		80,000	CY
Zhang, Xuning	Research Scientist		80,000	CY
Zhang, Wenli	Research Assistant Professor		80,243	CY
Martens, Bradley	Administrative Lecturer		94,479	CY
Nelson, Edward	Administrative Lecturer	Associate Dean	179,760	CY
Nystrom, Lynn	Administrative Lecturer		106,490	CY
Scales, Glenda	Administrative Lecturer	Associate Dean	147,733	CY
Amelink, Catherine	Professional Lecturer		75,060	CY
Arnold-Christian, Susan	Professional Lecturer		51,602	CY
Boone, Christi	Professional Lecturer		65,248	CY
Langford, Vicki	Professional Lecturer		48,419	CY
Long, Linda	Professional Lecturer		78,548	CY
Phillips, Jeffrey	Professional Lecturer		62,787	CY
Pokorski, Dale	Professional Lecturer		87,570	CY
Sanderlin, Nicole	Professional Lecturer		65,331	CY
Spangler, Dewey	Professional Lecturer		66,717	CY
Cvetkovic, Igor	Senior Research Associate		76,646	CY
Gilham, David	Senior Research Associate		74,893	CY
Shaw, Teresa	Senior Research Associate		106,943	CY
<u>Engineering Education</u>				
Adams, Stephanie	Professor	Department Head	211,239	CY
Lohani, Vinod	Professor		102,012	AY
Butler, William	Associate Prof of Practice		62,382	AY
Connor, Jeffrey	Associate Professor		72,016	AY
Goff, Richard	Associate Professor		89,979	AY
Gregg, Michael	Associate Professor		79,394	AY
Knott, Tamara	Associate Professor		91,093	AY
McNair, Elizabeth	Associate Professor		46,357	AY
Paretti, Marie	Associate Professor		106,918	AY
Knight, David	Assistant Professor		87,880	AY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Matusovich, Holly	Assistant Professor		89,902	AY
Carrico, Cheryl	Postdoctoral Associate		45,900	CY
Lo, Jenny	Advanced Instructor		64,140	AY
Hodges, Kimberly	Instructor		49,938	AY
Wang, Junqiu	Instructor		60,900	AY
McGlothlin Lester, Marlena	Professional Lecturer		58,646	CY
Nathan, Anika	Professional Lecturer		72,901	CY
Smith, Natasha	Professional Lecturer		58,646	CY
<u>Electrical and Computer Engineering</u>				
Athanas, Peter	Professor		130,017	AY
Beex, Aloysius	Professor		104,003	AY
Boroyevich, Dushan	Professor	Endowed Professor	257,819	RE12
Broadwater, Robert	Professor		106,447	AY
Buehrer, Richard	Professor		127,812	AY
Clauer, C	Professor		195,942	RE12
Earle, Gregory	Professor		136,517	AY
Ha, Dong	Professor		103,807	AY
Hou, Yiwei	Professor	Endowed Professor	174,500	AY
Hsiao, Michael	Professor		121,160	AY
Jones, Mark	Professor		117,607	AY
Lai, Jih	Professor	Endowed Professor	153,310	AY
Lee, Fred	Professor	University Distinguished Professor	366,573	RE12
Lester, Luke	Professor	Department Head	223,063	CY
Martin, Thomas	Professor		118,876	AY
Mili, Lamine	Professor		99,846	AY
Ngo, Khai	Professor		133,986	AY
Orlowski, Mariusz	Professor	Endowed Professor	177,918	AY
Plassmann, Paul	Professor		163,644	CY
Poon, Ting Chung	Professor		100,328	AY
Ravindran, Binoy	Professor		109,550	AY
Reed, Jeffrey	Professor	Endowed Professor	75,661	AY
Riad, Sedki	Professor		161,698	RE12
Safaai-Jazi, Ahmad	Professor		100,602	AY
Scales, Wayne	Professor		121,949	AY
Shukla, Sandeep	Professor		119,462	AY
Silva, Luiz	Professor		103,588	AY
Stilwell, Daniel	Professor		152,347	RE12
Tront, Joseph	Professor	Endowed Professor	148,222	RE12

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Wang, Anbo	Professor	Endowed Professor	243,442	RE12
Wang, Yue	Professor	Endowed Professor	189,251	RE12
Sweeney, Dennis	Professor of Practice		114,725	CY
Weimer, Daniel	Research Professor		145,275	CY
Abbott, Amos	Associate Professor		94,674	AY
Agah, Masoud	Associate Professor		103,312	AY
Bailey, Scott	Associate Professor		103,571	AY
Baker, Joseph	Associate Professor	Endowed Professor	133,058	RE12
Baumann, William	Associate Professor		98,468	AY
Burgos, Rolando	Associate Professor		118,450	AY
Centeno, Virgilio	Associate Professor		102,933	AY
Clancy, Thomas	Associate Professor	Endowed Professor	175,000	RE12
De La Reelopez, Jaime	Associate Professor		139,770	CY
Ellingson, Steven	Associate Professor		102,420	AY
Guido, Louis	Associate Professor		107,961	AY
Hudait, Mantu	Associate Professor		102,855	AY
Lindner, Douglas	Associate Professor		91,566	AY
MacKenzie, Allen	Associate Professor		101,681	AY
Manteghi, Majid	Associate Professor		99,475	AY
Nazhandali, Leyla	Associate Professor		97,031	AY
Odendaal, Willem	Associate Professor		96,156	AY
Park, Jung-Min	Associate Professor		133,917	RE12
Patterson, Cameron	Associate Professor		49,607	AY
Paul, JoAnn	Associate Professor		91,880	AY
Ruohoniemi, John	Associate Professor		151,349	RE12
Schaumont, Patrick	Associate Professor		52,173	AY
Tam, Kwa Sur	Associate Professor		87,018	AY
Wyatt, Chris	Associate Professor		97,998	AY
Xu, Yong	Associate Professor		98,090	AY
Xuan, Jianhua	Associate Professor		109,522	AY
Yang, Yaling	Associate Professor		49,459	AY
Dietrich, Carl	Research Associate Professor		93,030	CY
Deng, Yi	Research Scientist		73,750	CY
Thuraiajah, Brentha	Research Scientist		60,570	CY
Yang, Taeyoung	Research Scientist		66,000	CY
Batra, Dhruv	Assistant Professor		94,500	AY
Koh, Kwang-Jin	Assistant Professor		92,125	AY
Li, Qiang	Assistant Professor		90,365	AY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Parikh, Devi	Assistant Professor		93,525	AY
Wang, Chao	Assistant Professor		93,500	AY
Yu, Guoqiang	Assistant Professor		87,820	AY
Zhu, Yizheng	Assistant Professor		90,335	AY
Kepa, Krzysztof	Postdoctoral Associate		58,575	CY
Legout, Vincent	Postdoctoral Associate		54,590	CY
Raghunathan, Ravi	Postdoctoral Associate		46,238	CY
Xu, Zhonghua	Postdoctoral Associate		56,059	CY
Barbalace, Antonio	Research Assistant Professor		68,000	CY
Kim, Hyomin	Research Assistant Professor		74,000	CY
Palmieri, Roberto	Research Assistant Professor		68,000	CY
Cooper, Kristie	Instructor		69,153	AY
McPherson, David	Instructor		61,313	AY
Pendleton, Leslie	Instructor		66,086	AY
Thweatt, Jason	Instructor		58,797	AY
Atkins, Kathy	Professional Lecturer		138,404	CY
Brewer, Mary	Professional Lecturer		49,007	CY
Gantt, Kira	Professional Lecturer		61,770	CY
Harris, John	Professional Lecturer		89,344	CY
Leber, Donald	Professional Lecturer		80,276	CY
Lineberry, Robert	Professional Lecturer		84,587	CY
McKagen, Branden	Professional Lecturer		60,755	CY
Nealy, J	Professional Lecturer		57,724	CY
Snyder, Jason	Project Associate		45,100	CY
Marojevic, Vuk	Research Associate		61,241	CY
Peluso, Sebastiano	Research Associate		52,650	CY
Sterne, Kevin	Research Associate		43,725	CY
Wang, Yunjing	Research Associate		47,700	CY
Yu, Zhihao	Research Associate		46,125	CY

Engineering Science and Mechanics

Batra, Romesh	Professor	Endowed Professor	265,988	RE12
Case, Scott	Professor		181,126	CY
Cramer, Mark	Professor		97,189	AY
Dillard, David	Professor	Endowed Professor	151,325	AY
Dowling, Norman	Professor	Endowed Professor	151,076	AY
Duke, John	Professor		163,030	RE12
Hajj, Muhammad	Professor	Associate Dean	187,000	CY
Ragab, Saad	Professor		118,620	AY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Singh, Mahendra	Professor	Endowed Professor	147,103	AY
Al-Haik, Marwan	Associate Professor		104,248	AY
De Vita, Raffaella	Associate Professor		120,000	AY
Hendricks, Scott	Associate Professor		93,100	AY
Ross, Shane	Associate Professor		104,477	AY
Socha, John	Associate Professor		108,974	AY
Stremler, Mark	Associate Professor		160,472	CY
Thangjitham, Surot	Associate Professor		83,885	AY
Abaid, Nicole	Assistant Professor		93,545	AY
Hanna, James	Assistant Professor		86,100	AY
Jung, Sunghwan	Assistant Professor		93,489	AY
Staples, Anne	Assistant Professor		86,104	AY
Shang, Shen	Postdoctoral Associate		31,910	CY
Chang, Tsu-Sheng	Instructor		71,500	AY
Grohs, Jacob	Instructor		60,000	AY
Siburt, Paul	Lecturer		89,357	CY
McCord, Marshal	Professional Lecturer		69,849	CY
Stanley, Amanda	Professional Lecturer		54,891	CY
Tomlin, Timothy	Professional Lecturer		80,359	CY
<u>Industrial and Systems Engineering</u>				
Casali, John	Professor	Endowed Professor	227,710	RE12
Kleiner, Brian	Professor	Director, MLSoC & Endowed Professor in ISE	200,744	CY
Nussbaum, Maury	Professor	Endowed Professor	213,672	RE12
Sarin, Subhash	Professor	Endowed Professor	175,881	RE11
Sturges, Robert	Professor		115,499	AY
Taylor, Gaylon	Professor	Department Head & Endowed Professor	253,566	CY
Triantis, Konstantinos	Professor	Endowed Professor	132,424	AY
Van Aken, Eileen	Professor		153,689	CY
Bish, Douglas	Associate Professor		94,157	AY
Bish, Ebru	Associate Professor		90,750	AY
Camelio, Jaime	Associate Professor	Endowed Professor	178,760	RE12
Ellis, Kimberly	Associate Professor		104,087	AY
Gabbard, Joseph	Associate Professor		122,135	RE12
Harmon, Lawrence	Associate Professor		113,706	AY
Koelling, Charles	Associate Professor		110,764	AY
Kong, Zhenyu	Associate Professor		93,610	AY
Nachlas, Joel	Associate Professor		107,635	AY
Rahmandad, Hazhir	Associate Professor		91,440	AY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Shewchuk, John	Associate Professor		92,531	AY
Taaffe, Michael	Associate Professor		106,956	AY
Kim, Sun Wook	Research Scientist		62,000	CY
Agnew, Michael	Assistant Professor		89,449	AY
Ghaffarzadegan, Navid	Assistant Professor		85,453	AY
Jin, Ran	Assistant Professor		85,703	AY
Wernz, Christian	Assistant Professor		112,652	RE12
Hosseinichimeh, Niyousha	Postdoctoral Associate		41,911	CY
Jongprasithporn, Manutchanok	Postdoctoral Associate		68,809	CY
Lee, Kichol	Research Assistant Professor		77,063	CY
Wells, Lee	Research Assistant Professor		66,080	AY
Van Curen, Paula	Professional Lecturer		47,201	CY
Volkmar, Susan	Professional Lecturer		77,343	CY
Bailey, Elijah	Research Associate		41,100	CY
Fuller, Sheldon	Research Associate		91,175	CY
Kelley, Gregory	Research Associate		92,925	CY
Elmore, Bethany	Senior Research Associate		76,450	CY
Emero, Michael	Senior Research Associate		69,380	CY
Howard, Mark	Senior Research Associate		107,333	CY
Hubbard, Elbert	Senior Research Associate		47,190	CY
Jaeger, Robert	Senior Research Associate		85,900	CY

Materials Science and Engineering

Clark, David	Professor	Department Head	230,329	CY
Farkas, Diana	Professor		165,753	RE12
Hendricks, Robert	Professor		161,814	CY
Lu, Guo Quan	Professor		118,407	AY
Pickrell, Gary	Professor		162,165	RE12
Reynolds, William	Professor		111,239	AY
Viehland, Dwight	Professor	Endowed Professor	169,158	AY
Shuart, Mark	Research Professor		199,700	CY
Staley, Thomas	Associate Prof of Practice		77,250	AY
Aning, Alexander	Associate Professor		95,410	AY
Asryan, Levon	Associate Professor		96,321	AY
Corcoran, Sean	Associate Professor		94,300	AY
Druschitz, Alan	Associate Professor		99,036	AY
Lu, Peizhen	Associate Professor		101,920	AY
Murayama, Mitsuhiro	Associate Professor		97,556	AY
Li, Jie-Fang	Research Associate Professor		72,147	CY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
McGinnis, Sean	Research Associate Professor		81,159	AY
Suchicital, Carlos	Research Associate Professor		91,309	CY
Whittington, Abby	Assistant Professor		89,500	AY
Wang, Yaojin	Postdoctoral Associate		42,099	CY
Burgoyne, Christine	Instructor		40,253	AY
Monsegue, Niven	Research Associate		54,870	CY
Scott, Brian	Research Associate		58,852	CY
Folz, Diane	Senior Research Associate		84,384	CY
Homa, Daniel	Senior Research Associate		68,250	CY
<u>Mechanical Engineering</u>				
Ahmadian, Mehdi	Professor	Endowed Professor	196,066	RE12
Battaglia, Francine	Professor		114,240	AY
Burdisso, Ricardo	Professor		122,695	AY
Diller, Thomas	Professor		136,407	AY
Fuller, Christopher	Professor	Endowed Professor	233,812	RE12
Furukawa, Tomonari	Professor		114,779	AY
Haghighat, Alireza	Professor		184,533	AY
Kennedy, John	Professor		168,190	AY
Kurdila, Andrew	Professor	Endowed Professor	165,333	AY
Nelson, Douglas	Professor		117,492	AY
Ng, Wing Fai	Professor	Endowed Professor	225,725	RE12
O'Brien, Walter	Professor	Endowed Professor	262,306	RE12
Parker, Robert	Professor	Endowed Professor	234,600	CY
Paul, Mark	Professor		140,928	RE11
Pitchumani, Ranga	Professor	Endowed Professor	253,646	RE12
Priya, Shashank	Professor	Endowed Professor	198,963	RE12
Sandu, Corina	Professor		120,000	AY
Tafti, Danesh	Professor	Endowed Professor and Interim Department Head	250,487	RE12
von Spakovsky, Michael	Professor		136,594	AY
Pierson, Mark	Associate Prof of Practice		110,734	CY
Vick, Linda	Associate Prof of Practice		76,436	CY
Bayandor, Javid	Associate Professor		94,568	AY
Bohn, Jan Helge	Associate Professor		98,423	AY
Dancey, Clinton	Associate Professor		109,322	AY
Ellis, Michael	Associate Professor	Endowed Professor	99,508	AY
Ferris, John	Associate Professor		140,535	RE12
Hardy, Warren	Associate Professor		109,787	AY
Huxtable, Scott	Associate Professor		96,903	AY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Kasarda, Mary	Associate Professor		99,772	AY
Kochersberger, Kevin	Associate Professor		108,621	AY
Kornhauser, Alan	Associate Professor		88,653	AY
Lattimer, Brian	Associate Professor		178,051	RE12
Leonessa, Alexander	Associate Professor		99,186	AY
Mueller, Rolf	Associate Professor		104,808	AY
Roan, Michael	Associate Professor	Endowed Professor	119,282	AY
Southward, Steve	Associate Professor		107,960	AY
Taheri, Saied	Associate Professor		115,859	AY
Vick, Brian	Associate Professor		86,206	AY
West, Robert	Associate Professor		93,383	AY
Wicks, Alfred	Associate Professor		103,325	AY
Williams, Christopher	Associate Professor	Endowed Professor	104,761	AY
Liu, Handan	Research Scientist		47,008	CY
Papenfuss, Cory	Research Scientist		68,496	CY
Yan, YongKe	Research Scientist		52,978	CY
Behkam, Bahareh	Assistant Professor		91,282	AY
Hin, Celine	Assistant Professor		89,300	AY
Liu, Yang	Assistant Professor		88,700	AY
Nain, Amrinder	Assistant Professor		90,432	AY
Tarazaga, Pablo	Assistant Professor		89,820	AY
Winfrey, Leigh	Assistant Professor		89,320	AY
Amritkar, Amit	Postdoctoral Associate		51,000	CY
Kundu, Souvik	Postdoctoral Associate		43,365	CY
Verbrugge, Ross	Professional Lecturer		79,400	CY
Williams, Melissa	Professional Lecturer		80,871	CY
Chen, Bo	Research Associate		46,284	CY
Howell, Margaret	Research Associate		68,696	CY
Maurya, Deepam	Research Associate		49,311	CY

Mining and Minerals Engineering

Adel, Gregory	Professor	Department Head	213,400	CY
Karmis, Michael	Professor	Endowed Professor	220,130	RE12
Luttrell, Gerald	Professor	Endowed Professor	208,390	CY
Yoon, Roe	Professor	University Distinguished Professor & Endowed Professor	274,191	RE12
Karfakis, Mario	Associate Professor		89,800	AY
Luxbacher, Kramer	Associate Professor		130,000	RE12
Ripepi, Nino	Assistant Professor		116,385	RE12
Sarver, Emily	Assistant Professor		89,000	AY

College of Engineering

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Jong, Edmund	Postdoctoral Associate		58,850	CY
Keles, Cigdem	Postdoctoral Associate		50,972	CY
Pan, Lei	Postdoctoral Associate		43,155	CY
Schafrik, Steven	Research Assistant Professor		88,532	CY
Biviano, Angelo	Instructor		43,055	AY
Radcliffe, Margaret	Professional Lecturer		71,367	CY
Schlosser, Charles	Professional Lecturer		61,650	CY
Craynon, John	Project Director		135,071	CY
Gilliland, Ellen	Research Associate		47,625	CY
Sun, Enji	Research Associate		45,187	CY
Bratton, Robert	Senior Research Associate		103,285	CY

College of Science

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Biological Sciences</u>				
Benfield, Ernest	Professor		136,200	CY
Buikema, Arthur	Professor	Alumni Distinguished Professor & Endowed Professor	132,594	AY
Falkinham, Joseph	Professor		94,300	AY
Hilu, Khidir	Professor		100,300	AY
Jensen, Roderick	Professor		119,500	AY
Li, Liwu	Professor		160,000	RE12
Nilsen, Erik	Professor		101,000	AY
Opell, Brent	Professor		101,800	AY
Phillips, John	Professor		98,000	AY
Popham, David	Professor		113,875	AY
Sible, Jill	Professor	Assistant Provost for Undergraduate Education	158,445	CY
Stevens, Ann	Professor		97,500	AY
Tyson, John	Professor	University Distinguished Professor	247,613	CY
Walters, Jeffrey	Professor	Endowed Professor	189,716	RE11
Webster, Jackson	Professor		113,500	AY
Winkel, Brenda	Professor	Department Head	159,990	CY
Barrett, John	Associate Professor		82,100	AY
Belden, Lisa	Associate Professor		82,500	AY
Capelluto, Daniel	Associate Professor		77,500	AY
Cimini, Daniela	Associate Professor		83,000	AY
Finkelstein, Carla	Associate Professor		83,000	AY
Hawley, Dana	Associate Professor		81,500	AY
Lazar, Maria	Associate Professor		94,844	RE11
Melville, Stephen	Associate Professor		79,500	AY
Moore, Ignacio	Associate Professor		85,500	AY
Schubot, Florian	Associate Professor		76,000	AY
Tholl, Dorothea	Associate Professor		82,000	AY
Walker, Richard	Associate Professor		106,615	AY
Xing, Jianhua	Associate Professor		75,000	AY
Yang, Zhaomin	Associate Professor		82,500	AY
Blanc, Lori	Research Scientist		56,536	CY
Chen, Katherine	Research Scientist		47,001	CY
Kraykivskiy, Pavel	Research Scientist		52,920	CY
Sokol, Eric	Research Scientist		50,000	CY
Zhou, Changhe	Research Scientist		50,000	CY
Brown, Bryan	Assistant Professor		76,000	AY

College of Science

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Carey, Cayelan	Assistant Professor		73,000	AY
Hauf, Silke	Assistant Professor		75,500	AY
Livnat, Adi	Assistant Professor		71,000	AY
McGlothlin, Joel	Assistant Professor		73,000	AY
Nimchuk, Zachary	Assistant Professor		77,000	AY
Scharf, Birgit	Assistant Professor		76,000	AY
Sewall, Kendra	Assistant Professor		73,000	AY
Strickland, Michael	Assistant Professor		73,000	AY
Tokuhisa, James	Assistant Professor		56,238	AY
Adelman, James	Postdoctoral Associate		43,050	CY
Akcay, Caglar	Postdoctoral Associate		44,000	CY
Geng, Shuo	Postdoctoral Associate		43,000	CY
Hildreth, Sherry	Postdoctoral Associate		44,000	CY
Hughey, Myra	Postdoctoral Associate		42,230	CY
Parmar, Jigneshkumar	Postdoctoral Associate		48,668	CY
Roscioli, Emanuele	Postdoctoral Associate		41,683	CY
Evans, Jackson	Advanced Instructor		60,141	AY
Seyler, Richard	Advanced Instructor		51,836	AY
Hogan, Eric	Instructor		44,990	AY
Via, Jerry	Instructor	Assistant Dean	96,611	CY
Voshell, Stephanie	Instructor		44,000	CY
Lipscomb, Mary	Senior Instructor		58,678	AY
Rosenzweig, Michael	Senior Instructor		58,270	AY
Meisel, Kacey	Professional Lecturer		34,500	CY
Rodgers, Katherine	Professional Lecturer		47,000	CY
Gotoh, Tetsuya	Research Associate		56,655	CY
<u>Chemistry</u>				
Carlier, Paul	Professor		145,000	AY
Crawford, Daniel	Professor		115,500	AY
Dorn, Harry	Professor		150,400	AY
Esker, Alan	Professor		98,000	AY
Etz Korn, Felicia	Professor		87,500	AY
Gandour, Richard	Professor		130,000	AY
Gibson, Harry	Professor		142,000	AY
Hanson, Brian	Professor		95,500	AY
Kingston, David	Professor	University Distinguished Professor	181,307	AY
Marand, Herve	Professor		114,000	AY
Merola, Joseph	Professor		164,300	AY

College of Science

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Moore, Robert	Professor		148,602	AY
Morris, John	Professor		120,895	AY
Riffle, Judy	Professor		156,000	AY
Tanko, James	Professor	Department Head	158,000	CY
Turner, Sam	Research Professor	Director	96,351	AY
Amateis, Patricia	Associate Professor		77,700	AY
Deck, Paul	Associate Professor		78,000	AY
Madsen, Louis	Associate Professor		90,000	AY
Santos, Webster	Associate Professor		113,500	AY
Tissue, Brian	Associate Professor		78,000	AY
Troya, Diego	Associate Professor		82,300	AY
Valeyev, Eduard	Associate Professor		113,000	AY
Yee, Gordon	Associate Professor		86,300	AY
Ashraf-Khorassani, Mehdi	Research Scientist		73,307	CY
Orler, Edward	Research Scientist		52,913	AY
Wong, Dawn	Research Scientist		47,150	CY
Grove, Tijana	Assistant Professor		79,000	AY
Josan, Jatinder	Assistant Professor		75,500	AY
Matson, John	Assistant Professor		77,000	AY
Morris, Amanda	Assistant Professor		79,000	AY
Kosgei, Gilbert	Postdoctoral Associate		40,170	CY
Liu, Haoyu	Postdoctoral Associate		39,975	CY
Maza, William	Postdoctoral Associate		40,287	CY
Nath, Dinesh	Postdoctoral Associate		39,488	CY
Pashikanti, Srinath	Postdoctoral Associate		40,560	CY
Pritchard, Benjamin	Postdoctoral Associate		39,488	CY
Yao, ZhongKe	Postdoctoral Associate		40,170	CY
Zhang, Zhiyang	Postdoctoral Associate		39,780	CY
Berg, Michael	Advanced Instructor		49,000	AY
Bump, Maggie	Advanced Instructor		47,200	AY
Eddleton, Jeannine	Advanced Instructor		51,700	AY
Arachchige, Shamindri	Instructor		53,100	AY
Bell, Thomas	Instructor	Asst Chair for Research & Special Projects	92,300	CY
Long, Victoria	Instructor		47,300	AY
Slebodnick, Carla	Instructor		55,300	AY
Brodkin, Claudia	Professional Lecturer		49,318	CY
Dalton, Michelle	Professional Lecturer		47,500	CY
Shanaiah, Narasimhamurthy	Professional Lecturer		67,000	CY

College of Science

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Zheng, Hong	Senior Research Associate		36,360	CY
<u>Dean - Science</u>				
Chang, Lay	Administrative Professor	Dean	298,200	CY
Heflin, James	Administrative Professor	Associate Dean	145,000	CY
Bieri, Anna-Marion	Assistant Prof of Practice	Director of Science, Technology and Law Program	82,300	AY
Ozcan, Ibrahim	Research Assistant Professor		101,185	CY
Long, Gary	Administrative Lecturer	Associate Dean	113,000	CY
Morgan, John	Administrative Lecturer	Associate Dean and Director	175,600	CY
Sanders, Janet	Administrative Lecturer		131,650	CY
Simpkins, Melissa	Professional Lecturer	Business Operations Manager	63,500	CY
Tollin, Craig	Professional Lecturer		43,500	CY
LeFurgy, Jennifer	Project Associate		71,877	CY
<u>Economics</u>				
Ashley, Richard	Professor		110,500	AY
Haller, Hans	Professor		145,700	AY
Salehi-Isfahani, Djavad	Professor		122,300	AY
Spanos, Aris	Professor	Endowed Professor	149,591	AY
Tideman, Thorwald	Professor	Department Head	135,000	AY
Ball, Sheryl	Associate Professor		108,000	AY
Cothren, Richard	Associate Professor		91,800	AY
Ge, Suqin	Associate Professor		117,500	AY
Tsang, Kwok	Associate Professor		98,500	AY
Li, Guo	Research Scientist		63,257	CY
Bahel, Eric	Assistant Professor		95,500	AY
Dominiak, Adam	Assistant Professor		100,500	AY
Macieira, Joao	Assistant Professor		86,500	AY
Yang, Zhou	Assistant Professor		89,000	AY
Trost, Steven	Advanced Instructor		93,500	AY
Gebremariam, Gebremeskel	Instructor		65,500	AY
Simundza, Dan	Instructor		62,700	AY
<u>Geosciences</u>				
Bodnar, Robert	Professor	University Distinguished Professor & Endowed Professor	207,091	AY
Dove, Patricia	Professor	University Distinguished Professor & Endowed Professor	233,438	AY
Eriksson, Kenneth	Professor		108,000	AY
Hochella, Michael	Professor	University Distinguished Professor	182,350	AY
Hole, John	Professor		103,500	AY
King, Scott	Professor		112,000	AY

College of Science

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Law, Richard	Professor		104,600	AY
Ross, Nancy	Professor	Department Head	158,000	CY
Schreiber, Madeline	Professor		106,500	AY
Spotila, James	Professor		102,000	AY
Tracy, Robert	Professor	Director, Museum of Geosciences	111,800	AY
Xiao, Shuhai	Professor		177,000	AY
Chermak, John	Associate Prof of Practice	Associate Professor of Practice	63,345	AY
Burbey, Thomas	Associate Professor		86,200	AY
Weiss, Robert	Associate Professor		103,278	RE11
Zhou, Ying	Associate Professor		83,000	AY
Chapman, Martin	Research Associate Professor		85,764	AY
Adam, Claudia	Research Scientist		52,500	CY
Spencer, Elinor	Research Scientist		46,297	CY
Stocker, Michelle	Research Scientist		45,000	CY
Xu, Jie	Research Scientist		47,277	CY
Yang, Yi	Research Scientist		48,000	CY
Bekken, Barbara	Assistant Professor		45,000	AY
Caddick, Mark	Assistant Professor		78,800	AY
Gazel, Esteban	Assistant Professor		80,300	AY
Gill, Benjamin	Assistant Professor		78,800	AY
Michel, Frederick	Assistant Professor		78,800	AY
Nesbitt, Sterling	Assistant Professor		75,000	AY
Romans, Brian	Assistant Professor		80,800	AY
Dragovic, Besim	Postdoctoral Associate		40,000	CY
Schwarzenbach, Esther	Postdoctoral Associate		45,699	CY
Johnson, Neil	Advanced Instructor		50,324	AY
Dunson, James	Professional Lecturer		55,000	CY
Beale, Jacob	Research Associate		51,000	CY
Conn, Ariel	Research Associate		41,970	CY
Fedele, Luca	Senior Research Associate		54,621	CY
Han, Nizhou	Senior Research Associate		47,250	CY
Zhao, Jing	Senior Research Associate		50,857	CY
<u>Mathematics</u>				
Adjerid, Slimane	Professor		104,500	AY
Ball, Joseph	Professor		76,250	AY
Beattie, Christopher	Professor		100,000	AY
Borggaard, Jeffrey	Professor		114,500	AY
Brown, Ezra	Professor	Alumni Distinguished Professor & Endowed Professor	118,029	AY

College of Science

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Burns, John	Professor	Endowed Professor	220,077	AY
Day, Martin	Professor		102,000	AY
De Sturler, Eric	Professor		115,000	AY
Embree, Mark	Professor		146,500	AY
Floyd, William	Professor		107,000	AY
Gugercin, Serkan	Professor		98,000	AY
Haskell, Peter	Professor	Department Head	154,070	CY
Iliescu, Traian	Professor		98,000	AY
Kim, Jong	Professor		98,500	AY
Klaus, Martin	Professor		90,700	AY
Kohler, Werner	Professor		124,600	AY
Lin, Tao	Professor		100,000	AY
Linnell, Peter	Professor		98,500	AY
Quinn, Frank	Professor		142,000	AY
Renardy, Michael	Professor	Endowed Professor	158,105	AY
Renardy, Yuriko	Professor	Endowed Professor	125,011	AY
Rogers, Robert	Professor		119,000	AY
Rossi, John	Professor		122,000	AY
Russell, David	Professor		166,000	AY
Shimozono, Mark	Professor		112,800	AY
Sun, Shu Ming	Professor		103,000	AY
Turner, James	Professor		116,000	AY
Elgart, Alexander	Associate Professor		40,250	AY
Loehr, Nicholas	Associate Professor		97,600	AY
Norton, Anderson	Associate Professor		91,000	AY
Wapperom, Peter	Associate Professor		75,000	AY
Yue, Pengtao	Associate Professor		80,500	AY
Zietsman, Lizette	Associate Professor		88,500	AY
Chung, Julianne	Assistant Professor		75,000	AY
Chung, Matthias	Assistant Professor		75,500	AY
Ciupe, Mihaela	Assistant Professor		82,500	AY
Glatt-Holtz, Nathan	Assistant Professor		76,000	AY
Johnson, Estrella	Assistant Professor		72,500	AY
Mihalcea, Constantin	Assistant Professor		81,000	AY
Orr, Daniel	Assistant Professor		70,000	AY
Wawro, Megan	Assistant Professor		77,000	AY
Hart, Heath	Advanced Instructor		42,842	AY
McQuain, Margaret	Advanced Instructor		46,695	AY

College of Science

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Schmale, Jessica	Advanced Instructor		45,457	AY
Smith, Deborah	Advanced Instructor		45,624	AY
Arnold, Rachel	Instructor		38,000	AY
Asfaw, Teffera	Instructor		35,000	AY
Chung, Myungsuk	Instructor		35,500	AY
Clemons, Joshua	Instructor		38,500	AY
Gildersleeve, Nathan	Instructor		35,000	AY
Hanks, Lucy	Instructor		43,415	AY
Heitzman, Michael	Instructor		36,000	AY
Hurdus, Jessica	Instructor		41,452	AY
Jasso-Hernandez, Edna	Instructor		35,000	AY
Miller, Shelley	Instructor		35,000	AY
Ordonez-Delgado, Bartleby	Instructor		36,600	AY
Robbins, Nicholas	Instructor		40,000	AY
Saenz Maldonado, Edgar	Instructor		36,000	AY
Savel'ev, Evgeny	Instructor		42,502	AY
Ufferman, Eric	Instructor		36,750	AY
Wilson, Jason	Instructor		38,000	AY
Agud, Diane	Senior Instructor		47,292	AY
Anderson, Susan	Senior Instructor		56,248	AY
Bourdon, Terri	Senior Instructor		76,220	AY
Hagen, Susan	Senior Instructor		50,629	AY
Kohler, Abigail	Senior Instructor		41,164	AY
Shugart, Eileen	Senior Instructor		44,307	AY
Stephens, Catherine	Senior Instructor		46,473	AY
Gruss, Richard	Professional Lecturer		103,000	CY
Reilly, William	Professional Lecturer		84,038	CY
<u>Physics</u>				
Heremans, Jean	Professor		88,000	AY
Link, Jonathan	Professor		90,500	AY
Minic, Djordje	Professor		91,000	AY
Mun, Seong	Professor		235,300	AY
Piilonen, Leo	Professor	Department Head & Endowed Professor	164,944	CY
Pitt, Mark	Professor		97,500	AY
Pleimling, Michel	Professor		106,500	AY
Simonetti, John	Professor		117,000	CY
Tauber, Uwe	Professor		100,300	AY
Vogelaar, Robert	Professor		99,000	AY

College of Science

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Arav, Nahum	Associate Professor		88,528	AY
Huber, Patrick	Associate Professor		91,700	AY
Khodaparast, Giti	Associate Professor		88,500	AY
Park, Kyungwha	Associate Professor		80,211	AY
Robinson, Hans	Associate Professor		75,941	AY
Scarola, Vito	Associate Professor		83,500	AY
Sharpe, Eric	Associate Professor		82,700	AY
Soghomonian, Victoria	Associate Professor		72,203	AY
Takeuchi, Tatsu	Associate Professor		86,600	AY
Petty, Sara	Research Scientist		55,500	CY
Rountree, Steven	Research Scientist		65,749	CY
Anderson, Lara	Assistant Professor		76,500	AY
Cheng, Shengfeng	Assistant Professor		76,000	AY
Farrah, Duncan	Assistant Professor		72,000	AY
Gray, James	Assistant Professor		76,500	AY
Mariani, Camillo	Assistant Professor		72,000	AY
Mather, William	Assistant Professor		72,000	AY
Nguyen, Vinh	Assistant Professor		71,500	AY
Tao, Chenggang	Assistant Professor		73,000	AY
Butzin, Nicholas	Postdoctoral Associate		51,000	CY
Harris, Kathryn	Postdoctoral Associate		65,500	CY
Jen, Chun-Min	Postdoctoral Associate		45,000	CY
Kalousis, Leonidas	Postdoctoral Associate		48,000	CY
Regmi, Chola	Postdoctoral Associate		43,000	CY
Wang, Xiaolong	Postdoctoral Associate		45,000	CY
Wong, Kenneth	Research Assistant Professor	Associate Dean Graduate School & NVC Director	150,125	CY
Khan, Almas	Instructor		49,000	AY
Papavasiliou, Kriton	Instructor		49,000	AY
Robinson, Alma	Instructor		49,000	AY
<u>Psychology</u>				
Bell, Martha Ann	Professor		123,000	AY
Clum, George	Professor		120,000	AY
Deater-Deckard, Kirby	Professor		150,000	AY
Geller, E	Professor	Alumni Distinguished Professor & Endowed Professor	160,792	AY
Jones, Russell	Professor		106,000	AY
Ollendick, Thomas	Professor	University Distinguished Professor	249,227	RE10
Stephens, Robert	Professor	Department Head	182,666	RE12

College of Science

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Winett, Richard	Professor	Endowed Professor	158,392	AY
Axsom, Danny	Associate Professor		72,000	AY
Dunsmore, Julie	Associate Professor		83,000	AY
Foti, Roseanne	Associate Professor		87,000	AY
Germana, Joseph	Associate Professor		56,220	AY
Harrison, David	Associate Professor		83,800	AY
Harvey, Robert	Associate Professor		66,060	AY
Hauenstein, Neil	Associate Professor		77,000	AY
Kim-Spoon, Jungmeen	Associate Professor		120,000	RE12
Scarpa-Friedman, Angela	Associate Professor		87,000	AY
Scarpa-Friedman, Bruce	Associate Professor		72,000	AY
White, Susan	Associate Professor		113,600	RE12
Cooper, Lee	Clinical Associate Professor	Director	98,093	CY
Braun, Michael	Assistant Professor		76,600	AY
Cate, Anthony	Assistant Professor		77,600	AY
Diana, Rachel	Assistant Professor		78,300	AY
Richey, John	Assistant Professor		78,300	AY
White, Bradley	Assistant Professor		77,000	AY
Bill, Eileen	Research Assistant Professor		58,762	AY
Harrison, Patti	Instructor		52,200	AY
Tu, Hsiao-Wei	Instructor		45,000	AY
Hoffman, Kurt	Senior Instructor	Director of Undergraduate Studies	66,900	AY
<u>Statistics</u>				
Birch, Jeffrey	Professor		97,000	AY
Smith, Eric	Professor	Department Head	189,800	CY
Vining, Gordon	Professor		126,000	AY
Woodall, William	Professor		149,200	AY
Du, Pang	Associate Professor		93,000	AY
Hong, Yili	Associate Professor		87,000	AY
Kim, Inyoung	Associate Professor		95,500	AY
Leman, Scott	Associate Professor		99,000	AY
Terrell, George	Associate Professor		81,000	CY
Robertson, Jane	Assistant Prof of Practice		62,500	AY
Ryan, Anne	Assistant Prof of Practice		61,500	AY
Deng, Xinwei	Assistant Professor		90,000	AY
House, Leanna	Assistant Professor		94,500	AY
Li, Jie	Assistant Professor		85,000	AY
Tang, Runlong	Assistant Professor		87,500	AY

College of Science

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Wu, Xiaowei	Assistant Professor		87,500	AY
Zhu, Hongxiao	Assistant Professor		88,000	AY
Franck, Christopher	Research Assistant Professor		93,091	CY
Vance, Eric	Research Assistant Professor	Director	91,980	AY
Tavera, Haydee	Instructor		50,000	AY

College of Veterinary Medicine

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Biomedical Sciences and Pathology</u>				
Ahmed, S	Professor	Department Head	187,296	CY
Ehrich, Marion	Professor		185,580	CY
Inzana, Thomas	Professor	Endowed Professor	195,774	CY
Lindsay, David	Professor		123,228	CY
Meng, Xiang-Jin	Professor	University Distinguished Professor & Endowed Professor	185,884	CY
Schurig, Gerhardt	Professor		231,188	CY
Smith, Stephen	Professor		111,596	CY
Sponenberg, Dan	Professor		148,340	CY
Sriranganathan, Nammalwar	Professor		128,030	CY
Wilcke, Jeffrey	Professor	Endowed Professor	140,434	CY
Caceci, Thomas	Associate Professor		119,948	CY
Eng, Ludeman	Associate Professor		181,012	CY
Freeman, Larry	Associate Professor		120,164	CY
Huckle, William	Associate Professor		100,722	CY
Klein, Bradley	Associate Professor		100,931	CY
LeRoith, Tanya	Associate Professor		113,927	CY
Nanthakumar, Nadarajah	Associate Professor		92,800	AY
Saunders, Geoffrey	Associate Professor		90,021	AY
Smith, Bonnie	Associate Professor		99,524	CY
Subbiah, Elankumaran	Associate Professor		120,798	RE12
Yuan, Lijuan	Associate Professor		119,894	RE12
Zajac, Anne	Associate Professor		107,036	CY
Zimmerman, Kurt	Associate Professor		116,459	CY
Lahmers, Kevin	Clinical Associate Professor		112,498	CY
Cao, Dianjun	Research Scientist		51,095	CY
Li, Guohua	Research Scientist		48,700	CY
Li, Wen	Research Scientist		62,205	CY
Thimmasandra Narayanappa, Athmaram	Research Scientist		46,200	CY
Allen, Irving	Assistant Professor		117,933	RE12
Caswell, Clayton	Assistant Professor		86,000	AY
He, Jia-Qiang	Assistant Professor		88,900	AY
Luo, Xin	Assistant Professor		89,100	AY
Theus, Michelle	Assistant Professor		119,784	RE12
Boes, Katie	Clinical Assistant Professor		98,100	CY
Cecere, Thomas	Clinical Assistant Professor		107,300	CY
James-Yi, Sandra	Clinical Assistant Professor		100,000	CY
Weinstein, Nicole	Clinical Assistant Professor		105,610	CY

College of Veterinary Medicine

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Haac, Mary	Postdoctoral Associate		42,200	CY
Khan, Deena	Postdoctoral Associate		41,800	CY
Matzinger, Shannon	Postdoctoral Associate		44,350	CY
Overend, Christopher	Postdoctoral Associate		45,800	CY
Rogers, Adam	Postdoctoral Associate		42,200	CY
Subramaniam, Sakthivel	Postdoctoral Associate		43,300	CY
Tian, Debin	Postdoctoral Associate		42,200	CY
Wen, Ke	Postdoctoral Associate		42,800	CY
Bandara, Aloka	Research Assistant Professor		65,133	CY
Dai, Rujuan	Research Assistant Professor		64,660	CY
Green, Julie	Research Assistant Professor		68,553	CY
Kenney, Scott	Research Assistant Professor		64,000	CY
Hafez, Shireen	Instructor		69,700	AY
Erdogan, Eda	Research Associate		46,400	CY
<u>Academic Affairs</u>				
Pelzer, Jacquelyn	Associate Prof of Practice		100,000	CY
Byrnes, Meghan	Instructor		82,800	CY
Gilley, Alexandra	Instructor		67,000	AY
Kegley, Melanie	Professional Lecturer		61,800	CY
Wells, Jill	Professional Lecturer		46,000	AY
<u>Dean - Veterinary Medicine</u>				
Avery, Roger	Administrative Professor	Senior Associate Dean	214,234	CY
Clarke, Cyril	Administrative Professor	Dean	271,300	CY
Hylton, April	Administrative Lecturer		113,025	CY
Absher, Christine	Professional Lecturer		85,578	CY
Graham, Douglas	Professional Lecturer		102,202	CY
Jobst, Peter	Professional Lecturer		88,400	CY
<u>Equine Medical Ancillary</u>				
Furr, Martin	Professor	Endowed Professor	123,491	CY
Sullins, Kenneth	Professor		175,470	CY
Adams, Morton	Clinical Assistant Professor		172,900	CY
Brown, James	Clinical Assistant Professor		141,498	CY
Duerbeck, Cathy	Administrative Lecturer		65,200	CY
<u>Equine Medical Center</u>				
Desrochers, Anne	Clinical Assistant Professor		105,237	CY
<u>Large Animal Clinical Sciences</u>				
Buechner-Maxwell, Virginia	Professor		113,202	CY
Hodgson, David	Professor	Department Head	195,883	CY

College of Veterinary Medicine

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Pelzer, Kevin	Professor		124,113	CY
Pleasant, Robert	Professor		138,758	CY
Swecker, William	Professor		134,027	CY
Whittier, William	Professor		145,188	CY
Barrett, Jennifer	Associate Professor	Endowed Professor	135,295	CY
Clark-Deener, Sherrie	Associate Professor		122,700	CY
Dahlgren, Linda	Associate Professor		112,444	CY
McKenzie, Harold	Associate Professor		128,960	CY
Scarratt, William	Associate Professor		112,852	CY
Witonsky, Sharon	Associate Professor		112,016	CY
Currin, John	Clinical Associate Professor		113,068	CY
Eyestone, Willard	Research Associate Professor		105,526	CY
Cecere, Julie	Clinical Assistant Professor		91,800	CY
Cook, Dana	Clinical Assistant Professor		109,950	CY
Funk, Rebecca	Clinical Assistant Professor		98,800	CY
Gilsenan, William	Clinical Assistant Professor		95,000	CY
Guynn, Sierra	Clinical Assistant Professor		103,200	CY
Settlage, Julie	Clinical Assistant Professor		109,540	CY
Shepherd, Megan	Clinical Assistant Professor		114,700	CY
Wilson, Katherine	Clinical Assistant Professor		104,200	CY
Schramm, Hollie	Clinical Instructor		93,212	CY
<u>Population Health Sciences</u>				
Hodgson, Jennifer	Administrative Professor	Associate Dean	178,551	CY
Elvinger, Francois	Professor	Department Head	185,000	CY
Pierson, Frank	Professor	Director, VTH	156,550	CY
Redican, Kerry	Professor		158,965	CY
Marmagas, Susan	Associate Prof of Practice		92,379	CY
Hosig, Kathryn	Associate Professor		105,216	AY
Pierce, Bess	Associate Professor		133,000	CY
Evans, Nicholas	Research Scientist		56,500	CY
Abbas, Kaja	Assistant Professor		92,296	CY
Bertke, Andrea	Assistant Professor		97,499	CY
Wenzel, Sophie	Professional Lecturer		53,400	CY
Forburger, Ann	Sr Project Associate		38,800	CY
<u>Small Animal Clinical Sciences</u>				
Daniel, Gregory	Professor	Department Head	189,379	CY
Inzana, Karen	Professor		138,667	CY
Larson, Martha	Professor		134,000	CY

College of Veterinary Medicine

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Leib, Michael	Professor	Endowed Professor	126,513	AY
Monroe, Edward	Professor		134,000	CY
Panciera, David	Professor	Endowed Professor	135,000	CY
Pickett, James	Professor		133,000	CY
Troy, Gregory	Professor	Endowed Professor	175,362	CY
Abbott, Jonathan	Associate Professor		117,704	CY
Borgarelli, Michele	Associate Professor		127,900	CY
Gilley, Robert	Associate Professor		144,700	CY
Grant, David	Associate Professor		115,826	CY
Henao Guerrero, Piedad	Associate Professor		109,849	CY
Herring, Ian	Associate Professor		128,900	CY
Lanz, Otto	Associate Professor		134,160	CY
Rossmesl, John	Associate Professor		125,056	CY
Bartl, Lara	Assistant Professor		123,700	CY
Champagne, Erin	Assistant Professor		85,800	CY
Clapp, Kemba	Assistant Professor		109,500	CY
Dervis, Nikolaos	Assistant Professor		122,800	CY
Freeman, Mark	Assistant Professor		105,900	CY
Pancotto, Theresa	Assistant Professor		106,600	CY
Ruth, Jeffrey	Assistant Professor		108,900	CY
Bachelez, Andreas	Clinical Assistant Professor		125,000	CY
Barry, Sabrina	Clinical Assistant Professor		106,400	CY
Klahn, Shawna	Clinical Assistant Professor		113,400	CY
Rios, Lori	Clinical Assistant Professor		106,000	CY
<u>Veterinary Medicine Clinical Services</u>				
Burns, Travis	Professional Lecturer		70,759	CY
<u>Veterinary Medicine Teaching Hospital</u>				
Foster, Drema	Professional Lecturer		72,200	CY
Hiller, Richard	Professional Lecturer		106,073	CY
McKenzie, Marylee	Professional Lecturer		55,893	CY
<u>Veterinary Medicine Experiment Station</u>				
Magnin-Bissel, Geraldine	Research Scientist		68,154	CY
Werre, Stephen	Research Assistant Professor		75,194	CY
Adkins, Jessica	Professional Lecturer		54,394	CY

Dean of Libraries

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Library</u>				
Walters, Tyler	Administrative Professor	Dean	226,825	CY
Kok, Victoria	Professional Professor		94,327	CY
McMillan, Gail	Professional Professor	Director	100,232	CY
Purcell, Aaron	Professional Professor	Director	89,600	CY
Mathews, Brian	Administrative Associate Prof	Associate Dean	123,445	CY
Kennelly, Tamara	Professional Associate Prof		62,395	CY
Krupar, Ellen	Professional Associate Prof		70,784	CY
Lener, Edward	Professional Associate Prof		86,617	CY
Meier, Carolyn	Professional Associate Prof		69,100	CY
Pencek, Bruce	Professional Associate Prof		59,476	CY
Pressley, Lauren	Professional Associate Prof		80,340	CY
Shen, Yi	Professional Associate Prof		61,800	CY
Thompson, Larry	Professional Associate Prof		70,256	CY
Tomlin, Patrick	Professional Associate Prof		67,174	CY
Xie, Zhiwu	Professional Associate Prof		88,190	CY
Gilbertson, Keith	Administrative Assistant Prof		73,006	CY
Speer, Julie	Administrative Assistant Prof	Associate Dean	120,189	CY
Speer, Ryan	Administrative Assistant Prof		56,581	CY
Bailey, Annette	Professional Assistant Prof		68,340	CY
Brodsky, Marc	Professional Assistant Prof		53,031	CY
Brown, Byron	Professional Assistant Prof		76,445	CY
Dietz, Kira	Professional Assistant Prof		51,760	CY
Finn, Mary	Professional Assistant Prof		64,774	CY
Gilmore, Tracy	Professional Assistant Prof		47,250	CY
Goldbeck DeBose, Kyrille	Professional Assistant Prof		55,010	CY
Hall, Monena	Professional Assistant Prof		50,356	CY
Hall, Nathan	Professional Assistant Prof		66,229	CY
Hover, Paul	Professional Assistant Prof		55,772	CY
Miller, Rebecca	Professional Assistant Prof		68,173	CY
Nardine, Jennifer	Professional Assistant Prof		54,441	CY
O'Brien, Leslie	Professional Assistant Prof	Director	110,016	CY
Obenhaus, Bruce	Professional Assistant Prof		73,534	CY
Ogier, Andrea	Professional Assistant Prof		69,500	CY
Young, Philip	Professional Assistant Prof		55,561	CY
Gilbert, Charla	Administrative Lecturer	Director	89,244	CY
Battleson, Keith	Professional Lecturer		69,058	CY
Borwick, John	Professional Lecturer	Director	100,000	CY

Dean of Libraries

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Brittle, Collin	Professional Lecturer		58,092	CY
Carr, Curtis	Professional Lecturer	Director	96,779	CY
Chen, Jie	Professional Lecturer		67,957	CY
Doyle, Jana	Professional Lecturer		58,580	CY
Henshaw, Neal	Professional Lecturer		50,012	CY
Lattimore, Somiah	Professional Lecturer		59,450	CY
Mather, Paul	Professional Lecturer		71,700	CY
Miller, Chreston	Professional Lecturer		66,000	CY
Walz, Anita	Professional Lecturer		56,650	CY
Weeks, Kimberli	Professional Lecturer		58,386	CY

Graduate School

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Dean - Graduate School</u>				
DePauw, Karen	Administrative Professor	Vice President & Dean	244,000	CY
Austin, Janice	Professional Lecturer		59,841	CY
Beane, Dannette	Professional Lecturer		72,655	CY
McCrery, Ennis	Professional Lecturer		62,393	CY
Riegger, Marin	Professional Lecturer		26,500	CY
Sippel, Jeremy	Professional Lecturer		66,235	CY
Telbis-Forster, Marija	Professional Lecturer	Senior Advisor	68,035	CY
Walton, William	Professional Lecturer		93,400	CY
<u>Graduate School Student Services</u>				
Gibson, Monika	Professional Lecturer	Director, GSSO	79,100	CY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Apparel, Housing, and Resource Management</u>				
Beamish, Julia	Professor	Department Head	138,684	CY
Gaskill, LuAnn	Professor		100,631	AY
Goss, Rosemary	Professor	Endowed Professor	111,905	AY
Kincade, Doris	Professor		99,277	AY
Norton, Marjorie	Professor		115,797	CY
Parrott, Kathleen	Professor		99,446	AY
Chen-Yu, Hsiu	Associate Professor		75,736	AY
Fisher, Patricia	Associate Professor		70,506	AY
Leech, Irene	Associate Professor		74,841	AY
Hwang, Eunju	Assistant Professor		60,750	AY
Solis, Oscar	Assistant Professor		60,000	AY
Zielenbach, Erin	Visiting Assistant Professor		45,810	AY
Carneal, Margaret	Instructor		40,000	AY
<u>Center for Gerontology</u>				
Roberto, Karen	Professor	Director	204,615	CY
Stuart, Megan	Project Associate		39,045	CY
Brossoie, Nancy	Senior Research Associate		70,000	CY
<u>Communication</u>				
Denton, Robert	Professor	Department Head & Endowed Professor	176,997	CY
Hopkins, William	Professor		88,700	AY
Tedesco, John	Professor		84,225	AY
Ivory, James	Associate Professor		75,822	AY
Kuypers, Jim	Associate Professor		75,000	AY
Mackay, Jennifer	Associate Professor		70,225	AY
Preston, Marlene	Associate Professor		71,500	AY
Waggenpack, Beth	Associate Professor		82,340	AY
Cannon, Douglas	Assistant Professor		64,000	AY
Ivory, Adrienne	Assistant Professor		62,600	AY
Logan, Nneka	Assistant Professor		60,000	AY
Howell, Buddy	Visiting Assistant Professor		52,600	AY
McBride, Kelly	Visiting Assistant Professor		56,100	AY
Jenkins, Dale	Advanced Instructor		50,550	AY
Quesenberry, Brandi	Advanced Instructor		46,500	AY
Robinson, Syrenthia	Advanced Instructor		51,500	AY
Stallings, Emily	Advanced Instructor		50,550	AY
Aguilar, Derley	Instructor		45,500	AY
Kanter, Erik	Instructor		40,000	AY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Shinault, Hannah	Instructor		39,000	AY
Tydings, Emilie	Instructor		37,340	AY
<u>Dean-Liberal Arts and Human Sciences</u>				
Ewing, Edward	Administrative Professor	Associate Dean	126,882	CY
Stoudt, Debra	Administrative Professor	Associate Dean	141,995	CY
Stephens, Robert	Administrative Associate Prof		101,524	CY
Watson, Karen	Professional Instructor		64,003	CY
Shabanowitz, Brian	Administrative Lecturer	Associate Dean	151,558	CY
Besag, Cameron	Professional Lecturer	Director of IT	80,200	CY
Lucht, Marc	Professional Lecturer		70,441	CY
Rideau, Ryan	Professional Lecturer		52,530	CY
<u>Religion and Culture</u>				
Britt, Brian	Professor	Chair	129,364	CY
Fine, Elizabeth	Professor		98,599	AY
Malbon, Elizabeth	Professor		104,437	AY
Saffle, Michael	Professor		96,561	AY
Abeysekara, Ananda	Associate Professor		89,272	AY
Gabriele, Matthew	Associate Professor		78,705	AY
Puckett, Anita	Associate Professor	Director	71,908	AY
Satterwhite, Emily	Associate Professor		66,292	AY
Schmitthenner, Peter	Associate Professor		78,663	AY
Scott, Rachel	Associate Professor		74,769	AY
Ansell, Aaron	Assistant Professor		57,000	AY
Murty, Madhavi	Assistant Professor		57,500	AY
Ni, Zhange	Assistant Professor		60,109	AY
Dresser, Zachary	Visiting Assistant Professor		42,000	AY
Roberts, Constance	Senior Instructor		51,586	AY
<u>English</u>				
D'Aguiar, Frederick	Professor		143,349	AY
Eska, Joseph	Professor	Department Chair	130,591	CY
Falco, Edward	Professor		100,204	AY
Fowler, Virginia	Professor		98,974	AY
Gardner, Thomas	Professor	Alumni Distinguished Professor & Endowed Professor	124,920	AY
George, Diana	Professor		113,397	AY
Giovanni, Nikki	Professor	University Distinguished Professor	183,792	AY
Graham, Peter	Professor		135,988	AY
Hausman, Bernice	Professor	Endowed Professor	115,276	AY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Metz, Nancy	Professor		46,846	AY
Radcliffe, David	Professor		84,208	AY
Roy, Lucinda	Professor	Alumni Distinguished Professor & Endowed Professor	181,200	AY
Siegle, Robert	Professor		120,733	CY
Sorrentino, Paul	Professor	Endowed Professor	120,423	AY
Belanger, Kelly	Associate Professor		91,811	AY
Carter-Tod, Sheila	Associate Professor		81,055	AY
Chandler-Smith, Gena	Associate Professor		75,635	AY
Colaianne, Anthony	Associate Professor		104,002	CY
Dubinsky, James	Associate Professor		79,500	AY
Eska, Charlene	Associate Professor		66,753	AY
Evia Puerto, Carlos	Associate Professor		70,579	AY
Heilker, Paul	Associate Professor		87,586	AY
Hicok, Robert	Associate Professor		93,437	AY
Knapp, Shoshana	Associate Professor		70,784	AY
Mann, Jeffrey	Associate Professor		77,553	AY
Meitner, Erika	Associate Professor		72,295	AY
Pender, Kelly	Associate Professor		75,988	AY
Powell, Katrina	Associate Professor	Director, WGS	90,725	AY
Swenson, Karen	Associate Professor		63,366	AY
Cleland, Katharine	Assistant Professor		56,000	AY
Mazzolini, Elizabeth	Assistant Professor		55,080	AY
Sano-Franchini, Jennifer	Assistant Professor		61,200	AY
Vollmer, James	Assistant Professor		64,838	AY
Warnick, Quinn	Assistant Professor		59,700	AY
Barton, Jennifer	Advanced Instructor		40,740	AY
Combiths, Zana	Advanced Instructor		40,000	AY
Frost, Serena	Advanced Instructor		40,762	AY
Lautenschlager, Edward	Advanced Instructor		40,740	AY
Oakey, Steve	Advanced Instructor		41,065	AY
Ruccolo, Vanessa	Advanced Instructor		40,268	AY
Scallorns, Joseph	Advanced Instructor		41,115	AY
Bean, Carl	Instructor		40,348	AY
Conaway, Sean	Instructor		37,340	AY
Crickenberger, Sara	Instructor		37,340	AY
Gardner, Traci	Instructor		37,340	AY
Gibbs, Jared	Instructor		37,462	AY
Le Corre-Cochran, Victoria	Instructor		37,729	AY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Martin, Stephanie	Instructor		39,544	AY
Maycock, Michelle	Instructor		35,135	AY
Sanders, Scott	Instructor		38,932	AY
Trager, Eve	Instructor		48,733	CY
Allnutt, Robin	Senior Instructor		45,695	AY
Armstrong, Mark	Senior Instructor		49,230	AY
Bliss, Michael	Senior Instructor		45,962	AY
Bloomer, Elisabeth	Senior Instructor		49,707	AY
Canter, Robert	Senior Instructor		48,824	AY
Graham, Kathryn	Senior Instructor		62,556	AY
Harvill, Joann	Senior Instructor		50,748	AY
Kinder, Alice	Senior Instructor		54,384	AY
Lawrence, Jennifer	Senior Instructor		48,288	AY
Mengert, Julie	Senior Instructor		45,695	AY
Mooney, Jennifer	Senior Instructor		52,809	AY
Mooney, Stephen	Senior Instructor		48,865	AY
Moore, Mary	Senior Instructor		53,672	AY
Murphy, Aileen	Senior Instructor		54,999	AY
Neilan, Leslie	Senior Instructor		53,981	AY
Patton, Herbert	Senior Instructor		50,922	AY
Reisinger, Suzanne	Senior Instructor		69,909	CY
Saffle, Geraldine	Senior Instructor		49,878	AY
Skinner, Linda	Senior Instructor		46,331	AY
Smith, Michael	Senior Instructor		52,078	AY
Voros, Gyorgyi	Senior Instructor		47,547	AY
Wemhoener, Jane	Senior Instructor		51,440	AY
<u>Foreign Languages and Literatures</u>				
Bixler, Jacqueline	Professor	Alumni Distinguished Professor, Endowed Professor, & Department Head	156,219	CY
Watson, Ronda	Professor		82,170	AY
Austin, Elisabeth	Associate Professor		64,418	AY
Becker, Andrew	Associate Professor		83,093	AY
Folkart, Jessica	Associate Professor		75,572	AY
Gudmestad, Aarnes	Associate Professor		68,992	AY
Gueye, Medoune	Associate Professor		65,029	AY
Johnson, Sharon	Associate Professor		66,445	AY
Milman-Miller, Nyusya	Associate Professor		71,551	AY
Noiro, Corinne	Associate Professor		64,188	AY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Panford, Moses	Associate Professor		66,354	AY
Shryock, Richard	Associate Professor		77,663	AY
Teulon, Fabrice	Associate Professor		68,113	AY
Allingham, Liesl	Assistant Professor		57,014	AY
Andrango-Walker, Catalina	Assistant Professor		56,197	AY
Bauer, Esther	Assistant Professor		57,573	AY
Cana Jimenez, Maria	Assistant Professor		54,372	AY
Coburn, Melissa	Assistant Professor		58,352	AY
Dickow, Alexander	Assistant Professor		54,366	AY
Efird, Robert	Assistant Professor		57,573	AY
Minkova, Yuliya	Assistant Professor		55,651	AY
Sierra, Sarah	Assistant Professor		58,120	AY
Sinno, Nadine	Assistant Professor		64,750	AY
Venkatesh, Vinodh	Assistant Professor		64,354	AY
Zimmer, Zac	Assistant Professor		63,686	AY
Hofer, Stefanie	Research Assistant Professor		59,808	AY
Dalton, Addison	Instructor		37,639	AY
Guo, Shun	Instructor		38,077	AY
Hesp, Andrea	Instructor		52,307	AY
Kumazawa, Yasuko	Instructor		36,683	AY
Layne, Jay	Instructor		38,760	AY
Lopez-Romero, Nancy	Instructor		38,372	AY
McKagen, Tatiana	Instructor		36,451	AY
Phillips, Richard	Instructor		48,695	AY
Steer, Christine	Instructor		38,760	AY
<u>History</u>				
Barrow, Mark	Professor	Department Head	114,768	CY
Baumgartner, Frederic	Professor		99,550	AY
Ekirch, Arthur	Professor		114,461	AY
Hirsh, Richard	Professor		91,168	AY
Wallenstein, Peter	Professor		96,475	AY
Bugh, Glenn	Associate Professor		84,244	AY
Bunch-Lyons, Beverly	Associate Professor		72,130	AY
Gumbert, Heather	Associate Professor		66,911	AY
Heaton, Matthew	Associate Professor		67,968	AY
Jones, Kathleen	Associate Professor		79,850	AY
Mollin, Marian	Associate Professor		72,053	AY
Nelson, Amy	Associate Professor		79,810	AY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Quigley, Paul	Associate Professor	Endowed Professor	92,071	AY
Schneider, Helen	Associate Professor		67,612	AY
Shadle, Brett	Associate Professor		67,981	AY
Shumsky, Neil	Associate Professor		78,586	AY
Thorp, Daniel	Associate Professor		84,373	AY
Agmon, Danna	Assistant Professor		58,804	AY
Cline, David	Assistant Professor		62,378	AY
Halpin, Dennis	Assistant Professor		56,000	AY
Hidalgo, Dennis	Assistant Professor		67,263	AY
Kiechle, Melanie	Assistant Professor		58,646	AY
Winling, LaDale	Assistant Professor		60,814	AY
Becker, Gertrude	Senior Instructor		53,998	AY
<u>Human Development</u>				
Allen, Katherine	Professor		115,590	AY
Arditti, Joyce	Professor		91,163	AY
Blieszner, Rosemary	Professor	Alumni Distinguished Professor & Endowed Professor	140,743	AY
Boucoulalas, Marcie	Professor		99,930	AY
Fu, Victoria	Professor		103,092	AY
McCollum, Eric	Professor		117,486	CY
Meszaros, Peggy	Professor	Endowed Professor	189,047	RE10
Piercy, Fred	Professor		116,001	AY
Zvonkovic, Anisa	Professor	Department Head	157,354	CY
Benson, Mark	Associate Professor		87,713	AY
Dolbin-MacNab, Megan	Associate Professor		76,752	AY
Falconier, Mariana	Associate Professor		84,104	AY
Few-Demo, April	Associate Professor		77,291	AY
Huebner, Angela	Associate Professor		85,948	AY
Jarrott, Shannon	Associate Professor		96,841	RE11
Johnson, Scott	Associate Professor		97,945	CY
Kaestle, Christine	Associate Professor		76,641	AY
Kim, Kee	Associate Professor		68,556	AY
Savla, Jyoti	Associate Professor		75,951	AY
Smith, Cynthia	Associate Professor		81,876	AY
Bradburn, Isabel	Research Scientist		64,430	AY
Grafsky, Erika	Assistant Professor		61,400	AY
Gallagher, Karen	Advanced Instructor	CDCLR	56,700	CY
Schepisi, Ila	Advanced Instructor		55,024	CY
Beeson, Brenton	Instructor	ADC	37,400	CY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Gardner, Alexa	Instructor		38,900	CY
Komelski, Matthew	Instructor		52,000	AY
Verdu, Mary	Senior Instructor		74,295	CY
<u>Office of Education, Research, and Outreach</u>				
Potter, Kenneth	Clinical Assistant Professor		64,218	AY
Barrier, Helen	Project Associate		67,196	CY
Beeken, Lora	Project Associate		67,270	CY
Daby, Katharine	Project Associate		62,674	CY
Eaton, Diann	Project Associate		67,406	CY
Fielder, Emily	Project Associate		50,778	CY
Flores, Selina	Project Associate		64,765	CY
Jacomen, Royce	Project Associate		62,613	CY
McCaleb, Dana	Project Associate		56,907	CY
Miller, Whitney	Project Associate		62,215	CY
Nester, Holly	Project Associate		62,553	CY
Schulz, Susan	Project Associate		61,438	CY
Vaughan, Margaret	Project Associate		59,778	CY
Bickley, Patricia	Project Director		81,364	CY
Bordeaux, Amy	Sr Project Associate		70,886	CY
Deck, Anita	Sr Project Associate		57,552	CY
Seibert, Michele	Sr Project Associate		81,580	CY
<u>Philosophy</u>				
Klagge, James	Professor		100,039	AY
Mayo, Deborah	Professor		121,337	AY
Pitt, Joseph	Professor	Interim Department Head	166,854	CY
Patton, Lydia	Associate Professor		77,202	AY
Jantzen, Benjamin	Assistant Professor		63,736	AY
McPherson, Tristram	Assistant Professor		66,292	AY
Moehler, Michael	Assistant Professor		67,320	AY
Trogdon, Kelly	Assistant Professor		64,764	AY
Parent, Ted	Visiting Assistant Professor		50,000	AY
<u>Political Science</u>				
Debrix, Francois	Professor	Director, ASPECT	151,500	CY
Hult, Karen	Professor		114,862	AY
Luciak, Ilja	Professor		127,298	AY
Luke, Timothy	Professor	University Distinguished Professor & Department Head	261,363	CY
Taylor, Charles	Professor		62,366	AY
Weisband, Edward	Professor	Endowed Professor	177,089	AY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Apodaca, Clair	Associate Professor		73,915	AY
Koch, Bettina	Associate Professor		65,834	AY
Lavin, Chad	Associate Professor		68,345	AY
Milly, Deborah	Associate Professor		68,803	AY
Moore, Wayne	Associate Professor		70,915	AY
Nelson, Scott	Associate Professor		66,737	AY
Stivachtis, Ioannis	Associate Professor	Director	102,350	CY
Zanotti, Laura	Associate Professor		82,508	AY
Dixit, Priya	Assistant Professor		64,217	AY
Kelly, Jason	Assistant Professor		56,891	AY
Medina, Dennis	Assistant Professor		57,081	AY
Plotica, Luke	Assistant Professor		56,000	AY
Scerri, Andrew	Assistant Professor		61,600	AY
Faulkner, Brandy	Visiting Assistant Professor		51,689	AY
Shuster, Amy	Visiting Assistant Professor		49,277	AY
Thomas, Courtney	Visiting Assistant Professor		61,573	AY
Pourchot, Georgeta	Instructor	Program Director, VT & UKB Two Cities/Two Degrees Program	78,432	CY
Torres, Josette	Instructor		36,444	CY
<u>School of Education</u>				
Alexander, Michael	Professor		138,600	AY
Billingsley, Bonnie	Professor	Faculty Chair	107,600	AY
Burge, Penny	Professor		97,300	AY
Burton, John	Professor		124,614	AY
Cennamo, Katherine	Professor	Faculty Chair	97,773	AY
Creamer, Elizabeth	Professor		108,000	AY
Doolittle, Peter	Professor		119,408	CY
Garrison, James	Professor		107,457	AY
Glasson, George	Professor		89,464	AY
Hirt, Joan	Professor		112,159	AY
Jones, Brett	Professor		96,127	RE10
Lockee, Barbara	Professor		126,580	CY
Magliaro, Susan	Professor		115,758	AY
Mullen, Carol	Professor		167,375	CY
Singh, Kusum	Professor		107,500	AY
Sutphin, H	Professor		162,409	CY
Wilkins, Jesse	Professor		84,234	AY
Barksdale, Mary	Associate Professor		81,032	AY
Bodenhorn, Nancy	Associate Professor		97,071	CY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Brand, Brenda	Associate Professor		80,121	AY
Brill, Jennifer	Associate Professor		65,657	AY
Brott, Pamela	Associate Professor		80,720	AY
Ernst, Jeremy	Associate Professor		95,027	RE12
Glenn, William	Associate Professor		76,400	AY
Hein, Serge	Associate Professor		69,000	AY
Hicks, David	Associate Professor		82,571	AY
Janosik, Steven	Associate Professor	Acting Director	102,372	AY
Lawson, Gerard	Associate Professor		81,351	AY
Mesmer, Heidi	Associate Professor		73,649	AY
Miyazaki, Yasuo	Associate Professor		69,000	AY
Parkes, Kelly	Associate Professor		71,879	AY
Price, William	Associate Professor		75,887	AY
Skaggs, Gary	Associate Professor		73,000	AY
Tilley-Lubbs, Gresilda	Associate Professor		67,573	AY
Welfare, Laura	Associate Professor		69,200	AY
Wells, John	Associate Professor		77,685	AY
Williams, Thomas	Associate Professor		68,501	AY
Azano, Amy	Assistant Professor		62,000	AY
Bondy, Jennifer	Assistant Professor		61,200	AY
Patrizio, Kami	Assistant Professor		75,125	AY
Price, Ted	Assistant Professor		63,250	AY
Robbins, Claire	Assistant Professor		63,800	AY
Rose, Valija	Assistant Professor		67,700	AY
Ulrich, Catherine	Assistant Professor		59,400	AY
Wilson, Joycelyn	Assistant Professor		63,125	AY
Gratto, John	Clinical Assistant Professor		71,400	AY
Sato, Takumi	Clinical Assistant Professor		61,000	AY
Wu, Yanzhu	Clinical Assistant Professor		64,687	CY
Bayne, Hannah	Visiting Assistant Professor		55,700	AY
Mukuni, Joseph	Visiting Assistant Professor		48,610	AY
Knight, Dawn	Instructor		45,575	CY
<u>School of Performing Arts</u>				
Burnsed, Charles	Professor		106,221	CY
Crone, William	Professor		105,684	CY
Holliday, Kent	Professor		84,208	AY
Kilkelly, Ann	Professor		105,001	AY
Leonard, Robert	Professor		92,019	AY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Lepczyk, Billie	Professor		88,393	AY
Prince, Stephen	Professor		97,364	AY
Raun, Patricia	Professor	Director	145,200	CY
Sochinski, James	Professor		110,992	CY
Ward, Randolph	Professor		107,743	AY
Lyon, Eric	Associate Prof of Practice		77,063	AY
Ambrosone, John	Associate Professor		66,291	AY
Barksdale, William	Associate Professor		64,405	AY
Bukvic, Ivica	Associate Professor		84,620	AY
Cole, Richard	Associate Professor		77,000	AY
Cowden, Tracy	Associate Professor	Faculty Chair	74,486	AY
Easter, Wallace	Associate Professor		75,769	AY
Glazebrook, William	Associate Professor		86,918	AY
Jacobsen, David	Associate Professor		72,165	AY
Johnson, David	Associate Professor		75,875	AY
Justice, Gregory	Associate Professor		82,439	AY
Lavender, Patricia	Associate Professor		90,034	CY
McGrath, Robert	Associate Professor		65,331	AY
Rawlings, Cara	Associate Professor		60,345	AY
Rinehart, Susanna	Associate Professor	Faculty Chair	72,723	AY
Weinstein, Alan	Associate Professor		68,901	AY
Bigler, Dwight	Assistant Professor		62,900	AY
Crafton, Jason	Assistant Professor		58,090	AY
Millett, Joseph	Assistant Professor		53,279	AY
Nelson, Amanda	Assistant Professor		67,870	AY
Nichols, Charles	Assistant Professor		66,713	AY
Staley, Natasha	Assistant Professor		65,545	AY
Stein, Jane	Assistant Professor		60,116	AY
Wyatt, Ariana	Assistant Professor		57,090	AY
Heuermann, Beryl	Visiting Assistant Professor		46,000	AY
Middleton, Polly	Visiting Assistant Professor		44,000	AY
Paglalalonga, Phillip	Visiting Assistant Professor		54,500	AY
Putnam, Andrew	Visiting Assistant Professor		48,950	AY
Stevens, Annie	Visiting Assistant Professor		50,000	AY
Walker, John	Visiting Assistant Professor		49,300	AY
Precoda, Karl	Advanced Instructor		43,190	AY
Masters, Richard	Instructor		51,300	AY
McNeill, George	Instructor		47,202	AY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Russo, Christopher	Instructor		45,600	AY
Vo, Long Dien	Instructor		44,600	AY
Crone, Elizabeth	Senior Instructor		52,500	AY
Dunston, Michael	Senior Instructor		59,313	AY
McKee, David	Senior Instructor		103,271	CY
<u>Science and Technology in Society</u>				
Allen, Barbara	Professor		103,587	AY
Downey, Gary	Professor	Alumni Distinguished Professor & Endowed Professor	129,450	AY
Fuhrman, Ellsworth	Professor	Department Head	138,421	CY
Zallen, Doris	Professor		99,596	AY
Abbate, Janet	Associate Professor		79,685	AY
Breslau, Daniel	Associate Professor		78,475	AY
Collier, James	Associate Professor		67,000	AY
Halfon, Saul	Associate Professor		71,382	AY
Patzig, Eileen	Associate Professor		77,034	AY
Wisnioski, Matthew	Associate Professor		70,153	AY
Heflin, Ashley	Assistant Professor		30,096	AY
Olson, Philip	Assistant Professor		60,770	AY
Schmid, Sonja	Assistant Professor		78,750	AY
Goodrum, Matthew	Visiting Assistant Professor		45,000	AY
<u>Sociology</u>				
Agozino, Onwubiko	Professor		97,564	AY
Brunsma, David	Professor		146,790	AY
Calasanti, Toni	Professor		105,000	AY
Fuller, Theodore	Professor		84,208	AY
Gillman, Laura	Professor		82,472	AY
Hawdon, James	Professor	Director, CPSVP	125,010	CY
Hughes, Michael	Professor		106,127	AY
Reed, Wornie	Professor	Director, RSPRC	156,449	AY
Ryan, John	Professor	Department Head	181,217	CY
Shoemaker, Donald	Professor		97,335	AY
Smith, Barbara	Professor		106,315	AY
Bailey, Carol	Associate Professor		73,738	AY
Cook, Samuel	Associate Professor	Director, AIS	74,841	AY
Harrison, Anthony	Associate Professor		83,810	AY
Kiecolt, K	Associate Professor		76,653	AY
King, Neal	Associate Professor		75,769	AY
Peguero, Anthony	Associate Professor		92,975	AY

College of Liberal Arts and Human Sciences

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Polanah, Paulo	Associate Professor		70,039	AY
Seniors, Paula	Associate Professor		69,015	AY
Vogt Yuan, Anastasia	Associate Professor		72,957	AY
Wimberley, Dale	Associate Professor		68,186	AY
Copeland, Nicholas	Assistant Professor		61,650	AY
Labuski, Christine	Assistant Professor		61,800	AY
Ovink, Sarah	Assistant Professor		64,930	AY
Rivera-Rideau, Petra	Assistant Professor		61,650	AY
Samanta, Suchitra	Assistant Professor		64,804	AY
Zhu, Haiyan	Assistant Professor		63,483	AY
Graves, Ellington	Advanced Instructor	Director, AFST	67,210	AY
Sedgwick, Donna	Instructor		41,100	AY

College of Natural Resources and Environment

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Dean - Natural Resources and Environment</u>				
Smith, Robert	Administrative Professor	Associate Dean & Department Head	193,942	CY
Stauffer, Dean	Administrative Professor	Associate Dean	133,075	CY
Winistorfer, Paul	Administrative Professor	Dean	244,000	CY
Mortimer, Michael	Administrative Lecturer		157,313	CY
Olson, Thomas	Administrative Lecturer	Assistant Dean	120,944	CY
Kimmel, Courtney	Professional Lecturer		81,637	CY
Lang, Stephanie	Professional Lecturer		52,000	CY
Robertson, David	Professional Lecturer		139,705	CY
Weber, Lon	Professional Lecturer		92,536	CY
Fuller, Leslie	Senior Research Associate		76,009	CY
Lindsey, Kieran	Sr Project Associate		71,452	CY
<u>Conservation Management Institute</u>				
Emrick, Verl	Research Scientist		65,846	CY
Bryan, David	Project Associate		45,533	CY
Fields, Matthew	Project Associate		40,944	CY
Folks, Donald	Project Associate		43,480	CY
Glennon, Robert	Project Associate		46,610	CY
Herman, Jason	Project Associate		38,092	CY
Huemoeller, Lorien	Project Associate		42,973	CY
Kalen, Nicholas	Project Associate		36,375	CY
Kane, Austin	Project Associate		61,598	CY
McGuckin, Kevin	Project Associate		62,820	CY
Orndorff, David	Project Associate		38,092	CY
Rosenberger, Andrew	Project Associate		50,917	CY
Schneider, Rebecca	Project Associate		49,329	CY
Wolf, Eric	Project Associate		49,332	CY
Laube, Edward	Research Associate		41,450	CY
Roghair, Laura	Research Associate		57,119	CY
St Germain, Michael	Research Associate		52,299	CY
Klopfer, Scott	Senior Research Associate	Director	76,669	CY
<u>Center for Geospatial Information Technology</u>				
Sforza, Peter	Research Scientist	Director	70,964	CY
Newman, Joseph	Project Associate		43,000	CY
<u>Fish and Wildlife Conservation</u>				
Fraser, James	Professor		132,651	CY
Haas, Carola	Professor		108,944	CY
Hallerman, Eric	Professor		132,917	CY

College of Natural Resources and Environment

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Hopkins, William	Professor		162,140	CY
Murphy, Brian	Professor		152,146	CY
Orth, Donald	Professor	Endowed Professor	139,302	AY
Alexander, Kathleen	Associate Professor		108,526	AY
Frimpong, Emmanuel	Associate Professor		85,821	AY
Jiao, Yan	Associate Professor		87,411	CY
Karpanty, Sarah	Associate Professor		89,927	AY
Kelly, Marcella	Associate Professor		102,705	CY
McMullin, Steve	Associate Professor		103,164	CY
Parkhurst, James	Associate Professor		95,023	CY
Gorman, Thomas	Research Scientist		61,650	CY
Henley, William	Research Scientist		45,779	CY
Castello, Leandro	Assistant Professor		66,751	AY
Beck, Michelle	Postdoctoral Associate		45,736	CY
Ciparis, Serena	Postdoctoral Associate		45,508	CY
Catlin, Daniel	Research Assistant Professor		81,861	CY
DiCenzo, Victor	Instructor		45,881	CY
<u>Forest Resources and Environmental Conservation</u>				
Alavalapati, Janaki	Professor	Department Head	169,350	CY
Amacher, Gregory	Professor	Endowed Professor	119,636	CY
Aust, Wallace	Professor		118,259	CY
Burkhart, Harold	Professor	University Distinguished Professor & Endowed Professor	246,830	CY
Fox, Thomas	Professor		131,789	CY
Hull, Robert	Professor		121,276	CY
Prisley, Stephen	Professor		121,156	RE11
Seiler, John	Professor	Alumni Distinguished Professor & Endowed Professor	153,757	CY
Sullivan, Bradley	Professor		106,980	CY
Wynne, Randolph	Professor		116,634	CY
Bolding, Michael	Associate Professor		109,714	RE12
Brunner, Amy	Associate Professor		103,586	CY
Copenheaver, Carolyn	Associate Professor		90,805	CY
Day, Susan	Associate Professor		77,799	AY
McGee, John	Associate Professor		81,939	AY
Munsell, John	Associate Professor		42,150	CY
Radtko, Philip	Associate Professor		88,431	CY
Stern, Marc	Associate Professor		82,902	AY
Thomas, Valerie	Associate Professor		79,119	AY

College of Natural Resources and Environment

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Wiseman, Phillip	Associate Professor		80,496	CY
Merry, Frank	Research Associate Professor		119,976	CY
Blinn, Christine	Research Scientist		60,096	CY
Barrett, Scott	Assistant Professor		73,937	CY
Cobourn, Kelly	Assistant Professor		74,965	AY
Holliday, Jason	Assistant Professor		78,883	AY
Sorice, Michael	Assistant Professor		69,085	AY
Strahm, Brian	Assistant Professor		80,403	AY
Thomas, Robert	Assistant Professor		71,883	AY
Brooks, Evan	Postdoctoral Associate		46,462	CY
Horn, Kevin	Postdoctoral Associate		45,000	CY
Mandal, Mihir	Postdoctoral Associate		24,780	CY
Ochuodho, Thomas	Postdoctoral Associate		46,462	CY
Sumnall, Matthew	Postdoctoral Associate		41,600	CY
Crall, Mary	Professional Lecturer		61,876	CY
Gagnon, Jennifer	Project Associate		57,529	CY
Kidd, John	Project Associate		43,135	CY
Mellor, David	Project Associate		57,200	CY
Albaugh, Timothy	Research Associate		88,400	CY
Laviner, Marshall	Research Associate		57,230	CY
Peer, Kyle	Research Associate		63,956	CY
Sheng, Xiaoyan	Research Associate		42,305	CY
Walker, David	Research Associate		34,485	CY
Amateis, Ralph	Senior Research Associate		85,106	CY
Zhou, Lecong	Senior Research Associate		59,661	CY
<u>Geography</u>				
Campbell, James	Professor		115,035	AY
Carstensen, Laurence	Professor	Department Head	160,919	CY
Ellis, Andrew	Associate Professor		85,995	AY
Kennedy, Lisa	Associate Professor		78,785	AY
Kolivas, Korine	Associate Professor		79,549	AY
Resler, Lynn	Associate Professor		79,996	AY
Baird, Timothy	Assistant Professor		66,593	AY
Juran, Luke	Assistant Professor		66,409	AY
Oliver, Robert	Assistant Professor		67,572	AY
Shao, Yang	Assistant Professor		67,919	AY
Carroll, David	Advanced Instructor		58,782	AY
Boyer, John	Senior Instructor		64,960	AY

College of Natural Resources and Environment

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Deisinger, Maureen	Professional Lecturer		34,486	CY
<u>Natural Resource Assessment and Decision Support</u>				
Crescenti, Neil	Project Associate		46,380	CY
Kauffman, Jobriath	Project Associate		46,560	CY
Yao, Xiaozheng	Project Associate		46,440	CY
<u>Sustainable Biomaterials</u>				
Bush, Robert	Professor		113,684	CY
Edgar, Kevin	Professor		165,422	AY
Frazier, Charles	Professor	Endowed Professor	136,331	CY
Goodell, Barry	Professor		155,446	CY
Hammett, A	Professor		109,769	CY
Kline, David	Professor		113,006	CY
Loferski, Joseph	Professor		112,280	CY
Zink-Sharp, Audrey	Professor		119,685	CY
Bond, Brian	Associate Professor		97,933	CY
Buehlmann, Urs	Associate Professor		50,104	CY
Hindman, Daniel	Associate Professor		85,917	CY
Quesada Pineda, Henry	Associate Professor		84,055	CY
Roman, Maren	Associate Professor		88,923	CY
Chen, Zhangjing	Research Scientist		47,550	CY
Horvath, Laszlo	Assistant Prof of Practice		71,146	AY
Kim, Young Teck	Assistant Prof of Practice		71,246	AY
Bouldin, John	Research Associate		51,500	CY
Caudill, Linda	Senior Research Associate		87,240	CY
<u>Water Resources Research Center</u>				
Schoenholtz, Stephen	Professor	Director	134,322	AY
McGuire, Kevin	Associate Professor		82,996	AY
Raffo, Alan	Research Associate		50,894	CY
Walker, Jane	Research Associate		51,525	CY

President

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Business and Management Systems</u>				
Cooper, George	Administrative Lecturer	Director	98,463	CY
Burroughs, Brock	Professional Lecturer		78,467	CY
Earles, Corey	Professional Lecturer		73,375	CY
Rahmes, Christopher	Professional Lecturer		87,399	CY
<u>University Legal Counsel</u>				
Heidbreder, Kay	Administrative Instructor	University Legal Counsel	178,053	CY
Capaldo, Stephen	Administrative Lecturer		88,800	CY
Gess, Mark	Administrative Lecturer		87,561	CY
McClanahan, Marvin	Administrative Lecturer		112,960	CY
Gallagher, Tracey	Professional Lecturer		76,775	CY
<u>President's Staff</u>				
Hart, Natalie	Administrative Lecturer		92,925	CY
O'Rourke, Kim	Administrative Lecturer	Chief of Staff	172,741	CY
Yianilos, Christopher	Administrative Lecturer		201,889	CY
Hooper, Elizabeth	Professional Lecturer		93,375	CY

Senior Vice President and Provost

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Center for Instructional Development and Educational Research</u>				
Lusk, Danielle	Professional Lecturer		67,275	CY
Sandler, Patricia	Professional Lecturer		75,000	CY
Shoop, Tiffany	Professional Lecturer		66,950	CY
<u>Center for Survey Research</u>				
Willis, Susan	Senior Research Scientist	Director	86,460	CY
<u>Center for the Arts</u>				
Knapp, Richard	Administrative Professor		220,500	CY
Kavanaugh, Andrea	Senior Research Scientist		58,710	CY
Baum Walker, Liesl	Research Assistant Professor		66,703	CY
Bland, Susan	Professional Lecturer		63,024	CY
Boulter, Jonathan	Professional Lecturer		66,950	CY
Crutchfield, Margaret	Professional Lecturer		84,872	CY
Ducote, Heather	Professional Lecturer		87,344	CY
Ehrlich, David	Professional Lecturer		62,240	CY
Ginn, Raymond	Professional Lecturer		56,650	CY
Scharman, Elizabeth	Professional Lecturer		97,650	CY
Waalkes, Ruth	Professional Lecturer	Executive Director	190,000	CY
Witney, Douglas	Professional Lecturer		87,910	CY
<u>Curriculum for Liberal Education</u>				
Biscotte, Stephen	Professional Lecturer		61,050	CY
<u>Diversity and Inclusion</u>				
Cohen, Alicia	Professional Lecturer		75,712	CY
Deramo, Michele	Professional Lecturer	Director	76,405	CY
Schnitzer, Marcy	Professional Lecturer		65,048	CY
<u>Enrollment and Degree Management</u>				
Matthiessen, Alison	Professional Lecturer		52,955	CY
<u>Extended Learning Enrollment Services</u>				
Allen, Tracey	Professional Lecturer		51,533	CY
Jacques, Jenise	Professional Lecturer		52,333	CY
Means, Peter	Professional Lecturer		49,850	CY
Stoneking, Dawn	Professional Lecturer		65,500	CY
<u>First Year Experience</u>				
Lewis, Mary	Administrative Associate Prof	Assistant Provost	147,584	CY
Fisher, Megan	Professional Lecturer		67,925	CY
<u>Institutional Research</u>				
Bush, Kristen	Administrative Lecturer	Assistant Provost	114,530	CY
Catley, Dennis	Professional Lecturer		91,760	CY

Senior Vice President and Provost

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Durodoye, Raifu	Professional Lecturer		60,008	CY
Gile, Roxanne	Professional Lecturer		84,348	CY
Hung, Chang Yu	Professional Lecturer		72,872	CY
McBee, Janice	Professional Lecturer		63,138	CY
Perez, Rebecca	Professional Lecturer		59,483	CY
Voigt, Paul	Professional Lecturer		81,410	CY
<u>Multicultural Academic Opportunity Program</u>				
Harris, Lauren	Professional Lecturer		45,208	CY
Thompson, Jody	Professional Lecturer		70,130	CY
<u>Office of Assessment and Evaluation</u>				
Culver, Steven	Administrative Lecturer	Assistant Provost	111,000	CY
McConnell, Kathrynne	Administrative Lecturer		74,974	CY
Brunton, Kelsey	Professional Lecturer		41,220	CY
Farquhar-Caddell, Dakota	Professional Lecturer		41,200	CY
Kniola, David	Professional Lecturer		67,782	CY
Laughlin, Anne	Professional Lecturer		58,978	CY
<u>Office of Degree Development and Support</u>				
Panneton, Robin	Associate Professor		113,365	CY
<u>Office of Summer & Winter Sessions</u>				
Herndon, Michael	Administrative Lecturer	Director	84,952	CY
<u>Provost - Administration</u>				
Finney, Jack	Administrative Professor	Vice Provost	240,000	CY
McNamee, Mark	Administrative Professor	Senior Vice President & Provost	411,156	CY
Holloway, Rachel	Administrative Associate Prof	Vice Provost	181,000	CY
Daku, Feride	Administrative Lecturer		98,000	CY
Dean, Wanda	Administrative Lecturer	Vice Provost	176,000	CY
Hogan, Amy	Administrative Lecturer		108,500	CY
Layne, Margaret	Administrative Lecturer		101,500	CY
Plummer, Ellen	Administrative Lecturer	Assistant Provost	125,220	CY
Smith, Kenneth	Administrative Lecturer	Vice Provost	166,000	CY
Coble, Zebulon	Professional Lecturer		98,200	CY
Earley, Jeffrey	Professional Lecturer		121,000	CY
Moore, Vicky	Professional Lecturer		53,000	CY
Phillips, Alva	Professional Lecturer		60,680	CY
Whitehurst, Stephen	Professional Lecturer		56,621	CY
<u>Real Estate Program</u>				
Lyles, Chelsea	Professional Lecturer	Manager of Academic Affairs & Business Operations	53,560	CY
<u>Registrar</u>				

Senior Vice President and Provost

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Cridlin, Clyde	Professional Instructor		71,226	CY
Bailey, Lynda	Professional Lecturer		54,220	CY
Costello, Gary	Professional Lecturer		60,225	CY
Daku, Lefter	Professional Lecturer		97,234	CY
<u>Student Athlete Academic Support Services</u>				
Armstrong, Sarah	Professional Lecturer		60,955	CY
Byrd, Cory	Professional Lecturer		45,300	CY
Cross, Katie	Professional Lecturer		66,589	CY
Moore, Timothy	Professional Lecturer		43,235	CY
Swanhart, Michael	Professional Lecturer		47,954	CY
Vaccaro, Nicolas	Professional Lecturer		43,235	CY
<u>The Student Success</u>				
Sanders, Karen	Administrative Lecturer	Associate Vice Provost	162,739	CY
Campos, Mary Grace	Professional Lecturer		53,950	CY
Grimes, Jessica	Professional Lecturer		58,475	CY
Hyer, Nicholas	Professional Lecturer		41,000	CY
McGuire, Dana	Professional Lecturer		41,000	CY
Weimerskirch, Barbara	Professional Lecturer		42,756	CY
<u>Undergraduate Admissions</u>				
Johnson, Mildred	Administrative Instructor	Associate Vice Provost	133,200	CY
Boyd, Samantha	Professional Lecturer		50,804	CY
Costa, Lyndsey	Professional Lecturer		33,200	CY
Cripps, Haley	Professional Lecturer		37,500	CY
Espinoza, Juan	Professional Lecturer		85,198	CY
Garrett, Alphonso	Professional Lecturer		41,800	CY
Harris, Jennifer	Professional Lecturer		54,806	CY
LaPlante, Rebekah	Professional Lecturer		67,989	CY
Menter, Elizabeth	Professional Lecturer		35,100	CY
Milley, Steven	Professional Lecturer		51,500	CY
Rawlings, Kelly	Professional Lecturer		71,978	CY
St Jean, A	Professional Lecturer		44,500	CY
Todd, Jane	Professional Lecturer		38,710	CY
Wilson, Elizabeth	Professional Lecturer		41,200	CY
<u>Undergraduate Research</u>				
Swaby, Keri	Professional Lecturer		53,928	CY
Vess, Tomalei	Professional Lecturer		89,010	CY
<u>Univ. Academic Advising Center</u>				
Smith, Kimberly	Administrative Lecturer	Director	99,282	CY

Senior Vice President and Provost

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Bianco, Catherine	Professional Lecturer		37,265	CY
Bruce, Herbert	Professional Lecturer		58,210	CY
Chatham, Janice	Professional Lecturer		48,084	CY
Gay, Keith	Professional Lecturer		41,907	CY
Goetz, Helene	Professional Lecturer		60,830	CY
Johnson, Jason	Professional Lecturer		40,022	CY
Matuszek, Elaine	Professional Lecturer		61,863	CY
Sano-Franchini, Dominic	Professional Lecturer		42,230	CY
Thomas, Lauren	Professional Lecturer		39,655	CY
Varboncoeur, Lauren	Professional Lecturer		38,665	CY
<u>University Honors Program</u>				
Laib, Andria	Professional Lecturer		28,000	CY
McIntyre, Christina	Professional Lecturer		85,105	CY
Shrader, Russell	Professional Lecturer		53,248	CY
Smith, Amber	Professional Lecturer		41,200	CY
Taylor, Sara	Professional Lecturer		42,231	CY
<u>University Scholarships & Fin Aid</u>				
Armstrong, Elizabeth	Professional Lecturer		113,425	CY
Breeding, Stephanie	Professional Lecturer		50,120	CY
Clements, Stephanie	Professional Lecturer		62,210	CY
Flora, Michael	Professional Lecturer		53,040	CY
Hammond, Matthew	Professional Lecturer		49,644	CY
Hertweck, Bryan	Professional Lecturer		46,000	CY
<u>VTC Health and Medical Education</u>				
Ely, Susan	Professor		131,000	CY
Carvalho, Helena	Assistant Professor		92,700	CY
LaConte, Leslie E	Assistant Professor		98,840	CY
<u>Women's Center</u>				
Harrington, Kelsey	Professional Lecturer		42,000	CY
LoMascolo, Anna	Professional Lecturer		70,850	CY
Smith, Christine	Professional Lecturer		66,600	CY
Valatka, Sarah	Professional Lecturer		48,000	CY

Vice President for Administration

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>University Americans with Disabilities Act Program</u>				
Vickers, Pamela	Professional Lecturer		64,760	CY
<u>Assistant Vice President for Business Services</u>				
Wilkes, Lisa	Administrative Lecturer	Assistant Vice President	188,588	CY
Akers, Kimberly	Professional Lecturer		51,375	CY
<u>Business Services</u>				
McCoy, Robin	Professional Lecturer		72,275	CY
<u>Mail Center</u>				
McCoy, Virginia	Professional Lecturer		70,006	CY
<u>Human Resources</u>				
Chambers, Yohna	Administrative Lecturer		157,208	CY
Irvin, Andrew	Administrative Lecturer	Associate Vice President	202,224	CY
Charles, Richard	Professional Lecturer		91,893	CY
Irvin, Rodney	Professional Lecturer		86,317	CY
King, Angela	Professional Lecturer		109,819	CY
Kropff, Catherine	Professional Lecturer		79,778	CY
Leftwich, Sara	Professional Lecturer		64,738	CY
Luketic, Christine	Professional Lecturer		79,703	CY
Mabry, Curtis	Professional Lecturer		92,446	CY
Mason, Ann	Professional Lecturer		60,552	CY
McCoy, Michael	Professional Lecturer		62,245	CY
Petry, Catherine	Professional Lecturer		64,784	CY
Wehner, Kirk	Professional Lecturer		125,031	CY
<u>Emergency Management</u>				
Mulhare, Michael	Administrative Lecturer		146,888	CY
Marinik, Andrew	Professional Lecturer		63,654	CY
<u>Environmental Health and Safety</u>				
Franklin, Lance	Administrative Lecturer		157,619	CY
Conner, Donald	Professional Lecturer		65,627	CY
Imperatore, Frank	Professional Lecturer		68,798	CY
Kroner, Anna	Professional Lecturer		61,501	CY
Layman, Rachel	Professional Lecturer		61,950	CY
Lowe, Robert	Professional Lecturer		63,350	CY
McCall-Miller, Robin	Professional Lecturer		62,289	CY
Mondy, Bernadette	Professional Lecturer		84,656	CY
Pegues, Valerie	Professional Lecturer		55,467	CY
Ritenour, Joey	Professional Lecturer		46,710	CY
Smiley, Douglas	Professional Lecturer		91,764	CY

Vice President for Administration

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Soni, Shilpa	Professional Lecturer		56,788	CY
Stevens-Mauldon, Susan	Professional Lecturer		48,410	CY
Waggoner, Charlotte	Professional Lecturer		83,201	CY
Williams, Jeremy	Professional Lecturer		54,894	CY
<u>Equity and Access</u>				
White, Pamela	Administrative Lecturer		120,800	CY
Moore, Karisa	Professional Lecturer		92,925	CY
Robinson, Dale	Professional Lecturer		63,557	CY
<u>Facilities Services Associate Vice President and Chief Facilities Officer</u>				
McCoy, Heidi	Professional Lecturer	Deputy Chief Facilities Officer	156,217	CY
<u>Facilities Services Deputy Chief Facilities Officer</u>				
Avis, Kimberly	Professional Lecturer		68,250	CY
Crane, Joseph	Professional Lecturer		68,250	CY
Hansen, Elizabeth	Professional Lecturer		82,600	CY
Winters, Gregory	Professional Lecturer		44,398	CY
<u>Facilities Services Facilities Operations</u>				
Avagyan, Ruben	Professional Lecturer		92,925	CY
Dietz, Charles	Professional Lecturer		83,426	CY
Helms, Mark	Professional Lecturer		168,580	CY
Shelton, Jason	Professional Lecturer		69,277	CY
<u>Facilities Services Occupational Safety Program</u>				
Stanford, Brian	Professional Lecturer		46,463	CY
<u>Facilities Services Office of University Planning</u>				
Cochrane, Dennis	Administrative Lecturer		79,357	CY
Dunn, Michael	Professional Lecturer		78,110	CY
Mouras, Steven	Professional Lecturer		123,934	CY
Soileau, Jason	Professional Lecturer		154,875	CY
<u>Facilities Services University Building Official</u>				
Hinson, William	Administrative Lecturer		117,492	CY
Hagedorn, James	Professional Lecturer		83,940	CY
Smith, Steven	Professional Lecturer		82,294	CY
Zokaites, Joseph	Professional Lecturer		82,294	CY
<u>Facilities Services University Design and Construction</u>				
Chinn, David	Professional Lecturer		86,913	CY
Curfiss, Aaron	Professional Lecturer		82,374	CY
Hoeflein, Joseph	Professional Lecturer		82,395	CY
McCoy, James	Professional Lecturer		95,356	CY

Vice President for Administration

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Facilities Services University Design and Construction- Administration</u>				
Hager, Monte	Professional Lecturer		94,637	CY
LaClair, Leigh	Professional Lecturer	Director of University Design and Construction	177,602	CY
<u>Facilities Services Virginia Tech Electric Service</u>				
Hagy, Carl	Professional Lecturer		77,423	CY
Short, Lynn	Professional Lecturer		79,734	CY
<u>Information Technology for Administrative Services</u>				
Beckett, Malcolm	Professional Lecturer		105,425	CY
Thomas, Jonathan	Professional Lecturer		70,000	CY
<u>Organizational Development</u>				
Baker-Lloyd, Lori	Administrative Lecturer		130,626	CY
MacQueen, James	Professional Lecturer		66,033	CY
Massey, John	Professional Lecturer		92,446	CY
Mecham, Ross	Professional Lecturer		82,600	CY
<u>Parking Services</u>				
Freed, Deborah	Professional Lecturer		69,009	CY
McCoy, Richard	Professional Lecturer		94,039	CY
<u>Police</u>				
Deisinger, Eugene	Administrative Lecturer		126,651	CY
Flinchum, Wendell	Administrative Lecturer		149,899	CY
Foust, Kevin	Administrative Lecturer	Chief of Police	147,131	CY
Lau, Jamie	Professional Lecturer		72,275	CY
Tuell, Chassidy	Professional Lecturer		38,843	CY
<u>Vice President for Administration</u>				
Wilson, Sherwood	Administrative Lecturer	Vice President	296,329	CY
Ball, Robin	Professional Lecturer		79,348	CY
Smith, Kayla	Professional Lecturer		65,392	CY
Spieldenner, Robert	Professional Lecturer		60,255	CY

Vice President and Executive Director, National Capital Region

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>National Capital Region Operations</u>				
McKnight, Steven	Administrative Professor	Vice President	258,000	CY
Stone, Nicholas	Professor		139,862	CY
Brown, Robert	Professional Lecturer		64,921	CY
Davenport, Justin	Professional Lecturer		104,156	CY
Murphy, Dianka	Professional Lecturer		87,880	CY
Sorensen, Mark	Professional Lecturer		71,094	CY
<u>Research Development Team</u>				
Raman, Sanjay	Professor		221,653	CY
Murch, Randall	Professional Lecturer		216,661	CY

Vice President for Finance and Chief Financial Officer

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Budget and Financial Planning</u>				
Hodge, Timothy	Administrative Lecturer	Assistant Vice President	191,700	CY
Hundley, Travis	Administrative Lecturer	Associate Director for Budget Operations	102,968	CY
Bartlett, Christopher	Professional Lecturer	Financial Planning Analyst	53,300	CY
Cox, Amberson	Professional Lecturer	Budget Analyst	53,300	CY
Gabriele, Rachel	Professional Lecturer	Assistant to AVP/Special Projects Manager	70,004	CY
Hagerman, Cortney	Professional Lecturer	Budget Manager	74,256	CY
Heath, Harvey	Professional Lecturer	Senior Budget Analyst	71,174	CY
Hillman, James	Professional Lecturer	Budget Manager	74,160	CY
Shepard, Brennan	Professional Lecturer	Associate Director for Financial Planning	91,898	CY
VandeVord, Todd	Professional Lecturer	Sr. Financial Planning Analyst	64,478	CY
<u>Finance and Foundation Support - Administration</u>				
Meacham, Nancy	Professional Lecturer	Interim Special Projects Coordinator	62,000	CY
<u>Investments and Debt Management</u>				
Cusimano, John	Administrative Lecturer	University Treasurer & Associate Vice President	234,200	CY
<u>Bursar</u>				
West, Melinda	Administrative Lecturer	University Bursar	116,000	CY
Low, Jesse	Professional Lecturer	Account Analyst	41,600	CY
Shen, Wenqi	Professional Lecturer	E-Commerce Operations Manager	65,000	CY
<u>Procurement</u>				
Kaloupek, William	Administrative Lecturer	Director of Procurement	140,174	CY
Porter, Kathey	Professional Lecturer	Assistant Director for Supplier Diversity	71,925	CY
Sutphin, Bonnie	Professional Lecturer	Associate Director for Operations	97,500	CY
<u>Controller</u>				
Miller, Kenneth	Administrative Lecturer	Assistant Vice President for Finance & Controller	207,300	CY
Connelly, Alexis	Professional Lecturer	Assistant Payroll Manager	61,338	CY
Douglas, Ellen	Professional Lecturer	Director of Risk Management	107,533	CY
Kershner, Michael	Professional Lecturer	Accounts Payable Manager	74,313	CY
King, Stacy	Professional Lecturer	General Accounting Manager	79,366	CY
Linkous, Carla	Professional Lecturer	Financial Analyst/Asst. ARMICS Coordinator	41,520	CY
McGarry, David	Professional Lecturer	Associate Controller, Financial Reporting & Cost Accounting	106,225	CY
Saylors, Rebekah	Professional Lecturer	Manager of Fixed Assets	80,809	CY
Schoner, Jenni	Professional Lecturer	Senior Programmer Analyst	69,224	CY
Shelor, Leisa	Professional Lecturer	Payroll Manager	82,622	CY
Smith, Brian	Professional Lecturer	Internal Controls Director/ARMICS Coordinator	77,770	CY
Starling, Barbara	Professional Lecturer	Interim Assoc Controller / Financial Reporting Mgr.	87,711	CY

Vice President for Finance and Chief Financial Officer

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Theus, Thomas	Professional Lecturer	Assistant to Univ Controller	58,000	CY
Vest, Wendell	Professional Lecturer	Associate Controller, Accounting Operations	129,000	CY
<u>Internal Audit</u>				
Kurek, Sharon	Administrative Lecturer	Director of Internal Audit	175,000	CY
Crotts, David	Professional Lecturer	Senior IT Auditor	79,500	CY
Daniels, Brian	Professional Lecturer	Associate Director - Internal Audit	125,742	CY
Davis, Gannon	Professional Lecturer	Senior Auditor	65,500	CY
<u>Vice President for Finance</u>				
Broyden, Robert	Administrative Lecturer	Assistant Vice President	161,250	CY
Shelton, Millard	Administrative Lecturer	Vice President	320,075	CY
Belcher, William	Professional Lecturer	University Coordinator of Business Practices	92,500	CY
Campbell, Allen	Professional Lecturer	Director of Finance Information Technology	118,150	CY
Greer, Deborah	Professional Lecturer	Business Manager	67,000	CY
Huff, Stephen	Professional Lecturer	IT Manager - Bursar Office	51,000	CY
Hundley, Jennifer	Professional Lecturer	Capital Program Budget Manager	72,386	CY
Mann, Robert	Professional Lecturer	Assistant Director of Capital Assets	82,900	CY
Sharma, Savita	Professional Lecturer	Chief of Staff	107,032	CY
Sherman, Christopher	Professional Lecturer	Lead Developer for Financial Applications	69,250	CY
Sumpter, Jerry	Professional Lecturer	Assistant Director of Finance Information Technology	88,000	CY

Vice President for Development and University Relations

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Development</u>				
Arsenault, Rhonda	Administrative Lecturer	Associate Vice President	171,398	CY
Corvin, Timothy	Administrative Lecturer	Senior Associate Vice President	274,267	CY
Gargagliano, Richard	Administrative Lecturer		101,353	CY
Allen, Wallace	Professional Lecturer		89,879	CY
Badey, Lois	Professional Lecturer		128,750	CY
Bailey, Robert	Professional Lecturer		100,937	CY
Bolt, Terry	Professional Lecturer		106,428	CY
Christopoulos, Kim	Professional Lecturer		79,590	CY
Clark, Karin	Professional Lecturer		61,200	CY
Clough, Jessica	Professional Lecturer		48,960	CY
Congleton, Peter	Professional Lecturer		130,000	CY
Crockett, Crystal	Professional Lecturer		80,580	CY
Davis, A Scott	Professional Lecturer		76,152	CY
Edwards, Erin	Professional Lecturer		134,048	CY
Everett, David	Professional Lecturer		111,881	CY
Farrell, Ian	Professional Lecturer		143,850	CY
Fritz, Alex	Professional Lecturer		104,630	CY
Gladchuk, John	Professional Lecturer		111,300	CY
Good, Ciji	Professional Lecturer		62,332	CY
Grove, Benjamin	Professional Lecturer		76,966	CY
Grove, James	Professional Lecturer		68,465	CY
Hamilton, Deborah	Professional Lecturer		101,138	CY
Hill, Benjamin	Professional Lecturer		67,980	CY
Holden, Randy	Professional Lecturer		95,738	CY
Howland, Timothy	Professional Lecturer	Associate Director	88,035	CY
Hughes, Scott	Professional Lecturer		41,400	CY
Hutchins, Emily	Professional Lecturer		80,580	CY
Isleib, Hillary	Professional Lecturer		49,680	CY
Kaplan, Kathleen	Professional Lecturer		81,600	CY
Kauhane, Brianna	Professional Lecturer		75,995	CY
Kobia, Holly	Professional Lecturer	Assistant Director, Development	59,740	CY
Lambert, Margaret	Professional Lecturer		61,948	CY
Lillard, Gerald	Professional Lecturer		88,926	CY
Lyman, Robert	Professional Lecturer		58,870	CY
Martin, Karina	Professional Lecturer		78,864	CY
McBride, Elizabeth	Professional Lecturer		103,721	CY
Meacham, Vernon	Professional Lecturer		108,771	CY

Vice President for Development and University Relations

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Merritt, Lucius	Professional Lecturer		151,266	CY
Miers, Jerrad	Professional Lecturer		81,686	CY
Minter, Ryan	Professional Lecturer		40,000	CY
Mitchell, Carl	Professional Lecturer		68,760	CY
Mosby, Justin	Professional Lecturer		66,990	CY
Motley, Irene	Professional Lecturer		92,648	CY
Mullins, Amanda	Professional Lecturer		43,470	CY
Murray, Rebecca	Professional Lecturer		49,440	CY
Orzolek, Jennifer	Professional Lecturer	Director	110,250	CY
Pearsall, Edward	Professional Lecturer		102,408	CY
Price, Wynoka	Professional Lecturer		75,529	CY
Raboteau, Albert	Professional Lecturer		69,797	CY
Sanders, Jocelyn	Professional Lecturer	Director, Development	98,677	CY
Smythers, Robert	Professional Lecturer		99,849	CY
Spracher, David	Professional Lecturer		79,059	CY
Stacy, Erica	Professional Lecturer		55,620	CY
Strosnider, Nancy	Professional Lecturer		89,142	CY
Vidmar, Anthony	Professional Lecturer	Assistant Vice President	149,205	CY
Waddle, Ashleigh	Professional Lecturer		50,625	CY
Wagner, Nicole	Professional Lecturer		90,614	CY
Weaver, Kevin	Professional Lecturer		87,550	CY
Weddle, Lonnie	Professional Lecturer		73,752	CY
<u>Relations</u>				
Hincker, Lawrence	Administrative Instructor	Associate Vice President	213,226	CY
Owczarski, Mark	Administrative Lecturer		108,005	CY
Richards, Melissa	Administrative Lecturer		120,929	CY
Brunais, Andrea	Professional Lecturer		67,137	CY
Bushey, Rosaire	Professional Lecturer	Communications Director	63,860	CY
Byron, Paula	Professional Lecturer		97,344	CY
Crichton, Juliet	Professional Lecturer		52,192	CY
Crow, Cecelia	Professional Lecturer		69,851	CY
Durham, Joseph	Professional Lecturer		99,094	CY
Gehrt, Catherine	Professional Lecturer	Communications Director	70,630	CY
Gleixner, Glenn	Professional Lecturer		111,477	CY
Gray, Cynthia	Professional Lecturer		74,137	CY
Henson, Connie	Professional Lecturer		62,052	CY
Jackson, John	Professional Lecturer		93,330	CY
Lemire, Edmund	Professional Lecturer		56,925	CY

Vice President for Development and University Relations

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Lovegrove, Richard	Professional Lecturer		58,000	CY
Micale, Barbara	Professional Lecturer		74,122	CY
Neff-Henderson, Laura	Professional Lecturer		59,890	CY
Norris, Bobbie	Professional Lecturer		83,003	CY
Parker, Jonathan	Professional Lecturer		44,405	CY
Pastor, John	Professional Lecturer		80,850	CY
Stith, Randall	Professional Lecturer		101,678	CY
Tuel, Jesse	Professional Lecturer		63,186	CY
Whaley, Sherrie	Professional Lecturer		71,225	CY
White, Steven	Professional Lecturer		61,250	CY
<u>Vice President - Development</u>				
Flanagan, Elizabeth	Administrative Lecturer	Vice President	321,482	CY
Hayes, Angela	Professional Lecturer		105,716	CY

Vice President for Outreach and International Affairs

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Continuing and Professional Development</u>				
Burnette, Donna	Professional Lecturer		85,840	CY
Carter, Jennifer	Professional Lecturer		85,632	CY
Cruikshank, Dana	Professional Lecturer		67,143	CY
Earnest, Madison	Professional Lecturer		61,830	CY
Jobst, Shelly	Professional Lecturer		84,015	CY
Weimer, Scott	Professional Lecturer		105,000	CY
Williams, Holly	Professional Lecturer		65,006	CY
Bateman, Tanner	Sr Project Associate		63,458	CY
<u>Center for Organizational and Technological Advancement</u>				
Morgan, Neil	Professional Lecturer		131,820	CY
<u>Economic Development</u>				
Mohammed, Afroze	Professional Lecturer		96,686	CY
Provo, John	Professional Lecturer		127,170	CY
Tate, Anthony	Professional Lecturer		68,000	CY
<u>Global Education Office</u>				
Conde, Rommelyn	Professional Lecturer		46,373	CY
Fitzgerald, Rachel	Professional Lecturer		51,350	CY
Pruitt, William	Professional Lecturer		47,964	CY
<u>International Research, Education and Development</u>				
Bertelsen, Michael	Research Scientist		148,379	CY
Christie, Maria Elisa	Research Scientist		88,592	CY
Moore, Keith	Research Scientist		84,656	CY
Van Houweling, Emily	Research Scientist		66,788	CY
Vaughan, Larry	Research Scientist		96,451	CY
Ball, Gene	Professional Lecturer		88,263	CY
Foreman, James	Professional Lecturer		77,481	CY
Hassouna, Khaled	Professional Lecturer		66,300	CY
Lizan, Anthony	Professional Lecturer		41,100	CY
Parks, Mary	Project Associate		40,900	CY
Ares, Adrian	Project Director		87,700	CY
Muniappan, Rangaswamy	Project Director		104,570	CY
Fayad, Amer	Senior Research Associate		66,788	CY
Richter, Kurt	Senior Research Associate		78,000	CY
Himmelstein, Jennifer	Sr Project Associate		61,650	CY
Mullei, Maria	Sr Project Associate		95,319	CY
Rich, Miriam	Sr Project Associate		65,000	CY

Vice President for Outreach and International Affairs

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>International Support Services</u>				
Leuschner, Ian	Administrative Lecturer		75,465	CY
LoJacono, Mollie	Professional Lecturer		50,347	CY
<u>Language and Culture Institute</u>				
Bobal, Christine	Instructor		38,110	AY
Capone, Caitlin	Instructor		35,856	AY
Chrisman, Ada	Instructor		35,856	AY
Freday, Mary	Instructor		38,110	AY
Ghaderi, Aniseh	Instructor		41,233	AY
Gurdal, Pinar	Instructor		40,822	AY
Moore, Donita	Instructor		38,878	AY
Tan, Melissa	Instructor		37,080	AY
Weatherholt, Kama	Instructor		35,839	AY
Anderson, Loren	Professional Lecturer		59,740	CY
Back, Donald	Professional Lecturer		100,268	CY
Bowles, Elizabeth	Professional Lecturer		57,458	CY
Bratichko, Guennadi	Professional Lecturer		53,430	CY
Dandrow, Charlene	Professional Lecturer		59,283	CY
Ducote, Bryan	Professional Lecturer		69,445	CY
Gerbatch, Daniel	Professional Lecturer		46,238	CY
Mathieson, Richard	Professional Lecturer		51,957	CY
Neu, Susan	Professional Lecturer		46,911	CY
Paredes, Elsie	Professional Lecturer		62,376	CY
Smart-Smith, Pamela	Professional Lecturer		53,430	CY
Todd, Andrea	Professional Lecturer		73,006	CY
<u>Engagement</u>				
Short, Susan	Administrative Lecturer	Associate Vice President	165,880	CY
Gruber, Nancy	Professional Lecturer		85,354	CY
Mahaney, Lisa	Professional Lecturer		53,735	CY
<u>Reynolds Homestead</u>				
Steele, Julie	Professional Lecturer		74,922	CY
<u>Richmond Center</u>				
Lubin, Melissa	Professional Lecturer		110,567	CY
<u>TRiO Programs</u>				
Lyle, Joseph	Project Associate		43,619	CY
Neely, Jerald	Project Associate		41,160	CY
Umbarger-Wells, Sarah	Project Associate		44,295	CY
Andrews, Kimberly	Project Director		70,040	CY

Vice President for Outreach and International Affairs

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Vice President for Outreach - Administration</u>				
Ghosh, Guruprasad	Administrative Lecturer	Vice President	207,500	CY
Swan, Jane	Administrative Lecturer		108,515	CY
Farmer, Scott	Professional Lecturer		89,385	CY
<u>Virginia Tech Roanoke Center</u>				
Nease, Joshua	Project Associate		42,230	CY

Vice President for Alumni Relations

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Alumni Association</u>				
Day, Deborah	Administrative Lecturer	Associate Vice President	118,125	CY
Lewis, William	Administrative Lecturer	Vice President	169,728	CY
Tillar, Thomas	Administrative Lecturer	Vice President	196,212	CY
Bain, Carolyn	Professional Lecturer	Director, College of Engineering Alumni	53,329	CY
Cowell-Lucero, Jamie	Professional Lecturer	Director of CALS Alumni	62,500	CY
Fansler, Gregory	Professional Lecturer	Senior Associate Director and Director of Marketing	74,550	CY
Gilbert, Bonnie	Professional Lecturer	Director of Pamplin COB Alumni	66,176	CY
Harrington, Gwen	Professional Lecturer	Assistant Director, Tours and Sponsorships	48,060	CY
Hunt, David	Professional Lecturer	Communications Manager	51,991	CY
Hutcheson, John	Professional Lecturer	Director of NCR Alumni Relations	72,030	CY
McCauley, Jordan	Professional Lecturer	Assistant Director	44,204	CY
Mills, Angela	Professional Lecturer	Director of CLAHS Alumni	52,150	CY
Walker, Latanya	Professional Lecturer	Director of Multicultural Alumni Programs	53,040	CY
Young, Anne	Professional Lecturer	Director of Vet Medicine College Alumni	63,993	CY
<u>Alumni Relations</u>				
Griffin, Kelly	Professional Lecturer	Assistant Director, Family Relations	47,002	CY

Vice President for Research

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Animal Care</u>				
Lindstrom, Nicole	Professional Lecturer		91,870	CY
<u>Fralin Life Science Institute</u>				
Dean, Dennis	Professor	University Distinguished Professor & Endowed Professor	270,400	CY
Clarke, Jean	Professional Lecturer		76,500	CY
Hirt, Oliver	Professional Lecturer		73,816	CY
Key, Lindsay	Professional Lecturer		54,749	CY
Webster, Janet	Professional Lecturer		94,500	CY
Ball, Donald	Senior Research Associate		80,610	CY
DeCourcy, Kristi	Senior Research Associate		71,538	CY
<u>Hume Center</u>				
McGwier, Robert	Research Professor		197,428	CY
Levy, David	Senior Research Scientist		180,670	CY
Trease, Harold	Senior Research Scientist		175,000	CY
Abdel Hadi, Ahmed	Research Scientist		70,000	CY
Thompson, Christie	Professional Lecturer		113,300	CY
Rowe, Sonya	Project Associate		47,925	CY
Karra, Kiran	Research Associate		105,250	CY
Leffke, Zachary	Research Associate		81,400	CY
O'Shea, Timothy	Research Associate		134,920	CY
Ziegler, Joseph	Research Associate		124,200	CY
Ernst, Joseph	Senior Research Associate		97,665	CY
Fowler, Michael	Senior Research Associate		100,152	CY
Goodwin, Mark	Senior Research Associate		161,200	CY
Koehn, Thaddeus	Senior Research Associate		114,400	CY
Waltz, Edward	Senior Research Associate		205,000	CY
Callsen, Christine	Sr Project Associate		74,100	CY
Graham, Justus	Sr Project Associate		103,000	CY
Hutton, Claude	Sr Project Associate		135,960	CY
Poetter, Alexandra	Sr Project Associate		81,000	CY
Pokorski, James	Sr Project Associate		95,689	CY
<u>Institute for Critical Technology and Applied Science</u>				
Mahajan, Roop	Administrative Professor	Director & Endowed Professor	375,249	CY
Campbell, Thomas	Research Associate Professor		120,788	CY
Quadros, Marina	Research Scientist		51,375	CY
George, Deepu	Postdoctoral Associate		41,100	CY
Magill, Brenden	Postdoctoral Associate		40,800	CY
Nithyanandam, Karthik	Postdoctoral Associate		48,000	CY

Vice President for Research

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Sooryanarain, Harini	Postdoctoral Associate		41,100	CY
Hunter, Jerry	Research Assistant Professor		87,609	CY
Craig, Ann	Professional Lecturer		131,530	CY
Greene, Jon	Professional Lecturer		177,311	CY
Maxey, Dawn	Professional Lecturer		70,414	CY
Mooney, Rose	Professional Lecturer		226,050	CY
Wade, Melissa	Project Associate		58,320	CY
Coggin, John	Senior Research Associate		87,763	CY
McCartney, Stephen	Senior Research Associate		72,625	CY
Winkler, Christopher	Senior Research Associate		67,113	CY
Beeby, Jeffrey	Sr Project Associate		95,869	CY
Grove, Dennis	Sr Project Associate		□□□□□□CY	CY
Hull, Matthew	Sr Project Associate		97,764	CY
Tysor, Christine	Sr Project Associate	Project Manager	77,858	CY
Walker, Christopher	Sr Project Associate		82,600	CY
<u>Institute for Society, Culture, and Environment</u>				
Orden, David	Professional Professor		167,556	CY
<u>Macromolecules and Interfaces</u>				
Long, Timothy	Professor	Director of MII	224,000	CY
<u>Office of Research Compliance</u>				
Moore, David	Professional Associate Prof	Associate Vice President	190,750	CY
Allen, Regina	Professional Lecturer		59,777	CY
Brady, David	Professional Lecturer		117,917	CY
Kendrick, Michael	Professional Lecturer		70,797	CY
Leake, Timothy	Professional Lecturer		90,420	CY
Lucero, Warren	Professional Lecturer		62,841	CY
Papenfuss, Carmen	Professional Lecturer		72,049	CY
Talerico, John	Professional Lecturer		77,375	CY
Trent, Jewel	Professional Lecturer		50,882	CY
Trout, Stephanie	Professional Lecturer		61,645	CY
<u>Research - Administration</u>				
Ekkad, Srinath	Administrative Professor	Associate VP for Research & Endowed Professor	225,700	CY
Walters, Robert	Administrative Professor	Vice President	293,800	CY
Bucy, Linda	Administrative Lecturer	Assistant Vice President	150,135	CY
Cuskovic, Amel	Professional Lecturer		65,660	CY
Daniel, Martin	Professional Lecturer		171,400	CY
Degnan, Megan	Professional Lecturer		51,000	CY
Dunavant, Christopher	Professional Lecturer		95,312	CY

Vice President for Research

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Memisyazici, Aras	Professional Lecturer		68,352	CY
Muse, Sandra	Professional Lecturer		101,325	CY
Ratcliffe, Victoria	Professional Lecturer		73,568	CY
Sedlak, Neil	Professional Lecturer		104,904	CY
Spangler, Cynthia	Professional Lecturer		82,700	CY
Swift, Matthew	Professional Lecturer		137,161	CY
Tranter, Elizabeth	Professional Lecturer	Chief of Staff	117,200	CY
<u>Sponsored Programs</u>				
Akers, Aaron	Professional Lecturer		56,510	CY
Amin, Divyabala	Professional Lecturer		76,570	CY
Cochrane, Christina	Professional Lecturer		65,000	CY
Cutlip, Michael	Professional Lecturer		52,175	CY
Farmer, Shannell	Professional Lecturer		67,050	CY
Fitzgerald, Cecil	Professional Lecturer		86,500	CY
Hall, Machele	Professional Lecturer		81,600	CY
King, Michael	Professional Lecturer		77,000	CY
Linkous, Kimberly	Professional Lecturer		86,358	CY
Little, Heather	Professional Lecturer		51,400	CY
Lovell, Britton	Professional Lecturer		65,000	CY
Magruder, Lauren	Professional Lecturer		88,275	CY
Page, Angela	Professional Lecturer		58,100	CY
Rudd, John	Professional Lecturer	Assistant Vice President	154,868	CY
Steen, Anna	Professional Lecturer		65,000	CY
Thompson, Cory	Professional Lecturer		58,100	CY
Wright, Emmett	Professional Lecturer		54,200	CY
<u>Technology Transfer</u>				
Brewer, Grant	Professional Lecturer		98,800	CY
Chen, Li	Professional Lecturer		82,200	CY
<u>Virginia Tech Carilion Research Institute</u>				
Friedlander, Michael	Administrative Professor	Executive Director	481,000	CY
Bickel, Warren	Professor		389,844	CY
Gourdie, Robert	Professor		260,000	CY
Montague, Pendleton	Professor		454,820	CY
Ramey, Craig	Research Professor		351,655	CY
Ramey, Sharon	Research Professor		358,550	CY
Fox, Michael	Associate Professor		134,225	CY
Poelzing, Steven	Associate Professor		126,000	CY
Chen, Jiang	Research Scientist		53,944	CY

Vice President for Research

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Kishida, Kenneth	Research Scientist		81,039	CY
Chiu, Pearl	Assistant Professor		146,788	CY
Kelly, Deborah	Assistant Professor		129,658	CY
King-Casas, Brooks	Assistant Professor		146,788	CY
LaConte, Stephen	Assistant Professor		161,507	CY
McDonald, Sarah	Assistant Professor		122,053	CY
Moran, Rosalyn	Assistant Professor		113,575	CY
Morozov, Alexei	Assistant Professor		134,225	CY
Mukherjee, Konark	Assistant Professor		117,696	CY
Oestreich, Kenneth	Assistant Professor		114,400	CY
Sheng, Zhi	Assistant Professor		117,372	CY
Valdez, Gregorio	Assistant Professor		120,120	CY
Boudreaux, Crystal	Postdoctoral Associate		45,000	CY
Gilbert, Jessica	Postdoctoral Associate		58,000	CY
Quisenberry, Amanda	Postdoctoral Associate		46,463	CY
Tenga, Milagros	Postdoctoral Associate		44,940	CY
Zhang, Sihui	Postdoctoral Associate		42,000	CY
Van Wart, Audra	Professional Assistant Prof		91,378	CY
DeLuca, Stephanie	Research Assistant Professor		114,400	CY
Fischer, Quentin	Research Assistant Professor		74,358	CY
Ismailov, Iskander	Research Assistant Professor		69,360	CY
Ito, Wataru	Research Assistant Professor		108,500	CY
Kalikulov, Djanenkhodja	Research Assistant Professor		76,855	CY
Koffarnus, Mikhail	Research Assistant Professor		80,783	CY
Lohrenz, Terry	Research Assistant Professor		128,719	CY
Srivastava, Sarika	Research Assistant Professor		62,400	CY
Su, Jianmin	Research Assistant Professor		68,000	CY
Wu, Jianping	Research Assistant Professor		75,816	CY
Cook, Sherri	Professional Lecturer		163,135	CY
Foston, Eric	Professional Lecturer		76,500	CY
Lindberg, Andrew	Professional Lecturer		77,500	CY
Mason, Gary	Professional Lecturer		116,776	CY
Sprague, Jean	Professional Lecturer		81,500	CY
Wardell, Donna	Professional Lecturer	Director	61,252	CY
Whitt, Sarah	Professional Lecturer		68,500	CY
Lee, Jacob	Project Associate		63,000	CY
Patterson, David	Project Associate		69,694	CY
Phan, Duy	Project Associate		65,955	CY

Vice President for Research

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Brindle, Brian	Research Associate		112,050	CY
Chavan, Vrushali	Research Associate		42,283	CY
Chung, Dongil	Research Associate		52,000	CY
Gilmore, Brian	Research Associate		55,838	CY
Guo, Sujuan	Research Associate		41,100	CY
Jourdan, Linda	Research Associate		76,875	CY
Kiss, Susanna	Research Associate		71,586	CY
Lisinski, Jonathan	Research Associate		88,402	CY
Murphy, Susan	Research Associate		49,980	CY
Trucks, Mary Rebekah	Research Associate		73,500	CY
Veeraraghavan, Rengasayee	Research Associate		46,557	CY
Wallace, Dorian	Research Associate		73,500	CY
Zhu, Lusha	Research Associate		52,000	CY
Gatchalian, Kirstin	Senior Research Associate		82,600	CY
King, Justin	Senior Research Associate		169,165	CY
Shin, Jae	Senior Research Associate		126,563	CY
White, Jason	Senior Research Associate		129,094	CY
Zhang, Shu	Senior Research Associate		51,500	CY

Virginia Bioinformatics Institute

Barrett, Christopher	Administrative Professor		274,122	CY
Garner, Harold	Administrative Professor		351,211	CY
Eubank, Stephen	Professor		208,990	CY
Hoeschele, Ina	Professor		143,216	CY
Keller, Sallie	Professor		309,000	CY
Marathe, Achla	Professor		168,410	CY
Marathe, Madhav	Professor		235,000	CY
Aizcorbe, Ana	Research Professor		255,000	CY
Bassaganya-Riera, Josep	Research Professor		199,500	CY
Hefta, Stanley	Research Professor		172,140	CY
Peccoud, Jean	Research Professor		150,433	CY
Shipp, Stephanie	Research Professor		255,000	CY
Bisset, Keith	Senior Research Scientist		185,833	CY
Lawrence, Christopher	Associate Professor		130,218	CY
Mortveit, Henning	Associate Professor		140,927	CY
Vullikanti, Anil	Associate Professor		151,800	CY
Hontecillas-Magarzo, Raquel	Research Associate Professor		102,300	CY
Michalak, Pawel	Research Associate Professor		107,750	CY
Xie, Hehuang	Research Associate Professor		103,000	CY

Vice President for Research

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Chen, Jiangzhuo	Research Scientist		124,619	CY
Gupta, Sandeep	Research Scientist		92,751	CY
Karunasena, Enusha	Research Scientist		62,400	CY
Karyala, Saikumar	Research Scientist		93,689	CY
Khan, Md-Abdul	Research Scientist		102,180	CY
Kuhlman, Christopher	Research Scientist		113,600	CY
Lewis, Bryan	Research Scientist		119,000	CY
Schroeder, Aaron	Research Scientist		121,706	CY
Settlage, Robert	Research Scientist		111,939	CY
Shukla, Maulik	Research Scientist		107,378	CY
Sullivan, Daniel	Research Scientist		132,063	CY
Swarup, Samarth	Research Scientist		104,400	CY
Ha, Sook	Postdoctoral Associate		61,650	CY
Imam, Netsanet	Postdoctoral Associate		50,000	CY
Kale, Shiv	Postdoctoral Associate		70,008	CY
Lofgren, Eric	Postdoctoral Associate		61,900	CY
Sun, Ming-an	Postdoctoral Associate		46,377	CY
Youssef, Mina	Postdoctoral Associate		61,900	CY
Dickerman, Allan	Research Assistant Professor		128,638	CY
Korkmaz, Gizem	Research Assistant Professor		120,000	CY
Wattam, Alice	Research Assistant Professor		114,566	CY
Coble, Lauren	Administrative Lecturer		175,392	CY
Byrd, Kimberly	Professional Lecturer		75,000	CY
Correll, Linda	Professional Lecturer		84,240	CY
Felton, Clifton	Professional Lecturer		100,000	CY
Gibbs, William	Professional Lecturer		84,239	CY
Lawson, Sharon	Professional Lecturer		98,647	CY
Shinpaugh, Kevin	Professional Lecturer		126,000	CY
Trent, Tiffany	Professional Lecturer		56,650	CY
Williams, Jody	Professional Lecturer		103,000	CY
Liu, Dan	Project Associate		70,000	CY
Schulman, Julie	Project Associate		69,545	CY
Kenyon, Ronald	Project Director		119,244	CY
Will, Rebecca	Project Director		125,242	CY
Borkowski, Dominik	Research Associate		76,760	CY
Chung Baek, Young Yun	Research Associate		76,300	CY
Fonville, Natalie	Research Associate		60,000	CY
Gentry, William	Research Associate		70,000	CY

Vice President for Research

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Johnson, Jeremy	Research Associate		88,000	CY
Klahn, Brian	Research Associate		61,650	CY
Lee, Kristin	Research Associate		56,270	CY
Lu, Jian	Research Associate		79,100	CY
McMaster, Douglas	Research Associate		71,608	CY
Michalak, Katarzyna	Research Associate		47,805	CY
Warren, Andrew	Research Associate		74,786	CY
Wilson, Meredith	Research Associate		57,735	CY
Yoo, Hyun Seung	Research Associate		87,891	CY
Adames, Neil	Senior Research Associate		65,000	CY
Adiga, Abhijin	Senior Research Associate		80,000	CY
Machi, Dustin	Senior Research Associate		116,982	CY
Marmagas, William	Senior Research Associate		86,040	CY
Xie, Dawen	Senior Research Associate		88,220	CY
Collins, Kristy	Sr Project Associate		72,080	CY
Hoops, Stefan	Sr Project Associate		105,634	CY
Laskowski, Kathleen	Sr Project Associate		84,485	CY
Mao, Chunhong	Sr Project Associate		102,784	CY
Nordberg, Eric	Sr Project Associate		89,000	CY
O'Hara, Kathleen	Sr Project Associate		83,163	CY
Stoll, James	Sr Project Associate		104,802	CY
Walke, James	Sr Project Associate		78,007	CY
Wilson, Amanda	Sr Project Associate		100,560	CY

Virginia Tech Transportation Institute

Dingus, Thomas	Professor	Director, VTTI & Endowed Professor	367,418	RE12
Hankey, Jonathan	Senior Research Scientist		236,257	CY
Hanowski, Richard	Senior Research Scientist		196,332	CY
Guo, Feng	Associate Professor		97,000	AY
Untaroiu, Costin	Research Associate Professor		130,289	CY
Ahn, Kyounggho	Research Scientist		81,406	CY
Antin, Jonathan	Research Scientist		142,305	CY
Blanco, Myra	Research Scientist		146,232	CY
Doerzaph, Zachary	Research Scientist		138,348	CY
Elshawarby, Ihab	Research Scientist		81,391	CY
Gibbons, Ronald	Research Scientist		143,257	CY
Klauer, Sheila	Research Scientist		120,000	CY
Llaneras, Robert	Research Scientist		138,196	CY
McLaughlin, Shane	Research Scientist		144,383	CY

Vice President for Research

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Mollenhauer, Michael	Research Scientist		156,104	CY
Perez, Miguel	Research Scientist		137,201	CY
Urban, Michael	Postdoctoral Associate		42,000	CY
Yang, Hao	Postdoctoral Associate		47,250	CY
Donnelson, Marcia	Professional Lecturer		83,600	CY
Elpi, Cecilia	Professional Lecturer		55,010	CY
Gaylord, Clark	Professional Lecturer		140,060	CY
Gerni, Pascha	Professional Lecturer		111,007	CY
Hall, Roderick	Professional Lecturer	Senior Associate Director of Administration	199,529	CY
Robinson, Angela	Professional Lecturer		60,030	CY
Anderson, Joel	Project Associate		54,660	CY
Baker, Stephanie	Project Associate		33,743	CY
Baynes, Peter	Project Associate		48,200	CY
Buchanan-King, Mindy	Project Associate		56,385	CY
Eichelberger, Elizabeth	Project Associate		58,875	CY
Fitchett, Vikki	Project Associate		55,371	CY
Harwood, Leslie	Project Associate		50,055	CY
Hulse, Melissa	Project Associate		48,256	CY
Joslin, Spencer	Project Associate		50,428	CY
Kady, Joel	Project Associate		51,480	CY
Laskey, Gabrielle	Project Associate		49,562	CY
Layman, Charles	Project Associate		53,040	CY
Li, Lei	Project Associate		50,160	CY
Lowdermilk, Charlotte	Project Associate		48,700	CY
Moeller, Devon	Project Associate		49,350	CY
Russell, Tammy	Project Associate		60,494	CY
Shelton, Kimberly	Project Associate		56,742	CY
Smith, Carol	Project Associate		54,340	CY
Lee, Suzanne	Project Director		85,000	CY
Resendes, Raymond	Project Director		173,400	CY
Bhagavathula, Rajaram	Research Associate		56,325	CY
Bowden, Zachary	Research Associate		107,001	CY
Bryson, Michael	Research Associate		122,115	CY
Bucher, Craig	Research Associate		97,716	CY
Camden, Matthew	Research Associate		57,763	CY
Cannon, Brad	Research Associate		56,440	CY
Conry, Donald	Research Associate		67,393	CY
Cook, Julie	Research Associate		55,181	CY

Vice President for Research

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Cospel, Carl	Research Associate		127,749	CY
Du, Jianhe	Research Associate		70,172	CY
Dunn, Naomi	Research Associate		67,600	CY
Ellery, Michael	Research Associate		73,965	CY
Feierabend, Robert	Research Associate		67,071	CY
Freeman, William	Research Associate		63,750	CY
Furst, Susan	Research Associate		62,916	CY
Gorman, Thomas	Research Associate		64,050	CY
Grove, Kevin	Research Associate		62,525	CY
Hammond, Rebecca	Research Associate		66,663	CY
Holmes, LaTanya	Research Associate		60,547	CY
Huang, Fang	Research Associate		81,544	CY
Jermeland, Julie	Research Associate		80,073	CY
Leeson, Brian	Research Associate		108,454	CY
Lefevers, David	Research Associate		62,980	CY
Li, Yingfeng	Research Associate		76,125	CY
Maloney, Brian	Research Associate		80,250	CY
Marburg, Trijntje	Research Associate		53,864	CY
Mayer, Brian	Research Associate		58,500	CY
McCall, Robert	Research Associate		63,745	CY
McGowin, Gregory	Research Associate		59,462	CY
Meyer, Jason	Research Associate		59,597	CY
Moeller, Matthew	Research Associate		54,676	CY
Quesenberry, Joshua	Research Associate		65,041	CY
Rainey, Cameron	Research Associate		64,790	CY
Smith, Ryan	Research Associate		68,250	CY
Song, Miao	Research Associate		63,817	CY
Talbot, Frank	Research Associate		65,087	CY
Talledo Vilela, Jean	Research Associate		92,016	CY
Terry, Travis	Research Associate		55,380	CY
Viray, Reginald	Research Associate		61,468	CY
White, Elizabeth	Research Associate		62,733	CY
Williams, Brian	Research Associate		50,894	CY
Wotring, Brian	Research Associate		54,935	CY
Alden, Andrew	Senior Research Associate		118,048	CY
Bears, Stephen	Senior Research Associate		101,513	CY
Bowman, Darrell	Senior Research Associate		126,317	CY
Daily, Brian	Senior Research Associate		95,365	CY

Vice President for Research

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Druta, Cristian	Senior Research Associate		70,000	CY
Fitch, Gregory	Senior Research Associate		102,010	CY
Hedlund, Mats	Senior Research Associate		86,933	CY
Hickman, Jeffrey	Senior Research Associate		125,629	CY
Iverson, Dean	Senior Research Associate		102,750	CY
Iverson, Sondra	Senior Research Associate		102,750	CY
Kaliniouk, Irina	Senior Research Associate		99,120	CY
Kaliniouk, Vasily	Senior Research Associate		104,035	CY
Katicha, Samer	Senior Research Associate		63,000	CY
Krum, Andrew	Senior Research Associate		81,900	CY
Mabry, Jessica	Senior Research Associate		67,094	CY
McGraw, Thomas	Senior Research Associate		105,750	CY
Medina-Flintsch, Alejandra	Senior Research Associate		63,632	CY
Neurauter, Michael	Senior Research Associate		107,055	CY
Owens, Justin	Senior Research Associate		75,000	CY
Palmer, Matthew	Senior Research Associate		92,950	CY
Petersen, Andrew	Senior Research Associate		200,078	CY
Stowe, Loren	Senior Research Associate		133,224	CY
Sudweeks, Jeremy	Senior Research Associate		78,597	CY
Trimble, Tammy	Senior Research Associate		61,872	CY
de Leon Izeppi, Edgar	Senior Research Associate		80,000	CY
Calida, Behnido	Sr Project Associate		66,300	CY
McClafferty, Julie	Sr Project Associate		69,040	CY
Nadler, Leonore	Sr Project Associate		65,112	CY

Vice President for Student Affairs

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Career Services Auxiliary</u>				
Childress, Mary	Professional Lecturer	Senior Assistant Director	58,504	CY
Copeland, Catherine	Professional Lecturer	Senior Assistant Director	59,791	CY
Haynes, Carolyn	Professional Lecturer	Senior Assistant Director	51,287	CY
Henderson, James	Professional Lecturer	Associate Director	73,122	CY
Leist, Leigh	Professional Lecturer	Senior Assistant Director	59,602	CY
McPherson, Amy	Professional Lecturer	Associate Director	70,112	CY
Ratcliffe, Donna	Professional Lecturer	Director	107,428	CY
Scott, Rebecca	Professional Lecturer	Assistant Director	56,097	CY
Smith, Johanna	Professional Lecturer	Assistant Director	51,385	CY
Steuer, Kaitlin	Professional Lecturer		43,223	CY
Williams, John Gray	Professional Lecturer		41,252	CY
Wilson, Deborah	Professional Lecturer		61,285	CY
Woodworth, Alison	Professional Lecturer		41,252	CY
<u>Career Services E&G</u>				
Baer, Katherine	Professional Lecturer		49,000	CY
Robinson, Carol	Professional Lecturer	Director	72,695	CY
<u>Student Affairs Central Auxiliary</u>				
Angert, Ronald	Professional Lecturer	Associate Director	78,124	CY
Beecher, Greg	Professional Lecturer	Assistant Director	63,965	CY
Foy, William	Professional Lecturer		83,080	CY
Glass, Martha	Professional Lecturer	Director	77,887	CY
Gresham, Hunter	Professional Lecturer	Chief of Staff	93,465	CY
Hayden, William	Professional Lecturer	Assistant Dean	53,686	CY
Hubble, Leslie	Professional Lecturer		65,829	CY
Manz, Lyndsy	Professional Lecturer	Assistant Director	46,732	CY
Shapiro, Gary	Professional Lecturer		84,851	CY
<u>Dean of Students Office</u>				
Brown, James	Administrative Lecturer	Dean of Students	128,562	CY
Adams, Sharrika	Professional Lecturer	Associate Dean	69,460	CY
Hazelwood, Sherry	Professional Lecturer	Assistant Dean	57,011	CY
Scott, Anthony	Professional Lecturer	Director	83,633	CY
Weyrens Kuhn, Meghan	Professional Lecturer		45,448	CY
<u>Dining Services</u>				
Faulkner, Theodore	Professional Lecturer	Director	125,996	CY
Gelbert, Craig	Professional Lecturer	Associate Director	76,710	CY
Hess, William	Professional Lecturer	Associate Director	80,224	CY
<u>Military Affairs</u>				

Vice President for Student Affairs

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Fullhart, Randal	Administrative Lecturer	Commandant	130,773	CY
Combs, David	Professional Lecturer		47,771	AY
Cox, Carrie	Professional Lecturer		51,503	AY
Jackson, Gary	Professional Lecturer	Assistant Director	49,777	AY
Jones, Lance	Professional Lecturer		47,771	AY
Larkin, Patience	Professional Lecturer	Director of Corps Alumni Programs	54,002	AY
Mariger, Rewa	Professional Lecturer		58,002	CY
Miller, William	Professional Lecturer	Deputy Commandant	72,526	CY
Payne, Charles	Professional Lecturer	Deputy Commandant	57,679	AY
Russell, Donald	Professional Lecturer		54,833	AY
Snyder, James	Professional Lecturer	Deputy Commandant	70,105	CY
Weaver, Michael	Professional Lecturer	Deputy Commandant	63,301	AY
Willey, Daniel	Professional Lecturer		47,771	AY
<u>Multicultural Programs and Services</u>				
Houston, Kristen	Professional Lecturer	Assistant Director	49,270	CY
Smith, Patricia	Professional Lecturer	Director	77,888	CY
<u>New Student Programs</u>				
Elmore, Jessica	Professional Lecturer		44,340	CY
Sparks, Richard	Professional Lecturer	Associate Dean	66,276	CY
<u>Recreational Sports Auxiliary</u>				
Cross, Alison	Professional Lecturer	Associate Director of Fitness and Administration	60,156	CY
Glick, Alan	Professional Lecturer	Assistant Director	59,110	CY
Greenlee, Elizabeth	Professional Lecturer		35,998	CY
Preston, Dominique	Professional Lecturer	Assistant Director of Sports Clubs	46,790	CY
Smith, Benjamin	Professional Lecturer		47,517	CY
Wise, Christopher	Professional Lecturer	Director	91,580	CY
<u>Cranwell International Center</u>				
Baker, Suzanne	Professional Lecturer		46,732	CY
Bolton, Brian	Professional Lecturer		72,695	CY
<u>Schiffert Health Center</u>				
Ferraro, Richard	Administrative Lecturer	Assistant Vice President	143,450	CY
Andrews, David	Professional Lecturer		41,540	CY
Barry, Fredrick	Professional Lecturer		100,722	AY
Bissell, Noelle	Professional Lecturer		127,157	AY
Charoensiri, Kanitta	Professional Lecturer	Director	149,982	CY
Chitwood, Patty	Professional Lecturer		131,586	CY
Cox, Teresa	Professional Lecturer		62,210	AY
Frasca, Dominic	Professional Lecturer		117,436	AY

Vice President for Student Affairs

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Fritsch, Jon	Professional Lecturer	Assistant Director	54,572	CY
Fritsch, Laurie	Professional Lecturer	Assistant Director	43,575	AY
Livingston, David	Professional Lecturer		106,190	AY
Mitcham, Rhonda	Professional Lecturer	Associate Director	81,930	CY
Neely, Julie	Professional Lecturer		118,251	CY
Williams, Michael	Professional Lecturer		56,049	AY
Zheng, Jianfeng	Professional Lecturer		63,290	AY
<u>Services for Students with Disabilities</u>				
Angle, Susan	Professional Lecturer	Director	88,816	CY
Brown, Michael	Professional Lecturer		45,694	CY
Hudson, Robyn	Professional Lecturer	Associate Director	62,310	CY
Smith, Deborah	Professional Lecturer		41,962	CY
<u>Associate Vice President</u>				
Shushok, Frank	Administrative Assistant Prof	Associate Vice President	183,037	CY
White, Penny	Administrative Lecturer	Director	86,218	CY
Alderson, Alece	Professional Lecturer		32,912	CY
Busiel, Scott	Professional Lecturer		32,912	CY
Bylenga, Kathryn	Professional Lecturer		38,944	CY
Finger, Eleanor	Professional Lecturer	Director	116,092	CY
Gardner, Jeffrey	Professional Lecturer		38,944	CY
Hughes, Byron	Professional Lecturer	Director	65,824	CY
Jimenez Gordon, Nannette	Professional Lecturer	Assistant Director	45,476	CY
Johnson, Jason	Professional Lecturer		43,617	CY
Keene, Frances	Professional Lecturer	Chief of Operations	89,904	CY
Krieger, Carl	Professional Lecturer	Assistant Director	51,923	CY
Laughlin, Laura	Professional Lecturer		32,912	CY
Loth, Sarah	Professional Lecturer		32,912	CY
Mandala, Chad	Professional Lecturer		32,912	CY
Moholland, Caraline	Professional Lecturer		32,912	CY
Penven, James	Professional Lecturer	Associate Director	67,656	CY
Read, James	Professional Lecturer		33,941	CY
Rose, Bryan	Professional Lecturer		32,480	CY
Russo, Kathryn	Professional Lecturer		64,899	CY
Settle, Rohsaan	Professional Lecturer	Associate Director	74,044	CY
Ward, Leah	Professional Lecturer		33,232	CY
Williams, Tavianna	Professional Lecturer		41,140	CY
Woods-Johnson, Kelley	Professional Lecturer	Assistant Director	51,923	CY
<u>Student Centers and Activities</u>				

Vice President for Student Affairs

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Simmons, Angela	Administrative Lecturer	Assistant Vice President	120,000	CY
Boucher, Robin	Professional Lecturer		49,848	CY
Burrell, Stephen	Professional Lecturer	Assistant Director	50,377	CY
Camputaro, Justin	Professional Lecturer	Director	97,185	CY
Evans, Heather	Professional Lecturer	Director	72,695	CY
Hunter, Monica	Professional Lecturer	Associate Director	64,173	CY
Reed, Scott	Professional Lecturer	Associate Director	73,363	CY
Williams, Jaime	Professional Lecturer	Assistant Director	48,467	CY

Thomas Cook Counseling Center Auxiliary

Klein, Rita	Professional Assistant Prof		84,000	CY
Amenkhienan, Charlotte	Professional Lecturer		77,350	CY
Arbuckle, Vicki	Professional Lecturer	Assistant Director	88,921	AY
Bennett, Gary	Professional Lecturer		77,645	CY
Betzel, Cathye	Professional Lecturer	Assistant Director	82,380	CY
Chapman, Aliya	Professional Lecturer		57,482	CY
Davis, Trent	Professional Lecturer		64,314	CY
DeLoveh, Heidi	Professional Lecturer		57,482	CY
Fink, Krysta	Professional Lecturer		58,482	CY
Flynn, Christopher	Professional Lecturer	Director	124,853	CY
Frieben, Joseph	Professional Lecturer		131,481	CY
Patishnock, Mark	Professional Lecturer		58,502	CY
Reinhard, James	Professional Lecturer		177,848	CY
Ritchey, Robert	Professional Lecturer		65,271	CY
Shen, Claire	Professional Lecturer		50,496	CY
Sturgis, Ellie	Professional Lecturer	Assistant Director	89,312	CY
Weese, Anne	Professional Lecturer		58,002	CY
Wenderlich, Amber	Professional Lecturer		49,368	CY

Vice President Student Affairs - Administration

Bonner, Cynthia	Administrative Lecturer	Assistant Vice President	140,408	CY
Perillo, Patricia	Administrative Lecturer	Vice President	248,000	CY
Barbour, Kathleen	Professional Lecturer		93,889	CY

VT Engage: Community Learning Collaborative

Kirk, Gary	Professional Lecturer		87,566	CY
Martin, Perry	Professional Lecturer		61,813	CY

Vice President for Information Technology and Chief Information Officer

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Advanced Research Computing</u>				
Herdman, Terry	Administrative Professor	Associate Vice President	208,628	CY
Wingo, John	Research Scientist		204,357	CY
Krometis, Justin	Professional Lecturer		91,234	CY
Marshall, Michael	Professional Lecturer		91,860	CY
McClure, James	Professional Lecturer		96,800	CY
Oyekoya, Oyewole	Professional Lecturer		67,120	CY
Polys, Nicholas	Professional Lecturer		109,180	CY
Yarlanki, Srinivas	Professional Lecturer		94,760	CY
<u>Collaborative Computing Solutions</u>				
DeBonis, Marcus	Professional Lecturer		119,888	CY
<u>Communications Network Services</u>				
Brown, Eric	Professional Lecturer		97,042	CY
Dougherty, William	Professional Lecturer		144,275	CY
Hach, Richard	Professional Lecturer		109,461	CY
Kelley, Cynthia	Professional Lecturer		82,640	CY
Rodgers, Patricia	Professional Lecturer		122,642	CY
<u>Digital Imaging and Archiving</u>				
Inman, Donald	Professional Lecturer		51,962	CY
<u>Enterprise Systems</u>				
Crockett, Randal	Administrative Instructor		108,000	CY
Fulton, Deborah	Administrative Lecturer	Associate Vice President	162,241	CY
Abrahamson, Zachary	Professional Lecturer		63,000	CY
Anderson, Kathleen	Professional Lecturer		61,850	CY
Anderson, Michael	Professional Lecturer		66,050	CY
Becksted, Patricia	Professional Lecturer		70,720	CY
Brewster, Jeffrey	Professional Lecturer		83,200	CY
Carpenter, Michael	Professional Lecturer		67,480	CY
Castle, Steven	Professional Lecturer		83,485	CY
Clemons, Jason	Professional Lecturer		62,550	CY
Conley, Wesley	Professional Lecturer		58,395	CY
Conner, Sabrina	Professional Lecturer		55,080	CY
Covey, Lucas	Professional Lecturer		87,815	CY
Cupp, Matthew	Professional Lecturer		58,110	CY
Durrani, Hashim	Professional Lecturer		84,600	CY
Ellison, Ryan	Professional Lecturer		67,700	CY
Ervine, Michelle	Professional Lecturer		67,161	CY
Gausepohl, Kimberly	Professional Lecturer		56,695	CY

Vice President for Information Technology and Chief Information Officer

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Herr, Christian	Professional Lecturer		63,463	CY
Herrington, William	Professional Lecturer		61,845	CY
Ingram, Henry	Professional Lecturer		71,055	CY
Johnson, Debra	Professional Lecturer		102,040	CY
Johnson, Kara	Professional Lecturer		53,550	CY
MacInnis, Brian	Professional Lecturer		75,360	CY
Mallikarjunan, Vijayalakshmi	Professional Lecturer		59,165	CY
Martin, Paul	Professional Lecturer		81,350	CY
McClafferty, Mark	Professional Lecturer		64,000	CY
McCrery, Kenneth	Professional Lecturer		116,580	CY
McElmurray, Philip	Professional Lecturer		56,050	CY
Moore, Timothy	Professional Lecturer		68,331	CY
Pena, Ariel	Professional Lecturer		71,400	CY
Quintin, Richard	Professional Lecturer		99,750	CY
Ratliff, Andrew	Professional Lecturer		62,260	CY
Rooney, Kevin	Professional Lecturer		97,600	CY
Rush, Jennifer	Professional Lecturer		69,000	CY
Shrestha, Jitendra	Professional Lecturer		67,810	CY
Smith, Kimberly	Professional Lecturer		83,583	CY
Vamanan Nampoothiri, Smitha	Professional Lecturer		69,700	CY
Wilcox, Jonavon	Professional Lecturer		58,800	CY
<u>Geospatial Application Development and Administration</u>				
van Gelder, Brenda	Professional Lecturer		116,760	CY
Peery, Stephen	Research Associate		96,508	CY
<u>Information Technology Management</u>				
Midkiff, Scott	Administrative Professor	Vice President	302,110	CY
Buhrdorf, Kevin	Professional Lecturer		97,500	CY
Carpenter, Andrew	Professional Lecturer		92,240	CY
Fenn, Russell	Professional Lecturer		86,870	CY
Herrington, Amanda	Professional Lecturer		89,000	CY
Howard, Andrea	Professional Lecturer		61,937	CY
Linkous, Janet	Professional Lecturer		105,300	CY
McElroy, Tracy	Professional Lecturer		87,831	CY
Penland, Ernest	Professional Lecturer		97,400	CY
Smith, Arnold	Professional Lecturer		101,560	CY
<u>Information Technology Security</u>				
Kobezak, Philip	Professional Lecturer		74,600	CY
Lancaster, Elizabeth	Professional Lecturer		69,000	CY

Vice President for Information Technology and Chief Information Officer

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Lang, Jeffry	Professional Lecturer		69,400	CY
Marchany, Randolph	Professional Lecturer		123,717	CY
Tilley, Richard	Professional Lecturer		97,440	CY
Welte, Paul	Professional Lecturer		59,344	CY
<u>Identity Management Services</u>				
Herrington, Karen	Professional Lecturer		94,433	CY
Kethineedi, Kalpana	Professional Lecturer		72,099	CY
<u>Information Technology Acquisitions</u>				
Branscome, Patricia	Professional Lecturer		80,351	CY
Layman, Barbara	Professional Lecturer		66,900	CY
<u>Secure Enterprise Tech Initiatives</u>				
Dunker, Mary	Administrative Lecturer		124,516	CY
Addison, Marvin	Professional Lecturer		66,387	CY
Fisher, Daniel	Professional Lecturer		86,997	CY
Long, Brian	Professional Lecturer		72,100	CY
Memisyazici, Erdem	Professional Lecturer		51,125	CY
Nguyen, Ha Trung	Professional Lecturer		61,753	CY
<u>Systems Engineering and Administration</u>				
Sawyers, Brandon	Professional Lecturer		77,000	CY
Snapp, Christopher	Professional Lecturer		82,700	CY
<u>Technology-enhanced Learning and Online Strategies</u>				
Sanders, William	Administrative Assistant Prof		107,498	CY
Pike, Dale	Administrative Lecturer		140,400	CY
Worley, Gary	Administrative Lecturer	Director	96,837	CY
Adams, David	Professional Lecturer		72,310	CY
Baab, Lujean	Professional Lecturer		95,036	CY
Bond, Mark	Professional Lecturer		64,784	CY
Broniak, Brian	Professional Lecturer		95,036	CY
Dickert, Robert	Professional Lecturer		78,847	CY
Edmison, Kenneth	Professional Lecturer		84,000	CY
English, Mary	Professional Lecturer		80,340	CY
Fowler, Shelli	Professional Lecturer		95,036	CY
Francis, Nathan	Professional Lecturer		48,979	CY
Gilmore, Eric	Professional Lecturer		68,212	CY
Hestnes, Oddbjorn	Professional Lecturer		53,865	CY
Hu, Deyu	Professional Lecturer		58,832	CY
Kensler, Jonathan	Professional Lecturer		59,280	CY
Meese, Jack	Professional Lecturer		69,865	CY

Vice President for Information Technology and Chief Information Officer

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Najdi, Jihane	Professional Lecturer		68,250	CY
Ogle, Jeffrey	Professional Lecturer		85,564	CY
Overton, Stephanie	Professional Lecturer		52,000	CY
Summers, Teggim	Professional Lecturer	Interim Director	69,348	CY
Thacker, April	Professional Lecturer		52,368	CY
Walker, Jacques	Professional Lecturer		48,117	CY
Williams, Daron	Professional Lecturer		49,584	CY
Zaldivar, Marc	Professional Lecturer		67,990	CY
Zhang, Ruiling	Professional Lecturer		52,000	CY
deWindt, William	Professional Lecturer		63,013	CY
<u>Telecommunications Auxiliary</u>				
Harris, Carl	Administrative Lecturer		166,985	CY
Smith, Roy	Administrative Lecturer		89,195	CY
Coleman, Billy	Professional Lecturer		83,500	CY
Copenhaver, Kristin	Professional Lecturer		71,426	CY
Crowder, Jeffrey	Professional Lecturer		158,810	CY
Fotedar, Ajinkya	Professional Lecturer		54,550	CY
Gardner, Mark	Professional Lecturer		119,090	CY
<u>Vice President for Information Technology - Admin</u>				
Brooker-Gross, Susan	Professional Associate Prof		128,206	CY
Krallman, John	Administrative Lecturer		126,133	CY
Stewart, Jeb	Administrative Lecturer		144,927	CY
Gilbert, Claire	Professional Lecturer		79,000	CY
Kroll, Gregory	Professional Lecturer		91,851	CY
<u>Virginia Tech Operations Center</u>				
Landreth, Joyce	Professional Lecturer		82,661	CY

Virginia Cooperative Extension

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
<u>Virginia Cooperative Extension</u>				
Jamison, Kathleen	Professor		90,393	CY
Price, Tonya	Assistant Professor		79,513	CY
Abel, Jennifer	Professional Lecturer		67,187	CY
Abston, Therese	Professional Lecturer		52,581	CY
Allen, George	Professional Lecturer		56,591	CY
Allison, John	Professional Lecturer		52,795	CY
Alstat, Kathryn	Professional Lecturer		56,464	CY
Andrewskiewicz, Mary	Professional Lecturer		37,395	CY
Andruczyk, Michael	Professional Lecturer		52,687	CY
Anglin, Kaila	Professional Lecturer		38,595	CY
Atkinson, Melvin	Professional Lecturer		60,770	CY
Baker, Karen	Professional Lecturer		51,733	CY
Baker, Scott	Professional Lecturer		66,128	CY
Balderson, Thomas	Professional Lecturer		69,651	CY
Baney, Jinx	Professional Lecturer		68,540	CY
Barber, Crystal	Professional Lecturer		56,538	CY
Barnes, Laquita	Professional Lecturer		64,277	CY
Barrow, Melanie	Professional Lecturer		52,233	CY
Barts, Stephen	Professional Lecturer		48,645	CY
Baskfield-Heath, Doris	Professional Lecturer		79,000	CY
Belcher, Shelia	Professional Lecturer		49,783	CY
Benner, John	Professional Lecturer		36,895	CY
Blankenship, John	Professional Lecturer		64,959	CY
Blevins, Philip	Professional Lecturer		79,332	CY
Booher, Dara	Professional Lecturer		42,665	CY
Booher, Matthew	Professional Lecturer		48,395	CY
Bordas, Adria	Professional Lecturer		76,407	CY
Bowen, Jason	Professional Lecturer		49,757	CY
Bowen, Jennifer	Professional Lecturer		57,084	CY
Branch, Bryan	Professional Lecturer		55,640	CY
Brent, Tara	Professional Lecturer		44,995	CY
Broadbudd, Michael	Professional Lecturer		49,595	CY
Brockway, Celia	Professional Lecturer		38,895	CY
Brown, Christopher	Professional Lecturer		40,395	CY
Brown, Ruben	Professional Lecturer		38,110	CY
Buhls, Kirsten	Professional Lecturer		54,055	CY
Bunn, Travis	Professional Lecturer		44,509	CY

Virginia Cooperative Extension

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Burkett, Sarah	Professional Lecturer		82,299	CY
Byrd, Carol	Professional Lecturer		57,797	CY
Callan, Peter	Professional Lecturer		59,246	CY
Camm, Kevin	Professional Lecturer		46,130	CY
Carrington, Anne-Carter	Professional Lecturer		66,293	CY
Carter, Karen	Professional Lecturer		69,240	CY
Carter, Katherine	Professional Lecturer		44,595	CY
Chappell, Deborah	Professional Lecturer		57,665	CY
Childs, Clay	Professional Lecturer		75,765	CY
Clark, Neil	Professional Lecturer		60,337	CY
Clark, Robert	Professional Lecturer		61,307	CY
Clarke, C	Professional Lecturer		60,376	CY
Clem, Nicole	Professional Lecturer		41,351	CY
Cole, Linda	Professional Lecturer		53,653	CY
Cooper, Jason	Professional Lecturer		47,500	CY
Council, Brittany	Professional Lecturer		38,400	CY
Crews, Sarah	Professional Lecturer		37,395	CY
Dailey, Jocelyn	Professional Lecturer		46,042	CY
Daniel, Donna	Professional Lecturer		53,611	CY
Daniel, Katherine	Professional Lecturer		54,565	CY
Daubert, Jeremy	Professional Lecturer		48,395	CY
Davis, Andrea	Professional Lecturer		47,395	CY
Davis, Rebecca	Professional Lecturer		62,395	CY
Deitch, Ursula	Professional Lecturer		38,895	CY
Dickerson, Ambre	Professional Lecturer		62,326	CY
Diehl, Stephanie	Professional Lecturer		67,417	CY
Dillion, Deborah	Professional Lecturer		63,395	CY
Dolan, Amanda	Professional Lecturer		35,500	CY
Downing, Adam	Professional Lecturer		59,538	CY
Duff, Sean	Professional Lecturer		39,695	CY
Eanes, Linda	Professional Lecturer		45,434	CY
Edmonds, Kimberly	Professional Lecturer		58,491	CY
Eigel, Bethany	Professional Lecturer		48,434	CY
Elam, Leonard	Professional Lecturer		61,559	CY
Ellmore, Roger	Professional Lecturer		100,932	CY
Elmer, Billie	Professional Lecturer		71,087	CY
Estep, Cornelia	Professional Lecturer		58,489	CY
Ewing, Kelsey	Professional Lecturer		39,595	CY

Virginia Cooperative Extension

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Fannon-Osborne, Amy	Professional Lecturer		45,880	CY
Farmer, Erin	Professional Lecturer		41,295	CY
Fisher, Kevin	Professional Lecturer		64,158	CY
Fisher, Sandra	Professional Lecturer		74,244	CY
Flanagan, Roy	Professional Lecturer		50,395	CY
Fogel, Jonah	Professional Lecturer		60,594	CY
Furgurson, Sonya	Professional Lecturer		53,095	CY
Gnegy, Cora	Professional Lecturer		40,795	CY
Goerlich, Daniel	Professional Lecturer	District Director	83,010	CY
Gregg, Cynthia	Professional Lecturer		58,904	CY
Grosse, Rachel	Professional Lecturer		38,895	CY
Gustafson, Krista	Professional Lecturer		48,587	CY
Hahn, Johanna	Professional Lecturer		62,724	CY
Hairston, Brian	Professional Lecturer		55,723	CY
Harpole, Douglas	Professional Lecturer		60,770	CY
Hawkins, Amy	Professional Lecturer		53,169	CY
Hawse, Emily	Professional Lecturer		49,595	CY
Haymaker, Jacqueline	Professional Lecturer		53,517	CY
Haynes, Brenda	Professional Lecturer		38,500	CY
Henderson, Jane	Professional Lecturer		69,162	CY
Herdman, Wendy	Professional Lecturer		47,896	CY
Hilleary, James	Professional Lecturer		69,395	CY
Hodges, Amber	Professional Lecturer		36,969	CY
Hodges, Christine	Professional Lecturer		53,549	CY
Hopkins, Crysti	Professional Lecturer		50,895	CY
Hopkins, Steven	Professional Lecturer		66,078	CY
Howe, John	Professional Lecturer		63,990	CY
Howland, Catherine	Professional Lecturer		47,987	CY
Iden, Charles	Professional Lecturer		49,500	CY
Irvin, Kevin	Professional Lecturer		70,310	CY
Jarvis, Leon	Professional Lecturer		64,858	CY
Jerrell, Scottie	Professional Lecturer		52,974	CY
Jessee, Denny	Professional Lecturer		57,965	CY
Johnson, Elizabeth	Professional Lecturer		55,237	CY
Johnson, Jeremy	Professional Lecturer		53,050	CY
Johnson, Lonnie	Professional Lecturer	District Director	112,550	CY
Johnson, Nancy	Professional Lecturer		45,795	CY
Jones, Bruce	Professional Lecturer		61,504	CY

Virginia Cooperative Extension

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Jones, Danielle	Professional Lecturer		49,592	CY
Jones, Robert	Professional Lecturer		58,897	CY
Jones, Sarah	Professional Lecturer		36,795	CY
Kelly, Lanette	Professional Lecturer		44,495	CY
Kindred, Gina	Professional Lecturer		69,835	CY
King, Linda	Professional Lecturer		51,945	CY
Kirby, Katrina	Professional Lecturer		41,595	CY
Kloetzli, Cathryn	Professional Lecturer		48,745	CY
Lachance, Michael	Professional Lecturer		58,540	CY
Lafon, Katherine	Professional Lecturer		48,111	CY
Lawrence, Marion	Professional Lecturer		72,116	CY
Lawrence, Mary	Professional Lecturer		37,795	CY
Layton-Dudding, Jeannie	Professional Lecturer		46,895	CY
Lea, Anthony	Professional Lecturer		60,900	CY
Leech, Rodney	Professional Lecturer		73,781	CY
Lichty, Christopher	Professional Lecturer		55,281	CY
Liddington, Kelly	Professional Lecturer		68,690	CY
Ligon, Jennifer	Professional Lecturer		42,645	CY
Lomax, Twandra	Professional Lecturer		49,006	CY
Long, Theresa	Professional Lecturer		38,495	CY
Love, Kenner	Professional Lecturer		57,917	CY
Maclin, Hermon	Professional Lecturer		60,727	CY
Makufka, Craig	Professional Lecturer		33,665	CY
Mallory, Kelly	Professional Lecturer		48,582	CY
Mallory, Sharon	Professional Lecturer		56,146	CY
Marks, Darla	Professional Lecturer		46,139	CY
Marston, Cynthia	Professional Lecturer	District Director	93,230	CY
Martel, Cynthia	Professional Lecturer		44,595	CY
Martin, Michael	Professional Lecturer		98,000	CY
Maxey, Laura	Professional Lecturer		41,795	CY
Mayo, Kimberly	Professional Lecturer		58,519	CY
McFarland, Mary	Professional Lecturer		68,838	CY
Meade, Donna	Professional Lecturer		48,387	CY
Meeks, Phillip	Professional Lecturer		51,395	CY
Menchhofer, Erin	Professional Lecturer		43,795	CY
Mernin, Christopher	Professional Lecturer		38,395	CY
Midkiff, Judith	Professional Lecturer		81,739	CY
Miller, Caitlin	Professional Lecturer		36,395	CY

Virginia Cooperative Extension

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Miller, Matthew	Professional Lecturer		52,871	CY
Misch, Teresa	Professional Lecturer		43,395	CY
Mitchell, Sonja	Professional Lecturer		40,500	CY
Mize, Timothy	Professional Lecturer		56,028	CY
Moore, David	Professional Lecturer		75,085	CY
Morris, Reginald	Professional Lecturer		48,395	CY
Morrison, Robbie	Professional Lecturer		45,295	CY
Morton, Sarah	Professional Lecturer		82,400	CY
Mosley, Cristy	Professional Lecturer		53,077	CY
Mullins, Jeannie	Professional Lecturer		54,166	CY
Mullins, William	Professional Lecturer		53,797	CY
Munden, Karen	Professional Lecturer		72,270	CY
Mussey, Guy	Professional Lecturer		67,482	CY
Nagurny, Samantha	Professional Lecturer		40,395	CY
Nansel, Carol	Professional Lecturer		63,527	CY
Newton, Amanda	Professional Lecturer		39,500	CY
Nguyen, Lenah	Professional Lecturer		54,988	CY
Nortman, Daniel	Professional Lecturer		43,987	CY
Norton, Haley	Professional Lecturer		41,095	CY
Ohlwiler, Timothy	Professional Lecturer		54,980	CY
Overbay, Andrew	Professional Lecturer		72,804	CY
Overby, Kathryn	Professional Lecturer		37,395	CY
Painter, Tyler	Professional Lecturer		39,795	CY
Parrish, Michael	Professional Lecturer		67,923	CY
Pasquarelli, Ian	Professional Lecturer		40,395	CY
Payne, April	Professional Lecturer		42,500	CY
Peek, Crystal	Professional Lecturer		54,903	CY
Peek, Danny	Professional Lecturer		81,050	CY
Pierce, Drexel	Professional Lecturer		40,895	CY
Poff, Karen	Professional Lecturer		61,200	CY
Pomfrey, Emily	Professional Lecturer		35,500	CY
Pottorff, Stephen	Professional Lecturer		49,395	CY
Prillaman, Leslie	Professional Lecturer		70,152	CY
Prillaman, Susan	Professional Lecturer		58,796	CY
Puryear, Cindy	Professional Lecturer		46,395	CY
Raines, Robyn	Professional Lecturer		53,560	CY
Reiersgaard, Emily	Professional Lecturer		44,500	CY
Reiter, James	Professional Lecturer		54,751	CY

Virginia Cooperative Extension

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Rij, Ursula	Professional Lecturer		37,395	CY
Robinson, Amber	Professional Lecturer		38,395	CY
Romano, Timothy	Professional Lecturer		36,795	CY
Romelczyk, Stephanie	Professional Lecturer		44,395	CY
Rose, Kelly	Professional Lecturer		42,795	CY
Rosson, Charles	Professional Lecturer		56,886	CY
Rothwell, Marie	Professional Lecturer		40,500	CY
Rowles, Cynthia	Professional Lecturer		65,923	CY
Ruszczuk-Murray, Christina	Professional Lecturer		46,795	CY
Sanderson, Lisa	Professional Lecturer		54,147	CY
Sani, Amy	Professional Lecturer		44,500	CY
Schalk, Rita	Professional Lecturer		58,922	CY
Scott, Kelli	Professional Lecturer		43,395	CY
Scott, Michael	Professional Lecturer		59,589	CY
Sheffield, Rebecca	Professional Lecturer		51,395	CY
Shortridge, Sandra	Professional Lecturer		49,769	CY
Siegle, Laura	Professional Lecturer		41,695	CY
Simons, Amanda	Professional Lecturer		43,327	CY
Slade, Glenn	Professional Lecturer		59,301	CY
Smith, David	Professional Lecturer		53,968	CY
Spencer, Janet	Professional Lecturer		50,917	CY
Sponaugle, Kari	Professional Lecturer		36,395	CY
Sprenger, Cristin	Professional Lecturer		53,015	CY
Spurlin, Kevin	Professional Lecturer		54,416	CY
Stafford, Carl	Professional Lecturer		64,556	CY
Stanley, Thomas	Professional Lecturer		56,494	CY
Steffey, Karlee	Professional Lecturer		35,395	CY
Stegon, Nancy	Professional Lecturer		52,257	CY
Stormer, Eric	Professional Lecturer		46,595	CY
Stowe, Jamie	Professional Lecturer		52,791	CY
Strong, Kathryn	Professional Lecturer		51,195	CY
Sturm, Glenn	Professional Lecturer		37,795	CY
Sutphin, Mark	Professional Lecturer		55,978	CY
Sutphin, Stuart	Professional Lecturer		65,560	CY
Swanson, Carrie	Professional Lecturer		55,189	CY
Tanner, Karen	Professional Lecturer		50,695	CY
Temple, Karrin	Professional Lecturer		40,395	CY
Thacker, Paige	Professional Lecturer		62,569	CY

Virginia Cooperative Extension

<u>Name</u>	<u>Rank</u>	<u>Title</u>	<u>Recommended Salary For 2014 - 2015</u>	<u>Appt</u>
Thomas, Kathryn	Professional Lecturer		40,200	CY
Thompson, Jennifer	Professional Lecturer		47,882	CY
Thompson, John	Professional Lecturer		50,298	CY
Tierney, Megan	Professional Lecturer		49,558	CY
Tillotson, Bonnie	Professional Lecturer		47,013	CY
Totten, Tadashi	Professional Lecturer		43,651	CY
Toulson, Landre	Professional Lecturer		43,395	CY
Tucker, Lindy	Professional Lecturer		38,095	CY
Tyler-Mackey, Crystal	Professional Lecturer		68,174	CY
Tyson, Jessica	Professional Lecturer		32,960	CY
Upton, Sally	Professional Lecturer		43,500	CY
Vest, Jonathan	Professional Lecturer		55,208	CY
Walden, Alyssa	Professional Lecturer		48,195	CY
Wallace, Ruth	Professional Lecturer		61,880	CY
Wells, Kelvin	Professional Lecturer		65,534	CY
Wilkinson, Caroline	Professional Lecturer		40,595	CY
Williams, Marcus	Professional Lecturer		37,395	CY
Wilson, Amber	Professional Lecturer		47,120	CY
Wilson, Corissa	Professional Lecturer		37,500	CY
Wingfield, Amanda	Professional Lecturer		37,043	CY
Woodson, Thomas	Professional Lecturer		39,895	CY
Worrell, William	Professional Lecturer		62,006	CY
Wright, LaWanda	Professional Lecturer		59,039	CY
Wyskiewicz, Cynthia	Professional Lecturer		56,053	CY
Yager, Kristina	Professional Lecturer		36,395	CY
Young, Kendra	Professional Lecturer		54,808	CY

Abbreviations:

AY - Academic Year

CY - Calendar Year

RE10 - Research Extended 10 Month Appointment

RE11 - Research Extended 11 Month Appointment

RE12 - Research Extended 12 Month Appointment

**Board of Visitors Constituent Report
Austin Larrowe, Undergraduate Representative
November 10th, 2014**

Good afternoon Rector Petrine, President Sands, distinguished members of the board, administration, and guests. Thank you again for your time and attention. It is a privilege to speak to you about the undergraduate climate and our respective needs.

First, I want to thank each of the Board of Visitor's members who made it to campus since our last meeting to interact with students in different ways. The two that I personally know of are Rev. Wayne Robinson and Mr. Dennis Treacy. I have had numerous students express their gratitude for their personal interactions with members of the Board of Visitors and they also expressed that they felt that these structured interactions with Board members made them feel as if the Board is listening to student issues at a high level.

Secondly, on behalf of the student body, I want to express sincere gratitude to Dr. Sherwood Wilson, Dr. Lisa Wilkes, Mr. Richard McCoy, and Mrs. Debbie Freed for helping to alleviate some of the parking troubles for the Corp of Cadets members after our last meeting by allowing them to park in the new North End Center parking garage on weekends. Although this is a small step, I have heard from many Corp of Cadet members that it has made a significant and positive difference in their lives!

The student body is also very excited about the announcement of improved wireless connectivity in Newman library which should be available in the next few weeks and continue to await improved cell phone signal and wireless connectivity in select residence halls and classroom buildings, the drill-field, and elsewhere on campus as I know some of those type projects are either planned or underway.

After speaking with numerous students I would urge the board to continue to support the globalization of the university. It is believed by students that these efforts will assist with the universities efforts to improve diversity and inclusion at Virginia Tech as well as prepare students for a 21st century economy. Just as President Sands said in his installation, we want to use "Inclusion as a pathway to excellence," and by globalizing the university through more diverse admissions offerings, increased foreign language options, the "global neighborhood," more study abroad opportunities, and capitalizing on the university's motto of Ut Prosim and the new designation as "The Service to Humanity Academy," we can do this. Students desire to better understand the world around us and strengthening the designation of Virginia Tech a cultural hub for Southwest Virginia will fully fulfill the Land-grant mission and help provide diversity and inclusion practices not just on campus, but throughout the region as a whole.

As I started in my last report, I want to also update the Board on student wellbeing. Over the rest of my term as the undergraduate representative to the Board of Visitors, I will address all the Gallup-Perdue Index identified 5 areas of wellbeing. Today I will cover student financial wellbeing, however I also want to note that I am very proud of Virginia Tech's leading role in combatting campus sexual assault as has already been spoken to.

On to financial wellbeing of students. Upon graduation and throughout their experience at Virginia Tech financial wellbeing of students is an obvious concern. I know the board works very diligently to keep cost of attendance down, while also providing the highest quality education, facilities, and resources available. One specific area of concern for the general undergraduate student body is graduating without a strong understanding of their finances outside of tuition and academic loan repayments. I have been working with several groups on campus, including the Student Government Association and the Division of Student Affairs; to work on looking at the potential of having both expanded financial literacy courses for non-finance students, and a financial health center for students. Currently, there is nowhere on campus where students can get advice on their financial health, if it does not directly relate to their university bill. A financial health center for students, similar to Schiffert Medical Center for physical health, or Cook Counseling Center for mental and emotional health, would provide tremendous resources to students that are critical in preparing our students for long-term success in today's world. Not to mention that the Gallup-Perdue Index has identified that students with over \$20,000 in debt upon graduation are less than a third as likely to be thriving later in life than those who have no debt and just over a three-fourths as likely if they graduate with less than \$10,000 of debt.

Once again, I have been meeting with other student leaders to identify and address other student concerns across campus. I will continue to be available to any board member, administrator, faculty member, or student who would like to discuss any issue as it relates to the undergraduate student experience.

Thank you again for your time and dedication to Virginia Tech and the student experience. It truly makes a difference!

Graduate Student Constituency Report
Virginia Tech Board of Visitors
Ashley Francis – Graduate Student Representative
November 10, 2014

Good afternoon Rector Petrine, members of the Board, President Sands, administrators and guests. On behalf of my constituency, I would like to begin by congratulating President Sands on his official installation as our 16th president. I would also like to thank the Board and President Sands for inviting me to participate in the Installation. It was a privilege to represent my peers and I was thrilled to introduce Brian Lamb at the Morning with the President event.

I would also like to thank Mr. Dennis Treacy and Reverend Wayne Robinson for your recent visits to campus. It was great to have a member of the Board engage with students at the Forum for Inclusion and Diversity, and the Commission of Student Affairs was thrilled to dialogue with a Board member at our latest meeting.

In 2012, Robyn Jones, the Graduate Student Representative to the Board, worked with the Division of Student Affairs, The Graduate School, and the Office of the Vice President for Diversity and Inclusion to craft a survey that would assess graduate student climate. Students from the Blacksburg campus completed the survey in the spring of 2013 and results were recently published. Questions focused on campus support and resources, safety, faculty advising, department climate, financial support, and diversity. You can access the full report at the graduate school's website, but I'd like to share a few key findings.

Overall results were very positive. 93% of participants agreed that there were sufficient resources at Virginia Tech to ensure their academic success. 76% of participants were satisfied with the quality of advising they received from their department and 85% felt their department provided a supportive learning environment. Additionally, 77% of participants felt they contributed to the diversity of our campus.

Some results provided insight into areas for improvement. 29% of participants did not feel that their department supported their personal commitments outside of graduate school (such as family, health, social life, etc.) and 28% felt their department did not assist them in finding financial support. Additionally, 23% of participants indicated disappointment with the quality of advising received in their department.

Specific findings bolster the need for our efforts in Inclusion and Diversity, solidifying the necessity of InclusiveVT. Overall, women, non-white students, students over 30, and Ph.D. students felt less safe on campus. Non-white women agreed far less that their department was free from discrimination and provided a supportive learning environment. These women also felt less positive that they were treated fairly. Many comments suggested that underrepresented students, particularly those from historically black colleges and universities do not feel supported. Other comments of interest included students indicating that assistantship funding is barely enough to cover the cost of living and that fees were

unreasonably high. In particular, these financial insights may help to answer the important questions Dr. McNamee was asking just yesterday about decreasing master's level enrollment. I hope that the university uses this information to continue improving the graduate student process.

Some responses have begun as childcare and programming for non-traditional students were among some of the suggestions made in the survey. The Graduate School hosted a well-attended social for students over 30 just this past Thursday and three childcare initiatives are set to roll out in January.

The first of which is a Parent Support Group; this group will meet monthly in the Graduate Life Center and will provide an opportunity for graduate student parents to network, share resources, and establish organized playgroups or even parents nights out. The second initiative is a Babysitting Clearing House. This online database will provide resources and link parents to local parent-reviewed sitters. The third and potentially most exciting initiative is a Parent Cooperative Playgroup based out of the Lutheran Memorial Lutheran Church here in Blacksburg. This group will serve 45 children ages 2-5 at a tuition rate of \$160.00/month for a 15-hour week. While not a full time program, this will be a wonderful way to relieve some of the pressure on student families. Enrollment will open on November 20th. On behalf of my fellow graduate students, I'd like to thank Dean DePauw, Marin Reigger, student advocates, and others from the Graduate School who have worked so hard to launch these initiatives. This is a milestone for our community and promising of what is yet to come.

Other great news in the graduate community is that student engagement continues to be impressive. Over 100 students came out to the Graduate Student Assembly's fall social. Additionally, the GSA's Travel Fund Program has seen a record number of applicants. Sponsored by the Graduate School and the Virginia Tech Foundation, this program provides financial assistance to graduate students traveling to present their research at scholarly conferences. Last fall, 48 graduate students applied to the program and this year the GSA has received over 160 applications to date.

Before closing, I'd like to thank Dr. Sherwood Wilson, Dr. Lisa Wilkes, Mr. Richard McCoy and Ms. Debby Freed for their efforts to improve the parking and transportation experience here at Virginia Tech. Students have been diligently completing their parking and transportation surveys and look forward to the work we will do together as results roll in.

Additionally, I'd like to thank Mr. Dwight Shelton and Ms. Savita Sharma for meeting with student leaders to explain comprehensive fees and tuition. Your commitment to work with graduate students to make fees more transparent is very exciting and I look forward to the work we will do together over the coming months.

In conclusion, thank you all for your commitment to Virginia Tech and the work you do to ensure our institution thrives.

Staff Senate Constituency Report
Virginia Tech Board of Visitors
November 10, 2014
Presented by Dan Cook, Staff Senate President

Rector Petrine, members of the Board of Visitors, President Sands, administrators and distinguished guests: I would like to thank you for this opportunity to speak with you about what has been happening in the recent months in regard to Virginia Tech's staff.

The staff are now fully immersed in the new academic year and moving onward. We have had a number of folks come and give presentations at the monthly Staff Senate meetings. To name a few: in September, we were honored to have President Sands come and give a little of his vision for the Hokie Nation and answer questions. It was not nearly as riveting as those posed by Brian Lamb just last month, but many people attended and got a lot out of his talk. In October we had Dale Robinson, the Compliance and Conflict Resolution Manager come speak with us about what his office can provide. Later this month we will hear from the Director of Emergency Management, Mr. Mike Mulhare and soon, from Ms. Angela King the Director of Employee Benefits will talk to the Staff Senate about retirement planning. All of this is in the hope that the more informed our senators become about the services and people here on campus, the more will filter down to their constituency base.

I would be remiss if I didn't make some mention of the historical events of this past month, the Presidential Installation of Dr. Timothy Sands. It took a number of dedicated people many hours to plan and execute. For many, it may have looked like just another high profile ceremony, and not too much thought went beyond that. Being involved myself; I can certainly say there was a **LOT** of thought that went into it. Thought went into every detail, and it was on display for all to see. Many turned out to take part in the procession, at last count, there were about 300 to 350 folks, both faculty and staff that participated. The staff members that I spoke with, were very complimentary of being asked to be an active member of the history being made that day.

I appreciate the opportunity to speak to the Board on behalf of the staff of Virginia Tech and welcome any questions or comments that you may have.

Respectfully submitted,
Dan Cook
President, Staff Senate

Bernice L. Hausman
November 10, 2014

Good afternoon Rector Petrine, President Sands, members of the Board of Visitors, Provost McNamee, administrators, and guests.

Today in my report from the faculty I will report *on* the faculty.

Just as a point of information, I'm not going to speak at all about administrative and professional faculty, as these are employment descriptions that are not covered by the conventional understanding of the faculty. Thus, the categories I am interested in are tenured and tenure-track faculty (what we traditionally refer to as "the faculty"), nontenure-track instructional faculty, research faculty, and temporary faculty. In addressing changes to the faculty, I want to focus on implications for governance

In 2003, in the wake of restructuring, the Faculty Senate went from a model of college representation to a model of departmental representation. Now each faculty senator represents either an entire academic department or about thirty members of that department. Large departments can have up to three senators (as mine does). Tenured and tenure-track faculty are included in the count, as are instructors on continuing appointment.

However, the make-up of the faculty overall today has changed over the past ten years. Even in 2003, then, there were faculty in ranks not represented by the Faculty Senate—research faculty, for instance, as well as temporary faculty. Those ranks have grown. One question concerns whether the model of departmental representation adequately reflects the faculty as a whole, and even whether representation by college would adequately reflect faculty at the institution now.

Here are some highlights of what I learned from figures that I got from Institutional Research. I had help interpreting these numbers from Ellen Plummer, Jack Finney, and Kristen Bush.

- There are over 200 more research faculty at the university now than in 2004—overseen not by the Commission on Faculty Affairs, which gets most of its members from the Faculty Senate, but by the Commission on Research. Significantly, the number of research faculty is just over half the number of tenured and tenure-track faculty (this fall that number is 1425), while it used to be significantly less than half that number.
- Around 300 of the over 700 research faculty do not have departmental affiliations, or if they do these are adjunct appointments for the purpose of supervising doctoral degrees.
- Temporary wage faculty, teaching and nonteaching, have grown by around 130 since 2004. This fall there are 446, as opposed to 319 in 2004. That more recent number is slightly less than 1/3 the number of tenured and tenure-track faculty, while it used to be right about 1/4.
- Research faculty and temporary wage faculty are the fastest growing groups of faculty on campus.
- The non-tenure track faculty as a group (that is, nontenure-track instructional faculty, research faculty, clinical faculty, and temporary instructional and noninstructional faculty, but not including any AP faculty) is larger than the tenured and tenure track

faculty. In 2004, it was smaller.

Thus the number of tenured and tenure-track instructional faculty has grown the least—in terms of proportion of the whole—since 2004. It has grown by only 146 members, even though this group is the group we usually think of when we refer to *the faculty*.

We can see from these numbers and categories that Virginia Tech is like many other institutions—relying more on temporary faculty and nontenure-track faculty for instruction, and using research faculty to increase the research productivity of the institution overall. Even though I think that there are conversations that might be had about the reasons for these changes, what I am most interested in is how these changes in the faculty may necessitate changes in governance. The following questions raise what I see now as the significant issues with respect to the faculty and governance.

- How do we take these figures and design governance that accounts for the faculty we have now and will have in the future? For example, if research faculty are going to continue growing, is it appropriate that they fall under the Commission on Research or should they be under the Commission on Faculty Affairs?
- Given that a significant number of research faculty are not associated with a department, should the Faculty Senate continue to use the department as the unit that determines representation to it?
- Is representation meant to ensure a *voice* in shared governance, and thus should representation be broad, or is representation a *privilege* based on specific employment categories, and thus should it be narrow? For example, given that the category *temporary faculty* is comprised of the most vulnerable faculty at the institution and is increasing, should we have a university-wide conversation about how to include this group in governance?
- How do we address new challenges that arise with the change in faculty composition? For example, how does the change in numbers across these differing faculty categories affect the retention and commitment of tenured and tenure-track faculty, the “bread and butter” faculty who serve the institution’s instructional *and* research missions?

One of the exciting things I have appreciated about being a faculty member at Virginia Tech for the last 19 years is that the institution is always changing. What we think we are referring to when we gesture toward “the faculty” is an ever-complex and changing group of people whose relation to the institution and its various units is diverse. Governance needs to account for and be accountable to this diversity. I look forward to ongoing conversations with the board on these issues.