

INSTRUCTIONS FOR SUBMITTING 2021 INSTITUTIONAL SIX-YEAR PLAN

Due Date: July 1, 2021

PLEASE READ INSTRUCTIONS CAREFULLY

Six-year Plan Requirement

The Higher Education Opportunity Act of 2011 (TJ21) requires Virginia's public institutions of higher education to prepare and submit six-year plans. (See below for complete code reference.) During the 2015 General Assembly session, joint resolutions approved by the House (HJR 555) and Senate (SJ 228) also require that the mission, vision, goals, and strategies expressed in the Virginia Plan, the statewide strategic plan, guide the development of the strategic plan and six-year plan at each public institution of higher education, as well as the agency plan for SCHEV, and that SCHEV report annually on the Commonwealth's progress toward achieving these goals and targets to the Governor, General Assembly, institutions of higher education and the public.

2021 Six-year Plan Format

The 2021 Six-Year Plan consists of a workbook and an accompanying narrative. The workbook has an Instructions page, Institution ID page and five parts/worksheets: In-state undergraduate Tuition and Fee Increase Rate, Tuition and Other Nongeneral Fund Revenue, Academic-Financial, General Fund (GF) Request, and Financial Aid. **Note: Shaded cells contain formulas.** Instructions for the narrative are provided in a separate attachment. The Enrollment/Degree Projections are being developed in a separate process, but will be incorporated into the six-year plan review.

The 2021 Six-Year Plans are due July 1, 2021. The review group (referred to as Op Six) as outlined in § 23.1-306 - see Legislative Reference section below - will meet with each institution during the months of July and August to review the institution's plan and provide comments. If changes to the plans are recommended, revised institutional submissions are due no later than October 1 or immediately following an institution's Board of Visitors' meeting, if it is later than October 1.

INSTRUCTIONS FOR SECTIONS

1. In-state Undergraduate Tuition and Fee Increase Rate Plan

Provide annual planned increases in in-state undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees in 2022-24 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

2. Tuition and Other Nongeneral Fund Revenue

Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, **provide total collected or projected to collect revenues (after discounts and waivers)** by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue. DO NOT INCLUDE STIMULUS FUNDS.

3. Academic-Financial Plan

The Academic Plan, (3A), of this worksheet should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. Information related to the Virginia Plan and more specific state priorities is provided below. Provide a short title for each strategy. Indicate the total amount for the strategy, any internal reallocation to support the strategy and the amount of tuition revenue that will be used to support the strategy. Provide a short description of the strategy, including a specific reference as to where more detailed information about the strategy can be found in the Narrative document, in column J. Provide any pertinent information for consideration in 2024 through 2028 in column K. **All salary information must be provided in 3B. No salary information should be included in 3A. Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 4 of the plan, General Fund Request.** Funding amounts in the first year should be incremental. However, if the costs continue into the second year, they should be reflected cumulatively. **Institutions that submit strategies that reflect incremental amounts in both years will have their plans returned for revision.** If you add rows for additional strategies, please update the total cost formulas. **Institutions should assume no general fund (GF) support in the Academic-Financial Worksheet. A separate worksheet (Part 4) is provided for institutions to request GF support. IF ANY STRATEGIES WILL BE FUNDED WITH STIMULUS FUNDS.**

Pathways to Opportunity: The Virginia Plan for Higher Education. In the column labeled "VP Goal," identify the goal of the The Virginia Plan (VP) that applies to each institutional strategy using the appropriate number (i.e., 1, 2, or 3). The three VP goals are listed below. In the Narrative document (Section B) institutions should provide more detailed information

The Virginia Plan has three major goals (please refer to the Plan at <https://www.schev.edu/index/statewide-strategic-plan/virginia-plan-overview> for more information about the strategies under each goal):

GOAL 1 EQUITABLE: CLOSE ACCESS AND COMPLETION GAPS.

GOAL 2 AFFORDABLE: LOWER COSTS TO STUDENTS.

GOAL 3 TRANSFORMATIVE: EXPAND PROSPERITY.

The Financial Plan, 3B, of this worksheet pertains to the 2022-24 biennium. Complete the lines appropriate to your institution. **As completely as possible, the items in the academic plan and financial plan should represent a complete picture of the institution's anticipated use of projected tuition revenues. For every strategy in 3A and every item in 3B of the plan, the total amount and the sum of the reallocation and tuition revenue should equal one another.** Two additional rows, "Anticipated Nongeneral Fund Carryover" and "Nongeneral Fund for Current Operations" are available for an institution's use, if an institution cannot allocate all of its tuition revenue to specific strategies in the plan. Given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue. **All salary information is included in this section, 3B. There should be no salary information included in section 3A.**

4. General Fund (GF) Request

Indicate items for which you anticipate making a request for state general fund support in the 2022-24 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 3 and place it in bold print to draw attention to it's connection to Part 3. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

5. Financial Aid

Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.) **"Other Discounts and Waiver"** means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exceptions. **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**

Special Notes:

Enrollment/Degree Projections: Detailed six-year enrollment/degree projections are being collected through a separate process. These projections will be incorporated in the Six-Year Plan as part of the July and August institutional meetings with the Op Six.

BOV Approval: Final board approval of the Six-Year Plan should be done at the earliest possible fall meeting. HB 897 (2018) specified that initial plans do not get posted on the General Assembly's website and that final plans should be submitted to DLAS no later than December 1. However, we are requesting that institutions submit final plans with their responses to Op Six Comments on October 1 (or as soon after fall board meetings as possible) as has been done in the past. We post the responses and final plans for review by the Op Six for a period of time prior to posting to SCHEV's website.

Accessibility: All files need to be checked for accessibility prior to submitting them. Information on accessibility is provided at this link on SCHEV's website: <http://schev.edu/index/accessibility/creating-accessible-content>. The first link, "How to Make Your MS Office Documents Accessible" can be used to learn how to check documents. Only errors, not warnings, must be addressed.

Contacts for Questions:

General Questions - Jean Huskey (jeanhuskey@schev.edu)

Academic - Beverly Rebar (beverlyrebar@schev.edu)

Finance - Yan Zheng (yanzheng@schev.edu)

Financial Aid - Lee Andes (leeandes@schev.edu)

Enrollment/Degree Projections - Tod Massa (todmassa@schev.edu)

Legislative Reference:

§ 23.1 - 306. Institutional Six-Year Plans.

A. The governing board of each public institution of higher education shall (i) develop and adopt biennially and amend or affirm annually a six-year plan for the institution;

(ii) submit such plan to the Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance no later than July 1 of each odd-numbered year; and (iii) submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly to the

Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance. Each such plan and amendment to or affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic development of the Commonwealth, the area in which the institution is located, and, for those institutions subject to a management agreement set forth in Article 4 (§ 23.1-1004 et seq.) of Chapter 10, the areas that lag behind the Commonwealth in terms of income, employment, and other factors.

B. The Secretary of Finance, Secretary of Education, Director of the Department of Planning and Budget, Executive Director of the Council, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance, or their designees, shall review each institution's plan or amendments and provide comments to the institution on that plan by September 1 of the relevant year. Each institution shall respond to any such comments by October 1 of that year.

C. Each plan shall be structured in accordance with, and be consistent with, the objective and purposes of this chapter set forth in § 23.1-301 and the criteria developed pursuant to § 23.1-309 and shall be in a form and manner prescribed by the Council, in consultation with the Secretary of Finance, the Secretary of Education, the Director of the Department of Planning and Budget, the Director of the Council, the Staff Director of the House Committee on Appropriations, and the Staff Director of the Senate Committee on Finance, or their designees.

D. Each six-year plan shall (i) address the institution's academic, financial, and enrollment plans, including the number of Virginia and non-Virginia students, for the six-year period; (ii) indicate the planned use of any projected increase in general fund, tuition, or other nongeneral fund revenues; (iii) be based upon any assumptions provided by the Council, following consultation with the Department of Planning and Budget and the staffs of the House Committee on Appropriations and the Senate Committee on Finance, for funding relating to state general fund support pursuant to §§ 23.1-303, 23.1-304, and 23.1-305 and subdivision 9; (iv) be aligned with the institution's six-year enrollment projections; and (v) include:

- 1. Financial planning reflecting the institution's anticipated level of general fund, tuition, and other nongeneral fund support for each year of the next biennium;*
- 2. The institution's anticipated annual tuition and educational and general fee charges required by (i) degree level and (ii) domiciliary status, as provided in § 23.1-307;*
- 3. 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 as described in subdivision 9, including the projected mix of grants and loans;*
- 4. Degree conferral targets for undergraduate Virginia students;*

5. *Plans for optimal year-round use of the institution's facilities and instructional resources;*
 6. *Plans for the development of an instructional resource-sharing program with other public institutions of higher education and private institutions of higher education;*
 7. *Plans with regard to any other incentives set forth in § 23.1-305 or any other matters the institution deems appropriate;*
 8. *The identification of (i) new programs or initiatives including quality improvements and (ii) institution-specific funding based on particular state policies or institution-specific programs, or both, as provided in subsection C of § 23.1-307;and*
 9. *An institutional student financial aid commitment that, in conjunction with general funds appropriated for that purpose, provides assistance to students from both low-income and middle-income families and takes into account the information and recommendations resulting from the review of federal and state financial aid programs and institutional practices conducted pursuant to subdivisions B 2 and C 1 of § 23.1-309.*
- E. In developing such plans, each public institution of higher education shall consider potential future impacts of tuition increases on the Virginia College Savings Plan and ABLE Savings Trust Accounts (§ 23.1-700 et seq.) and shall discuss such potential impacts with the Virginia College Savings Plan. The chief executive officer of the Virginia College Savings Plan shall provide to each institution the Plan's assumptions underlying the contract pricing of the program.*
- F. 1. In conjunction with the plans included in the six-year plan as set forth in subsection D, each public institution of higher education, Richard Bland College, and the Virginia Community College System may submit one innovative proposal with clearly defined performance measures, including any request for necessary authority or support from the Commonwealth, for a performance pilot. If the General Assembly approves the proposed performance pilot, it shall include approval language in the general appropriation act. A performance pilot shall advance the objectives of this chapter by addressing innovative requests related to college access, affordability, cost predictability, enrollment management subject to specified commitments regarding undergraduate in-state student enrollment, alternative tuition and fee structures and affordable pathways to degree attainment, internships and work study, employment pathways for undergraduate Virginia students, strategic talent development, state or regional economic development, pathways to increase timely degree completion, or other priorities set out in the general appropriation act.*
- 2. A performance pilot may include or constitute an institutional partnership performance agreement, which shall be set forth in a memorandum of understanding that includes mutually dependent commitments by the institution, the Commonwealth, and identified partners, if any, related to one or more of the priorities set forth in subdivision 1 or set forth in a general appropriation act. No such institutional partnership performance agreement shall create a legally enforceable obligation of the Commonwealth.*
- 3. No more than six performance pilots shall be approved in a single session of the General Assembly.*
- 4. Development and approval of any performance pilot proposal shall proceed in tandem with consideration of the institution's six-year plan, as follows:*

- a. An institution that intends to propose a performance pilot shall communicate that intention as early as practicable, but not later than April 1 of the year in which the performance pilot will be proposed, to the reviewers listed in subsection B, the co-chairmen of the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education, and the Governor. In developing a proposed performance pilot, the institution shall consider the Commonwealth's educational and economic policies and priorities, including those reflected in the Virginia Plan for Higher Education issued by the Council, the economic development policy developed pursuant to § 2.2-205, the strategic plan developed pursuant to § 2.2-2237.1, relevant regional economic growth and diversification plans prepared by regional councils pursuant to the Virginia Growth and Opportunity Act (§ 2.2-2484 et seq.), and any additional guidance provided by the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education.*
- b. An institution that submits a performance pilot shall include the one innovative proposal with clearly defined performance measures, and any corresponding authority and support requested from the Commonwealth, with its submission of the preliminary version of its six-year plan pursuant to clause (ii) of subsection A or with its preliminary amendment or affirmation submission pursuant to clause (iii) of subsection A.*
- c. The reviewers listed in subsection B, or their designees, shall review and comment on any proposed performance pilot in accordance with the six-year plan review and comment process established in subsection B and may expedite such review and comment process to facilitate the executive and legislative budget process or for other reasons. No later than October 15 of the relevant year, the reviewers shall communicate to the Governor and the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance their recommendations regarding each performance pilot proposal. Such recommendations shall include the reviewers' comments regarding how the proposed performance pilots, individually and collectively, support the strategic educational and economic policies of the Commonwealth.*
- d. Each performance pilot proposal shall include evidence of its approval by the institution's governing board and, if accepted, shall be referenced in the general appropriation act.*

Six-Year Plans - Part I (2021): 2022-23 through 2027-28

Due: July 1, 2021

Institution: Virginia Cooperative Extension & Agricultural Experiment Station

Institution UNITID: 229

Individual responsible for plan

Name: Tim Hodge

Email address: tlhodge@vt.edu

Telephone number: 540-231-6419

Part 1: In-State Undergraduate Tuition and Mandatory Fee Increase Plans in 2022-24 Biennium

Virginia Cooperative Extension & Agricultural Experiment

Instructions: Provide annual planned increases in in-state undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees in 2022-24 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

In-State Undergraduate Tuition and Mandatory E&G Fees

2021-22	2022-23		2023-24	
Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
N/A	N/A		N/A	

In-State Undergraduate Mandatory Non-E&G Fees

2021-22	2022-23		2023-24	
Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
N/A	N/A		N/A	

Part 2: Tuition and Other Nongeneral Fund (NGF) Revenue Virginia Cooperative Extension & Agricultural Experiment Station

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, **provide total collected or projected to collect revenues (after discounts and waivers)** by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue. DO NOT INCLUDE STIMULUS FUNDS.

Items	2020-2021 (Actual)	2021-2022 (Estimated)	2022-2023 (Planned)	2023-2024 (Planned)
	Total Collected Tuition Revenue	Total Collected Tuition Revenue	Total Projected Tuition Revenue	Total Projected Tuition Revenue
E&G Programs				
Undergraduate, In-State	\$0	\$0	\$0	\$0
Undergraduate, Out-of-State	\$0	\$0	\$0	\$0
Graduate, In-State	\$0	\$0	\$0	\$0
Graduate, Out-of-State	\$0	\$0	\$0	\$0
Law, In-State	\$0	\$0	\$0	\$0
Law, Out-of-State	\$0	\$0	\$0	\$0
Medicine, In-State	\$0	\$0	\$0	\$0
Medicine, Out-of-State	\$0	\$0	\$0	\$0
Dentistry, In-State	\$0	\$0	\$0	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	\$0
PharmD, In-State	\$0	\$0	\$0	\$0
PharmD, Out-of-State	\$0	\$0	\$0	\$0
Veterinary Medicine, In-State	\$0	\$0	\$0	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	\$0
Other NGF	\$16,847,000	\$16,397,000	\$16,397,000	\$16,397,000
Total E&G Revenue	\$16,847,000	\$16,397,000	\$16,397,000	\$16,397,000

Non-E&G Fee Revenue	2020-2021 (Actual)	2021-2022 (Estimated)	2022-2023 (Planned)	2023-2024 (Planned)
	Total Tuition Revenue	Total Tuition Revenue	Total Tuition Revenue	Total Tuition Revenue
In-State undergraduates	\$0	\$0	\$0	\$0
All Other students	\$0	\$0	\$0	\$0
Total non-E&G fee revenue	\$0	\$0	\$0	\$0
Total Auxiliary Revenue	\$0	\$0	\$0	\$0

Part 3: ACADEMIC-FINANCIAL PLAN
Virginia Cooperative Extension & Agricultural Experiment Station

3A: Six-Year Plan for Academic and Support Service Strategies for Six-year Period (2022-2028)

Instructions for 3A: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies. Provide a concise description of the strategy in the Description of Strategy column (column J). Within this column, provide a specific reference as to where more detailed information can be found in the Narrative document. Note the goal(s) with which the strategy is aligned with the Virginia Plan (in particular, the related priority areas) in the VP Goal column and give it a Priority Ranking in column A. Additional information for 2024-2028 should be provided in column K (Two Additional Biennia). Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 4, General Fund Request, of the plan. All salary information must be provided in section 3B. No salary information should be included in 3A. Funding amounts in the first year should be incremental. However, if the costs continue into the second year, they should be reflected cumulatively. Please update total cost formulas if necessary. Institutions should assume no general fund (GF) support in this worksheet. A separate worksheet (Part 4) is provided for institutions to request GF support. IF ANY STRATEGIES WILL BE FUNDED WITH STIMULUS FUNDS, PLEASE INCLUDE THOSE FUNDS IN THE REALLOCATION COLUMNS.

Priority Ranking	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2022-2028)								
			Biennium 2022-2024 (7/1/22-6/30/24)						Description of Strategy
	Strategies (Short Title)	VP Goal	2022-2023			2023-2024			Concise Information for Each Strategy
			Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue	
3	Building Resiliency in Virginia's Communities	3	\$0	\$0	\$0	\$0	\$0	\$0	The VCE/VAES will continue to make progress on the Building Resiliency initiative supported b the 2021 General Assembly. With limited opportunity to generate incremental revenue, progress will rely upon continued General Fund support as previously identified. Refer to the GF Request tab for a complete listing.
	Total 2022-2024 Costs (Included in Financial Plan 'Total Additional Funding Need')		\$0	\$0	\$0	\$0	\$0	\$0	

3B: Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need 2022-2024 Biennium

Instructions for 3B: Complete the lines appropriate to your institution. As completely as possible, the items in the Academic Plan (3A) and Financial Plan (3B) should represent a complete picture of the institution's anticipated use of projected tuition revenues. For every strategy in 3A and every item in 3B of the plan, the total amount and the sum of the reallocation and tuition revenue should equal one another. Two additional rows, "Anticipated Nongeneral Fund Carryover" and "Nongeneral Fund Revenue for Current Operations" are available for an institution's use, if an institution cannot allocated all of its tuition revenue to specific strategies in the plan. Also, given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not be included in an institution's plan, unless they are completely supported by tuition revenue. Please do not add additional rows to 3B without first contacting Jean Huskey. All salary information should be included in this section. No salary information should be included in 3A.

	Assuming No Additional General Fund	2022-2023			2023-2024		
	Items	Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue
	Total Incremental Cost from Academic Plan ¹	\$0	\$0	\$0	\$0	\$0	\$0
1	Increase T&R Faculty Salaries (\$)	\$63,769	\$63,769	\$0	\$127,671	\$127,671	\$0
	T&R Faculty Salary Increase Rate(%) ²	0.21%		0.21%	0.21%		0.21%
1	Increase Admin. Faculty Salaries (\$)	\$32,495	\$32,495	\$0	\$65,059	\$65,059	\$0
	Admin. Faculty Salary Increase Rate (%) ²	0.21%		0.21%	0.21%		0.21%
	Increase Classified Staff Salaries (\$)	\$0	\$0	\$0	\$0	\$0	\$0
	Classified Salary Increase Rate (%) ²	0.00%		0.00%	0.00%		0.00%
2	Increase University Staff Salaries (\$)	\$16,243	\$16,243	\$0	\$32,502	\$32,502	\$0
	University Staff Salary Increase Rate (%) ²	0.15%		0.15%	0.15%		0.15%
	Increase Number of Full-Time T&R Faculty(\$) ³	\$0	\$0	\$0	\$0	\$0	\$0
4	O&M for New Facilities	\$700,627	\$700,627	\$0	\$799,153	\$799,153	\$0
	Add'l In-State Student Financial Aid from Tuition Rev	\$0	\$0	\$0	\$0	\$0	\$0
	Add'l Out-of-State Student Financial Aid from Tuition Rev	\$0	\$0	\$0	\$0	\$0	\$0
	Anticipated Nongeneral Fund Carryover	\$0	\$0	\$0	\$0	\$0	\$0
5	Nongeneral Fund for Current Operations (Safety & Security; Fringe & Retirement)	\$74,162	\$74,162	\$0	\$148,502	\$148,502	\$0
	Library Enhancement	\$0	\$0	\$0	\$0	\$0	\$0
6	Utility Cost Increase	\$250,000	\$250,000	\$0	\$500,000	\$500,000	\$0
	Total Additional Funding Need	\$1,137,296	\$1,137,296	\$0	\$1,672,887	\$1,672,887	\$0

- Notes:
- (1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
 - (2) If planned, enter the cost of any institution-wide increase.
 - (3) If planned, enter the cost of additional FTE faculty.
 - (4) Represents the nongeneral fund cost (5%) of increasing faculty salaries 4.2% per year to enhance competitiveness over time.
 - (5) Represents the nongeneral fund cost (5%) of increasing University staff salaries 3.0% per year.

Auto Check (Match = \$0)			
Match Incremental Tuit Rev in Part 2		If not matched, please provide explanation in these fields.	
2022-2023	2023-2024	2022-2023	2023-2024
\$0	\$0		

Part 4: General Fund (GF) Request
Virginia Cooperative Extension & Agricultural Experiment Station

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2022-24 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 3 and place it in bold print to draw attention to it's connection to Part 3. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Priority Ranking	Initiatives Requiring General Fund Support						Notes
			Biennium 2022-2024 (7/1/22-6/30/24)				
	Strategies (Match Academic-Financial Worksheet Short Title)	VP Goal					
			2022-2023		2023-2024		
			Total Amount	GF Support	Total Amount	GF Support	
1	Building Resilience: Extension Specialists	3	\$363,000	\$363,000	\$726,000	\$726,000	Critical gaps exist in the Extension Specialist workforce which diminish the agency's ability to support industry and community needs. This request provides 2 additional Extension Specialists per year as a continuation of ongoing initiative supported by the 2021 General Assembly.
2	Building Resilience: Extension Agent Salary Competitiveness	3	\$290,000	\$290,000	\$580,000	\$580,000	Closing the market gap in Extension Agent compensation over time will improve the agency's ability to attract and retain talented personnel to serve the needs of the Commonwealth. This is a continuation of an ongoing initiative supported by the 2021 General Assembly.
3	Building Resilience: Research Equipment	3	\$1,290,000	\$1,290,000	\$0	\$0	In order to support stakeholders in Virginia's agricultural and natural resources industry, the agency needs cutting-edge equipment to research and demonstrate the latest technologies. This is a continuation of an ongoing initiative supported by the 2021 General Assembly.
4	Reduce Need for Internal Reallocations	3	\$903,096	\$903,096	\$1,234,195	\$1,234,195	The General Fund share (95%) of previously approved capital project operation & maintenance needs and inflationary operating costs will mitigate internal reallocations (reductions) and maximize the agency's ability to positively contribute to the Commonwealth's agriculture and natural resources economy.
			\$2,846,096	\$2,846,096	\$2,540,195	\$2,540,195	



2021 SIX-YEAR PLAN: NARRATIVE

Virginia Tech: Cooperative Extension & Agricultural Experiment Station Division (Agency 229)

2021 SIX-YEAR PLAN NARRATIVE (Part II)

INSTITUTION: Virginia Cooperative Extension & Agricultural Experiment Station (VCE/VAES)

OVERVIEW

The totality of the six-year plan should describe the institution's goals as they relate to state goals found in the *Pathways to Opportunity: The Virginia Plan for Higher Education*; the Higher Education Opportunity Act of 2011 (TJ21); and the Restructured Higher Education Financial and Administrative Operations Act of 2005.

The instructions under institutional mission and alignment to state goals, below, ask for specific strategies, in particular related to equity, affordability and transformative outcomes. Other sections will offer institutions the opportunity to describe additional strategies to advance institutional goals and state needs. ***Please be as concise as possible with responses and save this narrative document with your institution's name added to the file name.***

SECTIONS

Section A. Pandemic Impact: Briefly discuss, in one to two paragraphs, how the pandemic has impacted your institution. What things did your institution already have in place that proved helpful? What lessons were learned? What short-term changes have been made? What long-term changes will be made? What are the concerns moving forward?

RESPONSE:

The COVID-19 pandemic created unprecedented operating challenges which impacted every facet of the agency's operations. Building relationships and collaborating with members of Virginia's agricultural industry is fundamental to the success of not only the VCE/VAES, but also critical to the future success of the state economy. The past year has required Extension Agents and Specialists to become even more agile in their response to the needs of Virginia's communities. Because the work of the Commonwealth's agricultural and natural resources economy did not stop because of COVID-19, the VCE/VAES utilized online tools to communicate and deliver research and outreach to its constituents across the Commonwealth. This increased reliance on internet-based constituent contact magnified the need to further enhance the agency's information technology infrastructure. Investment by the 2021 General Assembly enabled initial improvements to this critical infrastructure. VCE was also heavily engaged through 4-H and FFA, as well as our family and consumer science programs which supported efforts to supplement educational opportunities for youth when school was virtual or when students needed locations to access the internet. Additionally, VCE played a key role in encouraging individuals to receive vaccinations. Finally, the pandemic resulted in a significantly closer working relationship with Virginia State University, a broader audience for programs delivered virtually, and new and stronger partners with health care providers and state agencies. Additional planned investment will lead to a more resilient and effective VCE/VAES in the years to come.

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Section B. Institutional Mission, Vision, Goals, Strategies, and Alignment to State Goals: Provide a statement of institutional mission and indicate if there are plans to change the mission over the six-year period.

Provide a brief description of your institutional vision and goals over the next six years, including numeric targets where appropriate. Include specific strategies (from Part 3 – Academic-Financial Plan and Part 4 – General Fund Request) related to the following state themes and goals:

- **Equitable:** Close access and completion gaps. Remove barriers to access and attainment especially for Black, Hispanic, Native American and rural students; students learning English as a second language; students from economically disadvantaged backgrounds; and students with disabilities.
- **Affordable:** Lower costs to students. Invest in and support the development of initiatives that provide cost savings to students while maintaining the effectiveness of instruction.
- **Transformative:** Expand prosperity. Increase the social, cultural and economic well-being of individuals and communities within the Commonwealth and its regions. This goal includes efforts to diversify staff and faculty pools.

Strategies also can cross several state goals, notably those related to improved two-year and four-year transfer, and should be included here. If applicable, include a short summary of strategies related to research. The description of any strategy should be one-half page or less in length. Be sure to use the same short title as used in the Part 3 and Part 4 worksheets. If federal stimulus funds will fund activities and are included in Part 3 as reallocations, please note how they will be used.

RESPONSE:

The Virginia Cooperative Extension and the Virginia Agricultural Experiment Station — the two organizations that make up Virginia Agency 229 — play integral roles in Virginia's land-grant system.

The mission of the Virginia Agricultural Experiment Station is to perform basic and applied research on agricultural, environmental, natural, and community resource issues related to the future needs of Virginia, the region, the nation, and the world.

The Virginia Cooperative Extension helps lead the engagement mission of Virginia Tech and Virginia State University, the commonwealth's land-grant universities. Building local relationships and collaborative partnerships, the VCE helps people put scientific knowledge to work through learning experiences that improve economic, environmental, and social well-being.

These missions are not expected to change over the six-year period, though continued assessment of the agency's effectiveness will inform the underlying strategies to ensure that VCE/VAES continues to make a positive impact on the Commonwealth's citizens and economy.

Strategies: Part 3 – Academic-Financial Plan

The VCE/VAES is a General Fund agency which generates limited nongeneral Fund revenue. The agency's nongeneral fund share of ongoing costs such as salaries, fringes, and current operations are displayed in Part 3. Strategic initiatives to advance the agency's impact are detailed in Part 4 as General Fund requests.

Strategies: Part 4 – General Fund Requests

Building resilience in our communities across the Commonwealth is fundamental to the mission of the Virginia Cooperative Extension and Agricultural Experiment Station (VCE/VAES). Supporting the economic

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prosperity, furthering research and discovery, and educating our citizens leads to greater prosperity in communities that have struggled to keep pace in an innovation-based economy. Virginia's ability to transform ideas into new enterprises relies upon public investment in targeted initiatives that catalyze research, development, and commercialization. With campus research facilities and 11 Agricultural Research and Extension Centers (ARECs), the Virginia Cooperative Extension & Agricultural Experiment Station (Agency 229) is ideally positioned to significantly enhance its network of public-private research and Extension partnerships and position the Commonwealth as a leader in the rapidly growing AgTech sector. Strategic investment in the VCE/VAES will strengthen the agency's capacity to conduct translational research and help build resilience in communities across the Commonwealth.

This strategy represents a continuation of a multi-year commitment by the Commonwealth to promote innovation and strengthen human capital through four primary elements: Internet Connectivity, Modernization of Research Equipment, Critical Personnel, and Market Competitiveness. The initial funding for much of this request was provided by the 2021 General Assembly, including one-time funding to update and enhance the agency's internet connectivity. The remaining investment in research equipment and personnel is scheduled to continue over 3 additional years (through 2025).

Building Resilience: Extension Specialists

The people of VCE/VAES form the fundamental competitive advantage of the Commonwealth. Our agricultural and forestry economies are buoyed by the expertise of Extension Agents and Specialists focused on solving Virginia's challenges. This strategy includes both Extension Agents and Specialists in targeted fields across Virginia. The 2021 General Assembly has provided funding for 12 additional Extension Agents that will be combined with one-third of salary and fringes from local sources. Additionally, funding has been provided for 2 Extension Specialists out of the total of 6 positions needed across the state. This request is for the remaining 4 Extension Specialists, incrementally funded over the next 2 years.

Building Resilience: Extension Agency Salary Competitiveness

This request is designed to enhance the ability of Agency 229 to recruit and retain Extension Agents by addressing the market competitiveness of their compensation. The knowledge, experience, and relationships that Extension Agents develop during their tenure are extremely valuable to the Commonwealth. These agents are community assets and provide opportunities for youth to become productive citizens, deliver programs that support food safety and security and health for Virginia's families, and promote and facilitate community viability.

Because of these valuable contributions and relationships, Extension Agents are often recruited away by private organizations, diluting the impact of the agency's service to the Commonwealth. A market study conducted by the agency found a gap of more than 10% to that of the average Extension Agent salary at Land Grant institutions across the country. Greater gaps exist when compared to our Commonwealth's teachers and industry partners. The Commonwealth's statewide 5% compensation program in 2021 helps with the need for additional salary support for the agency and allowed the agency to make an important initial step towards competitive compensation; however, the need to enhance Extension Agent salaries will take sustained investment over the next three years to achieve a cumulative average increase of 10% by 2025 relative to accelerating compensation markets.

Building Resilience: Research Equipment

To support the growing technological needs of Virginia's agricultural industry, Agency 229 needs innovative equipment designed to collect large and complex field and analytical data sets, efficiently analyze samples, interpret and visualize large data sets, facilitate acceleration of technological innovations and share results with growers, industry, and public agencies. Much of this strategy was funded by the 2021 General

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Assembly, which provided \$2,450,000 of the total need of \$3,740,000. This request is for the remainder of the research equipment need: \$1,290,000. These investments include:

- a) Smart sensors for detecting disease, stress in crops and animals, crop fertility needs, environmental conditions, virtual fencing technologies, and facial recognition.
- b) Autonomous systems for crop and animal management such as drones, robotics, LIDAR technologies, acoustic and visual technologies for pest management, and GIS.
- c) Precision farm equipment with advanced navigation systems such as planters, harvesters, and chemical applicators.
- d) Advanced laboratory analytical equipment, rapid analysis, and advanced equipment for high throughput screening for crop and animal genomics studies, phenomics, metabolomics, and rapid genetic material selection for crops and animals.
- e) State-of-the-art acoustic and visual technologies for animal behavior and pest management studies.

Reduce the Need for Internal Reallocations - Operation & Maintenance and Inflation

As previously described in Section E., operation and maintenance of new facilities and inflationary cost increases such as utilities and operations will drive substantial costs during the planning period. As a General Fund agency with limited opportunity to generate nongeneral fund resources, the provision of the traditional state share of these costs (95 percent) will mitigate significant internal reallocations (reductions) and maximize the agency's ability to positively contribute to the Commonwealth's agriculture and natural resources economy.

Section C. In-state Undergraduate Tuition and Fee Increase Plans: Provide information about the assumptions used to develop tuition and fee information the institution provided in the Excel workbook Part 1. **The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the institution's mission, market capacity and other factors.**

RESPONSE:

Not applicable to this agency. The VCE/VAES is a General Fund agency which does not generate tuition revenue.

Section D. Tuition and Other Nongeneral Fund (NGF) Revenue: Provide information about factors that went into the calculations of projected revenue, including how stimulus funds may mitigate tuition increases.

RESPONSE:

Not applicable to this agency. The VCE/VAES is a General Fund agency which does not generate tuition revenue.

Section E. Other Budget Items: This section includes any other budget items for which the institution wishes to provide detail. Descriptions of each of these items should be one-half page or less.

RESPONSE:

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The success of the university is due in large measure to its outstanding faculty who are committed to excellence in education, research, and outreach. In a competitive, global marketplace that values human capital, the highest quality employees in the organization are constantly being recruited by peer institutions, industry, and research centers around the world. Attracting and retaining the caliber of faculty needed to maintain and improve upon existing success is becoming increasingly competitive. While compensation is only one factor that contributes to the university's ability to attract and retain the best faculty, it remains a major consideration. In addition, the replacement of faculty is far more expensive than the cost to retain those persons for whom the university has already invested significant time and resources. Maintaining an annual merit process that rewards top faculty for their efforts is fundamental to keeping pace with the market and mitigating turnover.

Increase Staff Salaries

Much like faculty, the slow pace of growth of staff compensation has negatively influenced retention and recruitment efforts at the agency, a trend likely to accelerate as the local labor market continues to tighten. Competitively compensating the hard-working staff at the agency is a key factor in ensuring a highly productive and innovative organization. This supports a multi-year strategy to position the university at the median of the competitive market, enabling the university to compete for talented staff that support continued university excellence.

Nongeneral Fund for Current Operations

In addition to known cost drivers in the agency's plan, the agency assumes that unknown and unavoidable costs will rise over time. These include unfunded mandates, software contract escalation, health and safety cost increases, maintenance expenses, and other unforeseen cost drivers.

Operation & Maintenance of New Facilities

Operations and maintenance support is a primary cost driver in the future budget. Facilities must be open year-round in order for the university to deliver its mission of providing programming for the citizens of the Commonwealth. The agency has two previously approved capital projects that are scheduled to open during the planning period: the Livestock and Poultry Research Facilities 1, and the VA Seafood AREC. Addressing operation and maintenance of facilities will ensure maximum facility service life and the prevention of building deficiencies. In addition, rising costs of contracts, utility service, internet connectivity for off-campus locations, and other mandated or required operating costs must be addressed to maintain the delivery of agency services to the citizens of the commonwealth.

Utility Cost Increases

Rising costs of contracts, utility service, internet connectivity for off-campus locations, and other mandated or required operating costs must be addressed to maintain the delivery of agency services to the citizens of the commonwealth.

Section F. Enrollment Projections: Include in this section information about how your institution developed its enrollment projections, whether your institution is concerned about future enrollment trends, and, if so, what planning is underway to address this concern. How have enrollment plans been impacted by the pandemic? For example, does your institution plan on enrolling more online students?

RESPONSE: N/A

Section G. Programs and Instructional Sites: Provide information on any new academic programs, including credentials and certificates, new instructional sites, new schools, or mergers supported by all types of funding, that the institutions will be undertaking during the six-year period. Note that as part of the

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revised SCHEV program approval process, institutions will be asked to indicate if a proposed new program was included in its six-year plan. Also, provide information on plans to discontinue any programs.

RESPONSE: N/A

Section H. Financial Aid: Discuss plans for providing financial aid, not including stimulus funds, 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. Virginia's definitions of low-income and middle-income are based on HHS Poverty Guidelines. A table that outlines the HHS guidelines and the definitions is attached.

RESPONSE: N/A

Section I. Capital Outlay: Discuss the impact, if any, that the pandemic has had on capital planning, such as decreasing the need for space or other aspects. Provide information on your institution's main Education and General Programs capital outlay projects, including new construction as well as renovations that might be proposed over the Six-Year Plan period that could have a significant impact on strategies, funding, student charges, or current square footage. Do not include projects for which construction (not planning) funding has been appropriated. *Special Note: The requested information is for discussion purposes only and inclusion of this information in the plans does not signify approval of the projects.*

RESPONSE:

The Virginia agriculture industry represents a significant portion of commerce for the Commonwealth. Virginia Tech's Virginia Cooperative Extension and Agriculture Experiment Station (VCE/AES) agency provides critical production and operation research to advance and protect these industries. The profitability, and therefore long-term sustainability of these industries depend directly on the capacity of the agency to create and translate new novel technologies. The VCE/AES continues to work with the Commonwealth on solutions to improve research facilities across the agency, ensuring agriculture research and extension continues to meet the needs of the 21st century economy. Agency 229 programs touch every sector of Virginia's economy. Innovative and applied research, education and training, and direct assistance to Virginians have led to nationwide recognition of Virginia as a producer of superior agricultural products, better business management practices, and environmental stewardship that improves quality of life and attracts millions of tourists annually.

The VCE/AES top priority for capital outlay improvements call for system-wide enhancement and replacement to research facilities across the Commonwealth. A brief description of the Improve Research Facilities project is listed below.

The focus of this capital project is on improved facilities at Center Woods and Agricultural Research and Extension Centers (ARECs) across the state to sustain and advance research supporting the Commonwealth's agricultural industries. The current facilities at Center Woods and ARECs across the state are too small and have deteriorated beyond maintenance, which increasingly degrades program operations.

Center Woods serves the Department of Fisheries and Wildlife Conservation program within the College of Natural Resources and Environment. It is located in a mature wooded area covering approximately 45 acres adjacent to main campus. It is the ideal location for work with wild animals and fish, serves as the staging location for field research and class field trips, and plays a critical role in providing a quality learning experience for undergraduate and graduate students. This unique resource provides students critical in-person learning opportunities that are expected by

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commercial and government employers. This project would meet the current program needs through the addition of modern research laboratories, as well as the corresponding office, and field support spaces.

The VC/AES operates 11 ARECs that support a variety of key industries in the Commonwealth through research and extension programs. Research conducted at the ARECs is designed to provide knowledge that will enhance the quality of individual and family life and the social and economic vigor of Virginia. With the median age of facilities at some ARECs reaching over 50 years old, many existing research laboratories and supporting facilities across the ARECs are in poor condition, have surpassed their functional life expectancy, are not appropriate for conducting experiments required to respond to modern agricultural issues, and cannot support demand for the program activities. This project will improve the research facilities at Center Woods and at 10 of the ARECs across the Commonwealth to provide appropriate office, research and laboratory, field support, and field storage spaces at these locations.

To meet the expectations of all VCE/AES constituents, including citizens, students, faculty and industry partners, the agency requires improved and expanded spaces to support in-person and hands-on learning and research of essential skills, techniques, and topics.

Section J. Restructuring: Provide information about any plans your institution has to seek an increased level of authority, relief from administrative or operational requirements, or renegotiation of existing management agreements.

RESPONSE:

Restructuring opportunities are discussed in detail in the Agency 208 (University Division) submission.

Section K. Evaluation of Previous Six-Year Plan: Briefly summarize progress made in strategies identified in your institution's previous six-year plan. Note how additional general fund support and reallocations were used to further the strategies.

RESPONSE:

The VCE/VAES was able to make measured progress towards the goals in the 2019 Six-Year plan submission. While unavoidable cost drivers and fixed cost increases continue to stress the agency, continued investment by the Commonwealth to enhance internet connectivity across its facilities, modernize equipment, and support Agency personnel will enable Agency 229 to increase the efficiency, resiliency, and sustainability of the Commonwealth's agricultural and natural resources industry.

The VCE/VAES was able to make measured progress towards the goals in the 2019 Six-Year plan submission. While unavoidable cost drivers and fixed cost increases continue to stress the agency, continued investment by the Commonwealth to enhance internet connectivity across its facilities, modernize equipment, and support Agency personnel will enable Agency 229 to increase the efficiency, resiliency, and sustainability of the Commonwealth's agricultural and natural resources industry. Major efforts were made to establish the Center for Advanced Innovation in Agriculture (CAIA). CAIA's vision is to foster informed decisions using agricultural technologies and analytics for growth of the agriculture and natural resources industries. Through this vision, we anticipate that CAIA will contribute to increased overall efficiencies, resilience, sustainability, and security of agricultural and food systems. In support of this vision, CAIA's mission is to leverage science and technology to create transformative solutions to support agriculture and food systems, the environment, and communities throughout the Commonwealth and

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beyond. The idea behind formation of this Center has grown out of the 2018 Agriculture and Natural Resources. The agency continues to attract industry to the Commonwealth, increase agri-business productivity, produce award-winning research, enhance food safety, and spin off new discoveries. Research and outreach programs conducted by the Virginia Cooperative Extension and Agricultural Experiment Station positively impact citizens on a daily basis Cooperative Extension and Agricultural Experiment Station activities is critical to maintaining the critical competitive and cultural advantages provided by the agency.

Collectively, Agency 229 provides a significant return on investment to the Commonwealth as every \$1 of General Fund support generates an additional \$1.29 in economic impact. Enhancing state support of the Virginia Cooperative Extension and Agricultural Experiment Station activities is critical to maintaining the critical competitive and cultural advantages provided by the agency. A recent study by the department of Agricultural and Applied Economics at Virginia Tech indicates that 20% of the Commonwealth's agricultural productivity is due to investment in research and Extension programs through Agency 229.

Section L. Diversity, Equity and Inclusion (DEI) Strategic Plan: Provide an update on the completion status of your institution's plan that is being coordinated with the Governor's Director of Diversity, Equity and Inclusion. If a copy of the plan is available, please include it when your institution submits its initial plan. If a copy of the plan is not available for July 1 or if changes are made, please provide a copy with your institution's final plan submission on October 1.

RESPONSE:

The Diversity, Equity and Inclusion (DEI) Strategic Plan is discussed in detail in the Agency 208 (University Division) submission.

Section M. Economic Development Annual Report: Provide a copy of any report your institution has produced about its economic development contributions.

RESPONSE:

Contributions of Agency 229 to economic development are described in the Agency 208 (University Division) submission.

In addition, Agency 229 maintains a website documenting its economic impact in counties throughout the Commonwealth. More information can be found: <https://www.agency229.cals.vt.edu/impact.html>

Additional information on how the Commonwealth benefits from investment in agricultural research is attached.